



County of Santa Cruz  
Santa Cruz County Community Corrections Partnership  
MEETING NOTICE AND AGENDA

January 23, 2025  
3:00 – 4:00 p.m.

Santa Cruz County Probation Offices – Training Room  
303 Water Street. Suite. 9, Santa Cruz, CA 95060

*The three goals of the Santa Cruz County Community Corrections Partnership are:*

- I. Establish an array of **effective alternatives to incarceration** to address the impacts that the realigned population will have on the county jail in order to avert crowding and poor conditions of confinement without jeopardizing public safety outcomes;*
- II. Implement **Evidence-Based Probation Supervision** that properly assesses risk factors associated with recidivism and provides effective probation interviewing, case planning, and community supervision to ensure public safety and reduce recidivism; and*
- III. Develop community partnerships for **effective intervention services** that adhere to the principles of evidence-based practices for maximum recidivism reduction.*

I. CALL TO ORDER

II. CONSENT AGENDA:

Approval of Agenda

Approval of Minutes from the October 1, 2024, meeting

III. PUBLIC COMMUNICATIONS: Members of the public are allowed 3 minutes to address any item pertaining to the CCP, but not on the agenda.

IV. ORAL REPORTS:

1. Santa Cruz County Public Safety Realignment Implementation Plan 2024-25: Chief Probation Officer Fernando Giraldo
2. Report from the Trauma Recovery Center Subcommittee of the CCP Shared Safety Committee/Family Justice Center Grant Update: Katie Mayeda, LCSW, of Mayeda Consulting and Walnut Avenue Family and Women's Center Executive Director Julie Macecevic , Ph. D.
3. Report on CAFES Cohort III Program (Proposition 47): Assistant Division Director Hugo Calderon
4. Report on the new Proposition 47 Cohort IV grant program: Sr. Behavioral Health Manager Casey Swank

V. ADJOURNMENT

*The County of Santa Cruz does not discriminate on the basis of disability, as no person shall, by reason of a disability, be denied the benefits of its services, programs, or activities. If you are a person with a disability, including a communication disability, and require special assistance in order to participate in the meeting or need language service assistance, please contact the Santa Cruz County Probation Department at (831) 454-3105 (TDD: call 711) at least 72 hours in advance of the meeting in order to make arrangements. Persons with disabilities may request a copy of the agenda in an alternate format.*

*Por favor haga arreglos anticipadamente por teléfono al número (831) 454-3105.*



# County of Santa Cruz

## Santa Cruz County Community Corrections Partnership

### MEETING MINUTES

**October 1, 2024**  
**9:00 – 10:00 a.m.**

**Santa Cruz County Probation Offices – Training Room**  
**303 Water Street, Suite. 9, Santa Cruz, CA 95060**

*The three goals of the Santa Cruz County Community Corrections Partnership are:*

- I. Establish an array of **effective alternatives to incarceration** to address the impacts that the realigned population will have on the county jail in order to avert crowding and poor conditions of confinement without jeopardizing public safety outcomes;*
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- III. Develop community partnerships for **effective intervention services** that adhere to the principles of evidence-based practices for maximum recidivism reduction.*

**I. CALL TO ORDER:** Meeting called to order at 9:01 a.m.

District Attorney's Office  
Health Services Agency  
Sheriff's Office  
Probation Department  
Public Defender

Superior Court of Santa Cruz  
Capitola Police Department  
County Office of Education  
Health Services Agency  
District Attorney's Office

Human Services Department  
County Administrator's Office  
Human Services Department  
Santa Cruz Volunteer Center  
\*Denotes voting member

Tara George, Chief Deputy District Attorney \*  
Monica Morales, Director of Health Services Agency \* (absent)  
Jim Hart, Sheriff- Coroner \*  
Fernando Giraldo, Chief Probation Officer \*  
Heather Rogers, Public Defender \*  
Sasha Morgan, Court Executive Officer \*  
Andrew Dally, Chief of Police \*  
Jennifer Izant Gonzales, Senior Director of Alternative Education  
Casey Swank, Director of Substance Use Disorders Programs  
Laura Espindola, Manager of Victim Witness Assistance Program (absent)  
Kimberly Petersen, Asst. Director of Human Services Department  
Nicole Coburn, Assistant CAO  
Andrew Stone, Director of Workforce Investment Board (absent)  
Karen Delaney, Executive Director

Proxy: Tara George is proxy for District Attorney Jeff Rosell  
Kimberly Petersen is proxy for Director Randy Morris  
Jennifer Izant Gonzales is proxy for Superintendent Faris Sabbah

**II. CONSENT AGENDA:** Tara George moved to approve the Consent Agenda (Approval of Agenda, Approval of Minutes from the May 23, 2024, meeting); Sheriff Hart seconded.

**Motion Passed**

Yes: Rogers, Morgan, Giraldo, Hart, Dally, George  
No: None  
Abstain: None  
Absent: Morales

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III. PUBLIC COMMUNICATIONS: Casey Swank, Sr. Behavioral Health Manager with the Health Services Agency shared that the Prop 47 Cohort IV application has been recommended for funding; pending approval by the Board of State and Community Corrections (BSCC) at its next meeting on October 3, 2024. The Community Corrections Partnership (CCP) is the Local Advisory Board Committee for Prop 47 Cohort IV.

IV. ORAL REPORTS AND ACTION ITEMS

1. Report on FY24-25 Treatment and Intervention Services Contracts and State Funding:

Chief Probation Officer Fernando Giraldo gave an update on how the FY24-25 Treatment and Intervention Services Contracts were distributed and the current balance of the AB109 Treatment Trust Fund. Please see attached slides.

2. Report on CAFES Cohort III Program (Proposition 47):

Division Director Sarah Fletcher gave an update on CAFES Cohort III, the update can be found on the CAFES Newsletter by following the link below.

Click the link or copy and paste link to your browser:

<https://www.santacruzcountyca.gov/Portals/0/County/prb/pdfs/CAFES/Newsletters/CAFES%20Connection%20Newsletter%20August%202024.pdf>

3. Presentation on the Local Implementation Timeline for the Community Assistance, Recovery, and Empowerment Act (CARE Act):

Public Defender Heather Rogers, Chief Asst. County Counsel Ruby Márquez, County Administrative Office (CAO) Principal Administrative Analyst Sven Stafford and Florence Patten, Director of Operations at Santa Cruz Superior Court, gave a presentation regarding the CARE Act, and answered questions. Please see attached slides.

4. Presentation and Input Session: Developing Countywide Community Public Safety Indicators:

CAO Principal Administrative Analyst Sven Stafford presented on developing Countywide Community Public Safety Indicators and requested input from the CCP as to what indicators it recommends for a Safe and Just Community. Please see attached slides.

5. Consider Request for Bridge Funding for In-Custody Medically Assisted Treatment (MAT):

Santa Cruz County Undersheriff Chris Clark shared that the Sheriff's Office had received a grant of over \$1 million to fund the In-Custody MAT program; however, it was rescinded due to state budget cuts. He made a one-time request of \$200,000 in bridge funding from the CCP to support in-custody MAT services while the Sheriff's Office secures ongoing funding for the program.

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Heather Rogers moved to approve \$200,000 from Treatment Services funds for bridge funding for the Sheriff's Office to continue providing MAT services; Tara George seconded.

**Motion Passed**

Yes: Rogers, Morgan, Giraldo, Hart, Dally, George

No: None

Abstain: None

Absent: Morales

- V. ADJOURNMENT: Meeting adjourned at 10:00 a.m.

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Santa Cruz County  
Community Corrections Partnership

# **Public Safety Realignment Implementation Plan 2024-2025**

Submitted by:

Fernando Giraldo, Chief Probation Officer  
Community Corrections Partnership Chair  
November 2024

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**Community Corrections Partnership Membership, 2024-25**

Nicole Coburn	Santa Cruz County Administrator’s Office
Karen Delaney	CBO Representative: Volunteer Center Director
Andrew Dally	Law Enforcement Chief*
Laura Espindola	Victim Witness Assistance Program Director
Fernando Giraldo (Chair)	Chief Probation Officer*
Jim Hart	Santa Cruz County Sheriff*
Monica Morales	Health Services Agency Director*
Sasha Morgan	Presiding Superior Court Judge Designee*
Randy Morris	Human Services Department Director
Heather Rogers	Santa Cruz County Public Defender*
Jeff Rosell	Santa Cruz County District Attorney*
Faris Sabbah	County Superintendent of Schools
Andrew Stone	Workforce Investment Board Director
Casey Swank	Alcohol and Drug Programs Manager

\* Denotes membership in the CCP Executive Committee

## A. Introduction and Background

On October 4, 2011, the Santa Cruz County Board of Supervisors adopted a Community Corrections Implementation Plan developed by the Santa Cruz County Community Corrections Partnership (CCP) that provides an ongoing framework for local implementation of the California Public Safety Realignment Act, Assembly Bill 109 (AB109). The plan's phased implementation strategy directed evenly divided resources to address goals in the areas of corrections, community supervision, and treatment services to the AB109 population, as follows:

- I. Establish an array of **Effective Alternatives to Incarceration** to address the impacts that the realigned population will have on the county jail to avert crowding and poor conditions of confinement without jeopardizing public safety outcomes;
- II. Implement **Evidence-Based Probation Supervision** that properly assesses risk factors associated with recidivism and provides effective probation interviewing, case planning, and community supervision to ensure public safety and reduce recidivism; and
- III. Develop community partnerships for **Effective Intervention Services** that adhere to the principles of evidence-based practices for maximum recidivism reduction.

The adopted plan articulates a set of core values and principles that guide ongoing implementation and continuous improvement. This plan has been updated annually and continues to direct the implementation and refinement of community corrections strategies, with specific addenda based on outcome data and emerging opportunities.

The initial implementation plan established a formula for allocation of AB109 funding, beginning with a fixed amount (\$200,000) for AB109 administration, including all financial management, contract development and oversight, data collection, evaluation and reporting, and facilitation of ongoing work groups and other meetings. At its May 2022 meeting, the CCP approved a request to increase this to \$360,000 to reflect the increased size and complexity of AB109 funding administration. The remaining allocation from the State is distributed evenly, one-third each, between the three primary components: cost-effective alternatives to incarceration; evidence-based community supervision; and effective treatment and intervention services to address criminogenic needs. The CCP Executive Committee continues to support this model for existing and new realignment funding.

### Major implementation highlights since 2011 have included:

- Initial Planning Work Groups. To guide initial planning and increase community involvement, the CCP convened planning work groups of CCP members and community representatives to address areas of community supervision, intervention services, corrections management, community engagement, data and capacity building, and court processing. These work groups used data and research to develop a comprehensive model for responding to the new responsibilities under AB109.
- Service Provider Network. A process was developed to select qualified organizations to provide intervention services to the AB109 population, with service areas chosen to address the criminogenic needs of the target population. A multi-year selection cycle based on a formal Request for Proposals is now in place to allow for continuous improvement and response to emerging needs and opportunities. Service contracts are refined annually based on program outcomes and changes to assessed needs.



- Program Self-assessment and Continuous Program Improvement. Service providers participated in program self-assessment and continuous program improvement with technical assistance from the Center for Advancing Correctional Excellence at George Mason University (GMU). GMU researchers worked with the Probation Department to conduct a jurisdictional assessment of the match between needs and program availability.
- Probation Officer Training. The Probation Department adopted the **EPICS** model (Effective Practices In Community Supervision) for outcomes-oriented probation supervision, with training and quality assurance provided by the University of Cincinnati.
- Results First Initiative. The Probation Department participated in the Pew/MacArthur Results First initiative to identify the cost/benefit ratio of specific strategies, and to encourage and facilitate the widespread adoption of more rigorous, evidence-based programs and practices for both adult and juvenile probation.
- Substance Abuse Treatment Assessment and Referral. At the request of providers, a new position was funded through AB109 to provide clinical assessment and referral for substance abuse treatment. An additional contract provided court-ordered assessment for individuals in jail custody. AB109 also supported a pilot project utilizing Vivitrol (injectable Naltrexone) to improve outcomes for opioid users.
- Ongoing CCP Work Groups. The composition of the CCP work groups has changed over time to meet the needs for planning and coordination. Currently, the Community Education and Engagement Work Group, recently renamed the Shared Safety Work Group, is the only formal work group of the CCP. Additional coordinating meetings are conducted as part of the operation of the two Probation Success Centers.
- AB109 System Evaluation. Resource Development Associates (RDA) from Oakland was selected to develop and implement an evaluation plan that included a Data Capacity Assessment, an Implementation Evaluation, and an Outcome Evaluation. The findings from the evaluation suggest that Santa Cruz County has had considerable success in reducing recidivism among the AB109 population in comparison with other efforts in California. Recommendations for further improvement focus on improved referral and communication between system partners.
- Records Clearance Services and Outreach. Following passage of California Proposition 47, the CCP authorized limited funds to support education and outreach efforts to increase the number of eligible individuals taking advantage of records clearance services to support reentry.
- Electronic Referral and Reporting System. In response to evaluation findings regarding existing systems for referrals, communication, and tracking client progress, the Probation Department implemented a web-based referral and reporting system linked to its electronic case management system. The new system greatly improved the flow of information during referral hand-off and allows tracking of individual client status and cumulative service exposure.
- Probation Success Centers: Co-location of AB109-Funded Services. To reduce logistical barriers, increase service access and engagement, and promote inter-agency communication and coordination, the CCP approved the establishment of the Probation Success Center downstairs from the Adult Probation Department office on Water Street in Santa Cruz, as well as the South County Success Center on Freedom Boulevard in Watsonville. These facilities have been the center of operations for most community-based services coordinated through AB109.
- Blueprint for Shared Safety. The CCP and its work groups adopted the Blueprint for Shared Safety, a research- and best practices-driven system framework developed by Californians for

Safety and Justice. A key focus is the inclusion of crime survivors at the center of system planning. A two-year process went into adapting the framework locally, involving multiple community forums, focus groups, and community planning meetings that resulted in specific recommendations for local system improvement and reform.

- System Mapping for Services to Crime Survivors. The Shared Safety Work Group facilitated a multi-agency process for identifying the needs and service gaps in Santa Cruz County for survivors of crime. The needs assessment included focus groups, workshops, and support from the Office for Victims of Crime Training and Technical Assistance Center to develop a data bank with detailed information regarding existing services. The group produced informational materials for crime survivors and agencies that serve them. Based on input from the community and service providers, the work group initiated a research and planning process to support the development of a local trauma recovery center to provide survivors with a one-stop location for support and service access.
- Uptrust Communications System. The Probation Department implemented a messaging system to provide text message-based appointment and court date reminders, as well as communication between probationers and probation officers. The intention is to increase on-time attendance at critical monitoring and supervision events, and to reduce unnecessary warrants for failures to appear.
- Integration with CAFES. Coordinated Access for Empowering Success (CAFES) is a project funded by a competitive grant from the Board of State and Community Corrections, Proposition 47 Grant Program. The project provides assessment and services for individuals with low level offenses who have untreated behavioral health issues, including substance use disorders. CAFES services are coordinated through the success centers and CAFES clients are eligible for a variety of support services through AB109-funded programming. The integration between AB109 and CAFES greatly expands the reach of evidence-based services to reduce criminal recidivism among multiple levels of individuals involved in the criminal legal system. During FY2022-23 the County was awarded a second round of Proposition 47 funding to continue and expand this work, with support for diversion opportunities, the District Attorney's Neighborhood Court, and early legal representation for equity through the Public Defender's Office.
- Racial Equity Initiative. The Probation Department initiated an internal and stakeholder process for moving from commitment to action regarding racial equity in the criminal legal system. The Haywood Burns Institute provided foundational training and a co-design process that facilitated a discussion among all staff regarding the values reflected in actual day-to-day practices of the system. These values exploration sessions explored the meaning of public safety, the role of probation, models of criminal legal intervention and their impact on communities of color.
- Reducing Revocations Challenge. Santa Cruz County continued the institutionalization and sustainability phase of the Reducing Revocations Challenge, originally funded by Arnold Ventures and administered through City University of New York's Institute for State and Local Governance. The goal of the initiative is to reduce the impact of probation on driving jail and prison admission rates, often in response to technical violations of court terms rather than new law violations. The local effort brought together line staff with area experts and researchers in a co-design process meant to effectively shift organizational culture and practices. Community involvement has included service providers, the Sheriff's Office, the District Attorney's Office, the Superior Court, the County Administrative Officer, the County Office of Education, the County Health and Human Services Department, as well as over a dozen adults currently on probation. The two major elements have included an incentives-based case management pilot

for individuals with substance use terms; and promotion of a coaching model of probation supervision for multiple adult caseloads.

- Reconciliation Project. The Conflict Resolution Center of Santa Cruz County has worked with Probation to develop the Reconciliation Project, a pilot effort to extend the principles and practices of restorative justice to more serious cases where the person who caused harm has completed their legal sanctions and are ready to take responsibility for their actions, and where the crime survivor(s) are willing and able to benefit from engaging in a restorative justice process. The pilot has processed a small number of cases, some of which resulted in direct communication, others which did not. Along with cases involving various persons crimes, the project was central in supporting a community-engaged restorative justice process following the defacement of the Black Lives Matter mural in Santa Cruz.

## **B. 2023-24 Implementation Highlights**

The services disrupted by the COVID-19 pandemic largely returned to full operation with no facility closures during this year. The option of online services and meetings that kept services in operation through the pandemic remained a useful tool to make services available to individuals who would otherwise not be able to attend in person. Challenges remained, however, in maintaining adequate staffing, and several programs were curtailed for part of the year by unfilled staff vacancies.

The primary AB109-funded provider organizations in 2023-24 included the following:

- Conflict Resolution Center of Santa Cruz County
- Encompass Community Services
- First 5 Santa Cruz County
- Janus of Santa Cruz
- Justsolve
- Leaders in Community Alternatives
- MENtors Driving Change for Boys, Men, and Dads
- Monarch Services
- New Life Community Services
- Positive Discipline Community Resources
- Santa Cruz Barrios Unidos
- Santa Cruz County Health Services Agency
- Santa Cruz County Office of Education
- Sobriety Works, Inc.
- Streets2Schools
- United Way of Santa Cruz County
- Uptrust Inc.
- Volunteer Center of Santa Cruz County

This year saw a greater emphasis on coordination between the AB109 service provider network and other emerging service initiatives and models. This included nascent CalAIM planning and services; the Coaching Model of the Reducing Revocations Challenge; the expansion of Prop 47 services through the

CAFES Cohort III; along with new jail programs, the Public Defender’s Early Representation/Wholistic Defense program, and a pilot program for subsidizing Driving Under the Influence classes for low income/indigent individuals. Physical support services remained a high priority for clients, including clothing, hygiene kits, and basic necessities distributed from the Probation Success Center.

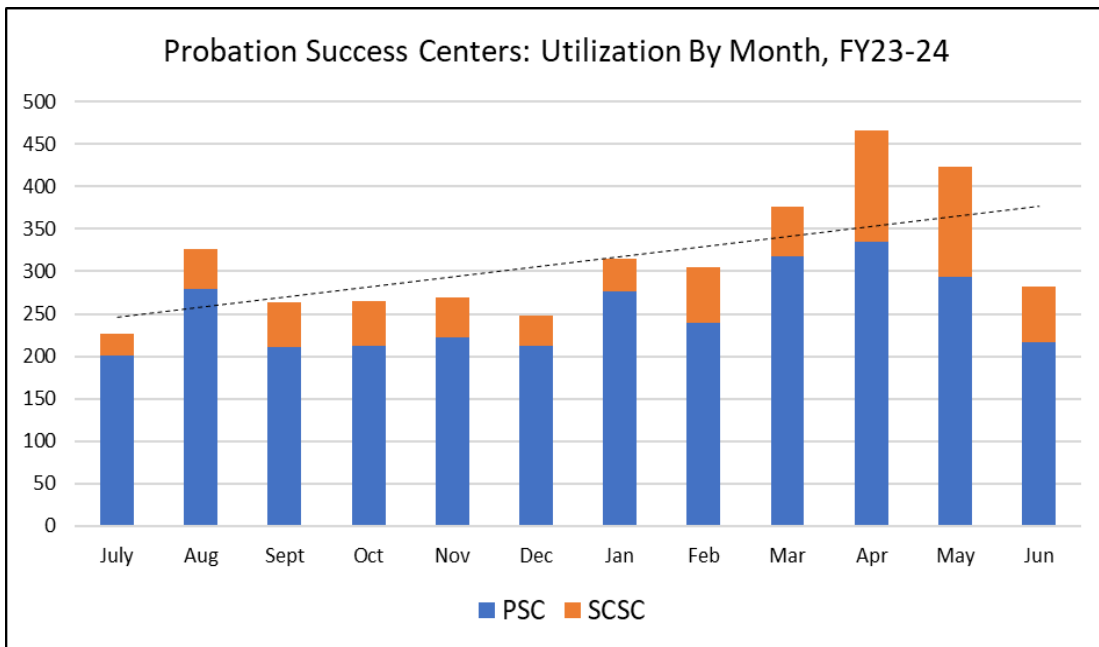
**Notable accomplishments of 2023-24 include the following:**

- Request for Proposals for AB109 Treatment and Intervention Services. The Probation Department received approval from the Board of Supervisors to release a Request for Proposals (RFP) in February of 2024 to procure vendor services across seven service areas: Cognitive/Behavioral Curricula; Educational Services; Employment Development Services; Housing Support; Mental Health Treatment and Support; Reentry Case Management and System Navigation; and Substance Use Disorder Education. Additional services were administered through the County Health Services Agency (SUD treatment & housing); The Public Defender (Early Representation); and the District Attorney (Community-based Diversion). Twenty-eight proposals were received, scored, and ranked within each service area by a trained community panel. Panel recommendations were reviewed by the Community Corrections Partnership and approved by the Board of Supervisors. New service agreements were drafted for approval, and meetings were held to facilitate service start-up and client transition. See Section D below for information on all new service agreements and funding levels.
- Sequential Intercept Model. State Consultant Kevin O’Connell led the Community Corrections Partnership through a work session to update the Santa Cruz County Sequential Intercept Model and System/Program Map. The process clarified the processes and programs in each of the five primary stages of the local criminal legal system. Current priority initiatives were identified for Intercept 0(Community Services) and Intercept 1 (Law Enforcement Response). See the attached report *Sequential Intercept Model Update for Santa Cruz County*.
- Restorative Practices Forum. April 25, 2024, the SSW hosted *Healing our Communities Restorative Practices in Santa Cruz County*, with over 80 community members and system leaders in attendance. The objectives of the forum were to clarify the distinction between restorative justice programs and restorative practices, showcase existing restorative justice and practice models, provide a platform for lived experience experts to share their experiences with restorative justice, and foster community dialogues about opportunities to enhance restorative justice in the community. See the attached report *Healing Our Communities: Restorative Practices in Santa Cruz County*.
- Bench Warrant Relief Event. In January of 2024 the Probation Department collaborated with the Public Defender, the District Attorney, the Superior Court, and the non-profit Community Action Board to produce a weekend event for individuals to clear outstanding bench warrants. The event responds to the growing backlog of cases – some years old – in which a bench warrant was issued and never recalled. Subsequent events were conducted in partnership with monthly outreach events from the Public Defender’s Clean Slate Project, and the District Attorney began a practice of evaluating old warrant cases that could safely be recalled. See the attached flier *Bench Warrant Relief Day*.
- Trauma Recovery Center Report and Recommendations. A subcommittee of the Shared Safety Committee was convened, with representatives from multiple community non-profit service providers, the District Attorney’s Office, the Public Defender’s Office, local medical clinics, the Probation Department, and the County Administrative Office. This group identified gaps in current services, reviewed potential models for coordinated trauma survivor services, and

evaluated the need and feasibility of establishing a local Trauma Recovery Center. While the subcommittee affirmed the need for a one-stop resource, significant challenges were identified in location and funding. At this time, the recommendation is to start by leveraging and expanding existing services by the local non-profit organizations represented on the subcommittee. See the attached report *Exploring Santa Cruz County's Need for a Trauma Recovery Center*.

- **Success Center Utilization.** AB109 services are clustered at two, community-based Success Centers, one in the northern hub of Santa Cruz City and one in south county in the city of Watsonville. These centers provide a one-stop entry into services including high school diploma classes, cognitive/behavioral curricula, reentry support services, mental health counseling, parenting, and employment readiness classes. Provider staff meet regularly to coordinate services and to maintain a welcoming, trauma-informed environment with immediate access to a computer lab, telephones, clothing, and basic needs.

There were over 3,700 client visits to the Centers in FY23-24, with 19.6% female and 80.4% male client visits. Visits were evenly divided between morning and afternoon, and about half of all visits were on Tuesdays and Wednesdays. Although there is variation from month to month, overall utilization continues to increase over time. See the attached *Success Center Sample Schedules*.



- **Reducing Revocations Challenge: Planning for Institutionalization of the Model.** The Reducing Revocations Challenge (RRC) was launched in 2019 by Arnold Ventures and the Institute for State and Local Governance at the City University of New York. The purpose was to drive in-depth research in ten communities, followed by a second phase of implementing innovative strategies to improve probation outcomes and equity. Santa Cruz County was chosen for both phases, and although the formal project ended in 2023, this year saw intensive planning and focus on institutionalizing the successful elements in two primary areas. The first is an incentives-based caseload for individuals with substance use probation terms. The second is the adoption of a coaching-based model for probation supervision, replacing negative sanctions with positive resources, support, and encouragement in order to better meet community safety needs. See the attached reports *Santa Cruz County Probation Department: A Pilot for Adults on*

### C. Objectives and Activities

The following table provides a summary of progress toward 2023-24 objectives:

<i>Objective Area</i>	<i>Progress</i>
<p>1. Increase Success Center Utilization, including system navigation/case management, non-traditional hours, pro-social activities, additional services and supports from the community and other initiatives, especially CAFES Cohort III and CalAIM.</p>	<p><u>Partially Completed.</u> Total client visits in FY2023-24 increased to 3,767, an increase of 25% over FY2022-23. The percentage of female client visits increased from to 19.6% in FY2023-24, compared with 12.3% in FY2022-23. There monthly unduplicated participant average was 130.</p> <p>The intended expansion of services to non-traditional hours (evenings and weekends) was only partially realized, with Saturday morning parent education groups and anger management classes in the evening at the South County Success Center. Additional evening parent group events were held at the Probation Success Center as well.</p> <p>Although there has been less headway in the plan to incorporate non-funded community resources and services at the Success Centers, Prop 47 services (CAFES Cohort III) have been increasingly integrated with AB109 services, and CAFES assessment, referral, and case management are coordinated at the Success Centers.</p>
<p>2. Develop and release a new Request for Proposals (RFP) to select service providers for the coming funding cycle. The new RFP will include an additional focus on existing and emerging priority areas, including housing, case management, and diversion/early representation strategies.</p>	<p><u>Completed.</u> The CCP has maintained an even division of AB109 funding between corrections, probation, and treatment/intervention services. Service providers are chosen through an open RFP process conducted every four years, with the most recent RFP conducted during the second half of FY2023-24. Funding priorities were based on current population data, supplemented by input from staff, participants, and system stakeholders. Additional resources were allocated for housing and for an expansion of case management. Selection and coordination of services including SUD treatment, community diversion programs, and early legal representation were assigned to other County departments with existing service contracts in those areas.</p>
<p>3. Reconfigure and streamline processes for contracting and invoice payment to better partner with non-profit service provider organizations.</p>	<p><u>Partially Completed.</u> County representatives met with leadership from over thirty community-based organizations (CBO) that provide contracted services to Probation, Health Services Agency, or the Human Services Department. These agencies articulated their experience as contractors, highlighting areas of challenge including timeliness of contracting and payment, consistency between County</p>

	<p>departments, and communication with department. Work groups were formed at the policy level and at the immediate departmental level to identify and implement solutions, while maintaining contact with the service providers to ensure that the changes addressed their priority issues. Solutions included expansion of threshold amounts for simpler contracting processes, standardization of indirect cost allocation, and establishing clear communication channels. The Probation Department additionally implemented standard contract provisions to facilitate mid-year budget adjustments, and created uniform invoice templates to eliminate accounting errors, greatly expediting accounts payable timelines. These practices have since been adopted by other County departments for quality assurance and process improvement.</p> <p>County work groups and the County/CBO meetings continue to meet to identify additional strategies to improve the contracting process and experience for both sides.</p>
<p>4. Advance the new policies and practices developed through the Reducing Revocations Challenge, including system-wide support for incentives-based community supervision, greater access to early diversion and SUD treatment, and a strength-based, coaching model.</p>	<p><u>Partially Completed.</u> During FY2023-24 the Reducing Revocations Challenge transitioned from a sponsored project supported by Arnold Ventures and CUNY to full local accountability. Co-design planning groups were developed, combining management and line staff with external consultants. Areas include: implementation of the coaching model; expansion of the incentives-based SUD pilot; review of the department’s behavioral response framework; and revision of policies and procedures for assigning and revising supervision levels. A cohort of officers and supervisors are engaged in the <i>Coaching Journey</i> certificate program provided by Justice System Partners. Full institutionalization and implementation are expected to continue over a 2-3 year process.</p>

**New Objectives and Activities for 2024-25**

During 2024-25, the CCP will continue to provide system-wide coordination of new programs and initiatives linked to the adult criminal legal system. The primary operational objective areas for AB109 funding will be:

1. Expand the services offered through the Success Centers and increase their overall utilization. This includes system navigation, case management, extended/non-traditional hours of operation, pro-social activities, data collection, and additional community-based services and supports. Collaborate with Probation, Corrections, and community treatment providers to enhance the use of the adjacent Sobering Center, particularly for after-hours jail releases or treatment facility discharges.
2. Fully integrate the AB109 Treatment and Intervention Services Network with the Reducing Revocations Challenge. This integration should involve full partner and stakeholder participation in planning and implementation, the use of common language and practices for incentive-based community supervision, staff training to implement a strengths-based coaching model, and seamless access to services and supports.

3. Operationalize a van-based Mobile Probation Success Center (MPSC) to expand outreach and services for individuals experiencing homelessness and those at risk for violating probation. Develop policies and practices to integrate AB109 services with the MPSC.
4. Coordinate AB109 treatment and intervention services with multiple initiatives, including Proposition 47 Cohort III and Cohort IV, local CalAIM planning and implementation, SB129-funded pretrial services, and the new County CORE service cohort.

#### D. AB109 Intervention Service Contracts, 2024-25

In February of 2024 the County Board of Supervisors approved the release of a Request for Proposals (RFP) for AB109 treatment and intervention services. With a projected total funding of \$3,990,000 for FY 24-25, funding was divided into multiple, research-based service areas directed at reducing recidivism and increasing successful community reintegration.

Service Area/Description	Funding Percentage
<b>1. Cognitive/Behavioral Curricula</b> focused on criminal thinking, behavior, and identity	12.5%
<b>2. Educational Services</b> focused on the acquisition of high school diploma or equivalency, as well as basic literacy and planning and enrollment in higher education	12.0%
<b>3. Employment Development Services</b> , including workforce preparation, job seeking support, development of employment opportunities	6.3%
<b>4. Housing Support</b> , including emergency/bridge housing, and transitional housing opportunities	5.8%
<b>5. Mental Health Treatment and Support</b> , including assessment, counseling, and mental health system navigation	10.0%
<b>6. Reentry Case Management and System Navigation</b> , including Success Center staffing, reentry planning, service access and engagement, and case management follow-up	16.8%
<b>7. Substance Use Disorder Education</b> , including in-custody classes and community-based DUI programs	3.0%
<b>8. Substance Use Disorder Treatment</b> (administered by Health Services Agency), including assessment, detox, medically assisted treatment, residential and outpatient treatment, sober living environment housing, and recovery support services	18.9%
<b>9. Community Diversion</b> (administered by the District Attorney), including Neighborhood Court or other community-based diversion programs	5.0%
<b>10. Early Legal Representation</b> (administered by the Public Defender’s Office), including assessment, legal support, human services referral, and follow-up	5.0%
<b>11. Probation Success Centers</b> (administered by the Probation Department) including facility rental, equipment, and utilities	4.6%

The RFP comprised the first seven areas, with SUD Treatment, Diversion, Legal Representation, and Success Center support independently administered by various County departments. Twenty-eight proposals were submitted, totaling \$6,874,821 in requested funds. Proposals were reviewed and scored by a trained panel of twenty individuals, including representatives from law enforcement, courts,



probation, County departments, and community organizations. Panel rankings were reviewed and approved by the CCP and the Board of Supervisors, and the Probation Department negotiated service agreements, and facilitated orientation and client transfer as needed.

The following is a summary of the current AB109 treatment and intervention services network for 2024-25, arranged by service area. All service agreements are renewable for up to three additional years, depending on adequate performance and outcomes, client utilization, and funding availability through State AB109 allocation.

**1. Cognitive/Behavioral Curricula Addressing Criminal Thinking, Behavior, and Identity (CTBI)**

Criminal thinking, behavior, and peers are the most strongly predictive criminogenic factors for recidivism. Until and unless these areas are addressed, meeting other need areas will not result in significant positive outcomes for individuals in the criminal legal system. A variety of research-based curricula are available, along with training and support for fidelity of implementation. Two key elements are cognitive reframing, based on education and dialectic discussion, combined with behavioral re-patterning through extensive role play and skills practice.

For 2024-2025, the Santa Cruz Community Corrections Partnership will contract for the following cognitive/behavioral curricula services:

<i>Provider</i>	<i>Funding Amount</i>	<i>Services</i>
Volunteer Center of Santa Cruz County	\$225,000	CTBI classes utilizing interactive journaling (Courage To Change) on topics that include responsible thinking, self-control, peer relationships, and pro-social values
Monarch Community Services	\$87,045	Positive Solutions, a Batterer Intervention Program
Conflict Resolution Center	\$52,423	Restorative Justice Reconciliation Project: victim/offender reconciliation screening, preparation, facilitation, and follow-up
Streets2Schools	\$85,000	On-line Batterer's Intervention, anger management, and other cognitive/behavioral programming
Volunteer Center of Santa Cruz County	\$55,125	In-custody anger management classes
Mentors Driving Change for Boys, Men, and Dads	\$49,996	Parenting and fatherhood involvement, including curriculum and on-going parent support groups

Common outcome measures for this area will include:

- Pre/post improvement in cognitive and behavioral areas including increased pro-social behavior and understanding the impact of harmful behavior
- Pre/post improvement in utilization of problem-solving, self-control, and communication and conflict resolution skills

**2. Educational Programming**

Low educational attainment among individuals in the criminal legal system both reflects their history of low social attachment and predicts a future of low employability and limited career advancement. For

most, attaining at least a high school diploma (HSD) or high school equivalency (HSE) is a key step towards pro-social engagement and successful reentry. Vocation-specific education programs can further increase self-sufficiency and successful community reintegration. Responsivity factors to be addressed include undiagnosed learning disorder, inconsistent motivation, and negative past experiences in educational settings.

For 2024-2025, the Santa Cruz Community Corrections Partnership will contract for the following educational services:

<i>Provider</i>	<i>Funding Amount</i>	<i>Services</i>
Santa Cruz County Office of Education	\$401,372	High school diploma/equivalency preparation program at all jail facilities, including assessment, classroom instruction, and support to obtain HSD/HSE; community-based educational programming and computer lab at the Probation Success Centers
Santa Cruz County Office of Education	\$73,822	In-custody, cohort-based building trades pre-apprenticeship course to prepare individuals to enter and complete an apprenticeship program following release from custody.

Common outcome measures for this area will include:

- Corrections “Milestone Credit” attainment
- Pre/post improvement on standardized educational assessment
- Number/percent of participants attaining high school diploma or equivalency
- Number/percent of participants passing one or more achievement tests or earning academic credits

### 3. Employment Development Services

Employment is an essential element in reentry for most individuals returning to the community following incarceration. Employment provides necessary resources for independent living along with esteem and constructive time use, while unemployment leaves individuals vulnerable to involvement in continued criminal behavior. Yet individuals in the criminal legal system often have low levels of education and limited work experience, as well as the stigma of incarceration that may keep employers from hiring them. Studies find that fewer than half of former prisoners are employed during the year following reentry, and that increasing employment opportunities may have a positive impact on recidivism.

For 2024-2025, the Santa Cruz Community Corrections Partnership will contract for the following workforce and employment services:

<i>Provider</i>	<i>Funding Amount</i>	<i>Services</i>
Goodwill Central Coast	\$250,000	Community-based employment readiness and job placement, including individual assessment, preparation, and coaching; outreach to employers; and linkage to local and state job placement resources.

Outcome measures for this area will include:

- Measurable increases in employment preparation, skills, and readiness

- Number/percent of participants hired (new job)
- Number/percent of participants still employed at 90 days (retention)
- Number/percent of participants who demonstrate upward economic mobility

#### 4. Housing Support and Emergency Shelter

Nationally, Homeless individuals are disproportionately involved in the criminal legal system and are far more likely to be victims than suspects. While lack of housing is not in itself a criminogenic factor, housing instability can be a barrier to the delivery and effectiveness of reentry services. Without stable housing, formerly incarcerated individuals are exposed to victimization, criminal opportunities, and drug use; they face difficulties in phone, mail, or other communication with service providers; their ability to obtain and retain employment is reduced; and their physical health is compromised.

For 2024-2025, the Santa Cruz Community Corrections Partnership will contract for the following housing services:

<i>Provider</i>	<i>Funding Amount</i>	<i>Services</i>
Monarch Community Services	\$60,500	The Safe Release program for women leaving incarceration, including emergency housing, case management, and 24-hour crisis line support.
Local Motels	\$48,000	Emergency bridge housing for individuals waiting residential placement
Sober Living Environment (SLE) Providers	\$135,000	SLE housing for individuals in recovery from substance use disorder

Common outcome measures for this area will include:

- Number/percent of participants with secure housing during community supervision
- Pre/post improvement in housing stability

#### 5. Mental Health Treatment and Support

While mental health issues themselves do not directly cause criminal behavior, unmet mental health needs can hinder the effectiveness of reentry services for individuals in the criminal legal system. Although few qualify for System of Care services, many struggle with untreated conditions like post-traumatic stress, depression, anxiety, and other mood disorders. This population faces significant challenges, including distrust stemming from their experiences in jail and prison, complicated and often lost histories of mental health treatment, resistance to medication, difficulties with transportation and accessing clinical services, and struggles to meet the expectations of professionals. These factors can greatly impact their ability to receive and benefit from support services.

For 2023-2024, the Santa Cruz Community Corrections Partnership will contract for the following mental health care services:

<i>Provider</i>	<i>Funding Amount</i>	<i>Services</i>
Encompass Community Services	\$398,921	Mental health services, including assessment, psychotherapy, system navigation, and case management

Outcome measures for this area will include:

- Pre/post improvement on standardized assessment of mental health and social functioning
- Number/percent of participants who access sustainable mental health services and/or achieve mental health treatment plan goals
- Number/percent of participants who report successful community reintegration and completion of reentry goals

**6. Reentry Case Management and System Navigation**

Numerous barriers and adaptive challenges face individuals in the criminal legal system, from the immediate need for food, housing, and clothing to more complex areas such as phone access, legal identification, and driving privileges. Good reentry planning combines validated risk and needs assessment with logistical plans, support for basic needs, and the restoration of pro-social capital to replace institutionalized supports. Case management is often critical to develop, implement, and follow-through on reentry plans, and may include service advocacy and barrier removal, as well as eligibility and enrollment assistance for ongoing public benefits. The Santa Cruz County CCP has established two Success Centers that bring multiple services and supports into a single, one-stop location that includes case management and service enrollment assistance.

For 2023-2024, the Santa Cruz Community Corrections Partnership will contract for the following reentry planning, aftercare, and mentoring services:

<i>Provider</i>	<i>Funding Amount</i>	<i>Services</i>
Santa Cruz Barrios Unidos	\$67,000	Culturally-based reentry peer mentoring, violence prevention, and case management
Volunteer Center of Santa Cruz County	\$537,283	South County Success Center staffing and operation, county-wide case management support for AB109-referred individuals, including assessment, case planning, service access, barrier removal, and follow-up.
Volunteer Center of Santa Cruz County	\$64,010	Court Community Service Program: provide opportunity for individuals to provide community service in lieu of fines and/or incarceration (full program cost supported by additional \$149,356 of Probation General Fund)
New Life Community Services	\$39,182	Gemma women’s reentry program case management support.
Uptrust Inc.	\$20,160	Text-based system for communication between individuals and Court/Probation staff with automated appointment and hearing reminders to reduce failures to appear

Common outcome measures for this area will include:

- Number/percent of participants with a written, dynamic case plan prior to release based on assessed criminogenic needs
- Number/percent of participants who access and complete reentry services and benchmarks as directed by their assessment-based reentry plan

- Number/percent of participants linked to natural supports and ongoing community resources for long-term support

**7. Substance Use Disorder Education**

Although increasing the availability and intensity of substance use disorder treatment in our community remains an essential goal, individuals who don’t understand the nature of the disorder and its real impact on their lives are unlikely to participate, and unlikely to benefit. An estimated 80% of individuals with active substance use disorders are in the stage of “precontemplation,” that is, they are not yet concerned about their consumption patterns or considering any change (DiClemente and Prochaska, 1998). Education and insight groups are an essential element in preparing individuals to engage with and benefit from formal SUD treatment. For many individuals, the period of incarceration is a fruitful time to acquire new information and reassess entrenched behavior patterns, and SUD education classes have been popular among individuals incarcerated in County Jail facilities.

For 2023-2024, the Santa Cruz Community Corrections Partnership will contract for the following SUD education services:

<i>Provider</i>	<i>Funding Amount</i>	<i>Services</i>
Encompass Community Services	\$116,375	Facilitation of open-cohort SUD education classes for individuals incarcerated in the County Jail system

Outcome measures for this area will include:

- Number/percent of participants who achieve one or more goals on their behavioral plan, as well as improved skills related to treatment readiness, self-management, relapse prevention, and pro-social behavior.

**8. Substance Use Disorder Treatment and Recovery Maintenance**

Adults in the criminal legal system are about 3 times as likely as adults without legal problems to have a current or lifetime substance use disorder (Moore, et al., 2021). Nationally, up to two-thirds of sentenced jail inmates meet the criteria for drug dependence or abuse (Bronson, et al., rev. 2020). The recidivism and relapse rates of chemically dependent individuals are extremely high. While substance use contributes to the criminality of this population, it is not enough to treat chemical dependency without also addressing criminal thinking, associations, and other risk factors that may be present in the individual. Responsivity issues with this population that must also be addressed include low readiness for treatment and change, a history of treatment failure, gender-specific issues for women, individuals with co-occurring mental health disorders and life skill deficits.

For 2025-2025, the Santa Cruz Community Corrections Partnership will continue to collaborate with the County Health Services Agency to contract for the following substance abuse treatment services:

<i>Provider</i>	<i>Services</i>
Encompass Community Services	Community-based substance use disorder treatment, including residential, residential dual-diagnosis, intensive outpatient, outpatient, DUI classes
Janus of Santa Cruz	Community-based substance use disorder treatment, including detox, residential, intensive outpatient, medically-assisted treatment, recovery maintenance services

New Life Community Services	Community-based residential substance use disorder treatment
Sobriety Works	Community-based substance use disorder treatment, including outpatient, Matrix Model, intensive outpatient, and drug testing
Santa Cruz County Health Services Agency	Client assessment and referral and follow-up for SUD services; administration and monitoring of all AB109 SUD contracts

AB109 funding is budgeted for the SUD assessment, treatment, and related services in 2024-25. The majority of funding is coordinated through the County’s Drug Medi-Cal Organized Delivery System to cover direct treatment costs not reimbursed by Medi-Cal (e.g., occupancy costs for residential treatment and treatment for individuals who are not eligible or who have exhausted their treatment benefit). Outcome measures for this area are guided by Medi-Cal reporting measures.

**9. Community Diversion**

Early diversion opportunities can re-direct individuals out of the criminal legal system and encourage an early path towards criminal desistance. These programs can also be structured to give a more active role and voice to the general community. Individuals are given an opportunity to take responsibility and repair the harm they caused, while trained community volunteers serve as panelists to apply the principles and practices of restorative justice.

For 2024-2025, the District Attorney’s Office will administer AB109 funding to support the Neighborhood Justice Program, a community driven, pre-filing diversion program designed to divert low level misdemeanor offenses from entering the criminal justice system. Outcome measures will include numbers served, achievement of accountability goals, and recidivism among program participants.

**10. Early Legal Representation**

Early representation and holistic defense are strategies to promote system equity by providing timely legal advocacy, heading off unnecessary incarceration and facilitating early access to social work and supports to meet social service needs and address root causes of system involvement.

For 2024-2025, the Public Defender’s Office will administer AB109 funding to support their Early Representation and Holistic Defense teams. This includes non-attorney client advocates, trained and placed by Partners For Justice. Outcome measures include numbers served, successful service access, legal outcomes, and on-going stability and desistance from further criminal legal system involvement.

**9. Probation Success Centers**

Following a comprehensive independent evaluation, the CCP authorized the establishment of two Probation Success Centers to co-locate multiple services and provide walk-in access and on-going case management support for individuals under Probation Department supervision. These centers, one in the City of Watsonville and one in the City of Santa Cruz, provide one-stop access to a full menu of services, including education, employment development, mental health counseling, Cognitive-behavioral curricula, computer lab, parenting, and case management.

For 2024-2025, the Probation Department will provide facilities, furniture, equipment, client basic needs and flex funding, and staffing for the Centers. Outcome measures will include numbers served/center utilization, barrier removal, client satisfaction, and increased on-site service utilization.

## **E. Additional Materials**

Sequential Intercept Model Update for Santa Cruz County. Summary documents from CCP planning process applying the Sequential Intercept Model to the local adult criminal legal system.

Healing Our Communities: Restorative Practices in Santa Cruz County. Summary report from a workshop facilitated by the CCP Shared Safety Workgroup to inform and engage multiple community sectors in the principles and practices of restorative justice.

Bench Warrant Relief Day/Dia De Alivio De La Orden de Arresto. Informational flier from the County's first multi-agency collaborative event for community members to resolve outstanding warrants.

Exploring Santa Cruz County's Need for a Trauma Recovery Center. A report from the Trauma Recovery Center Subcommittee of the CCP Shared Safety Workgroup

Probation Success Centers Sample Schedules. All service providers update the schedule on a weekly basis and provide brief information regarding the services they offer.

Santa Cruz County Probation Department: A Pilot for Adults on Probation Experiencing Substance Use Issues. A summary information sheet produced to articulate the Reducing Revocations Challenge incentives-based pilot caseload.

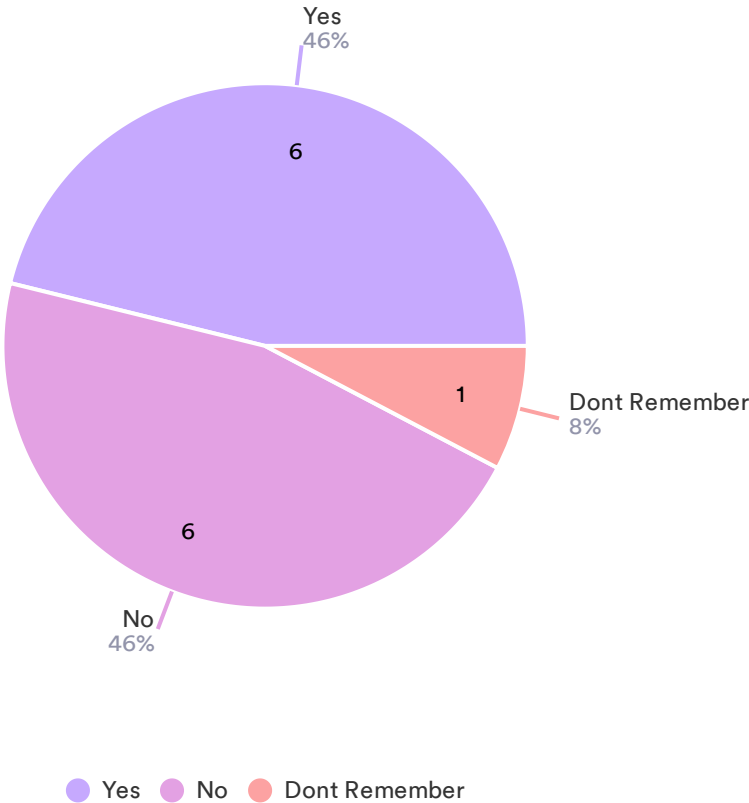
Santa Cruz County Probation Department Supervision Model: Probation Officer Role as Coach and Connector. A summary information sheet produced to articulate the Reducing Revocations Challenge coaching model for probation supervision.

# **Sequential Intercept Model Update- Santa Cruz County**



## Did you participate in the summer 2022 SIM workgroups?

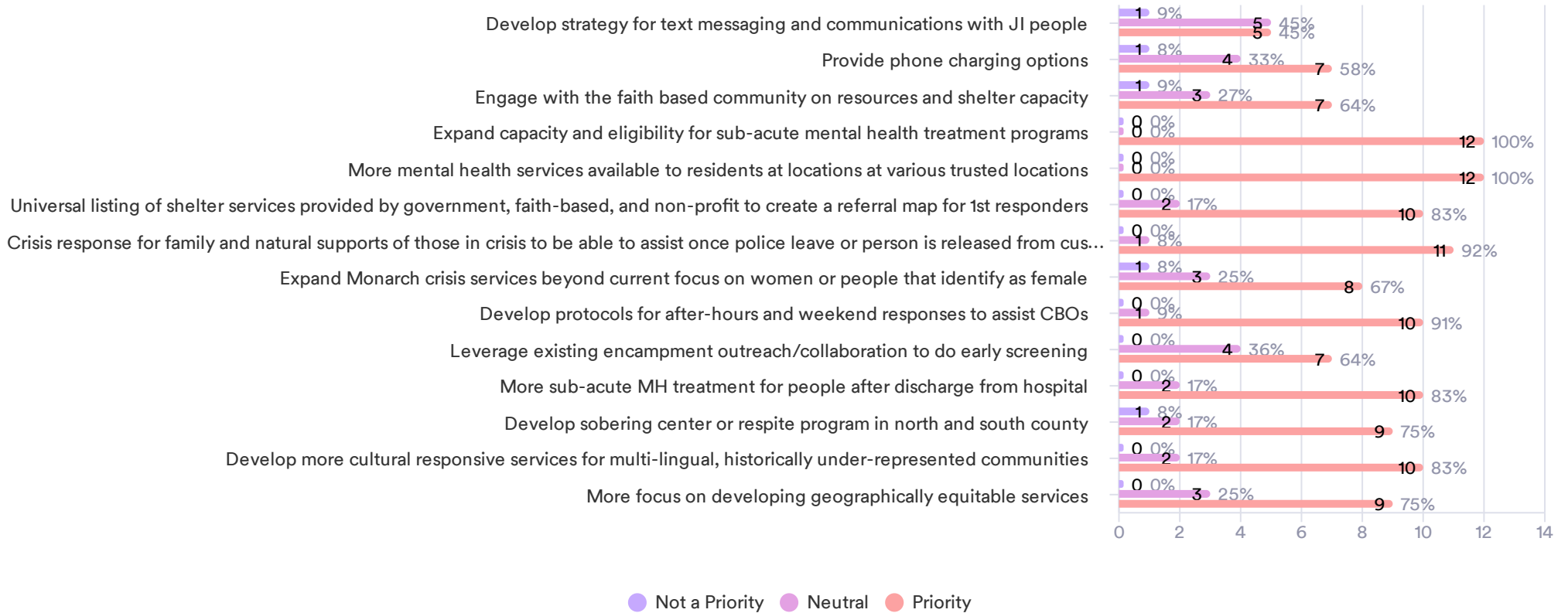
13 Responses- 1 Empty



# Sequential Intercept Model Update- Santa Cruz County

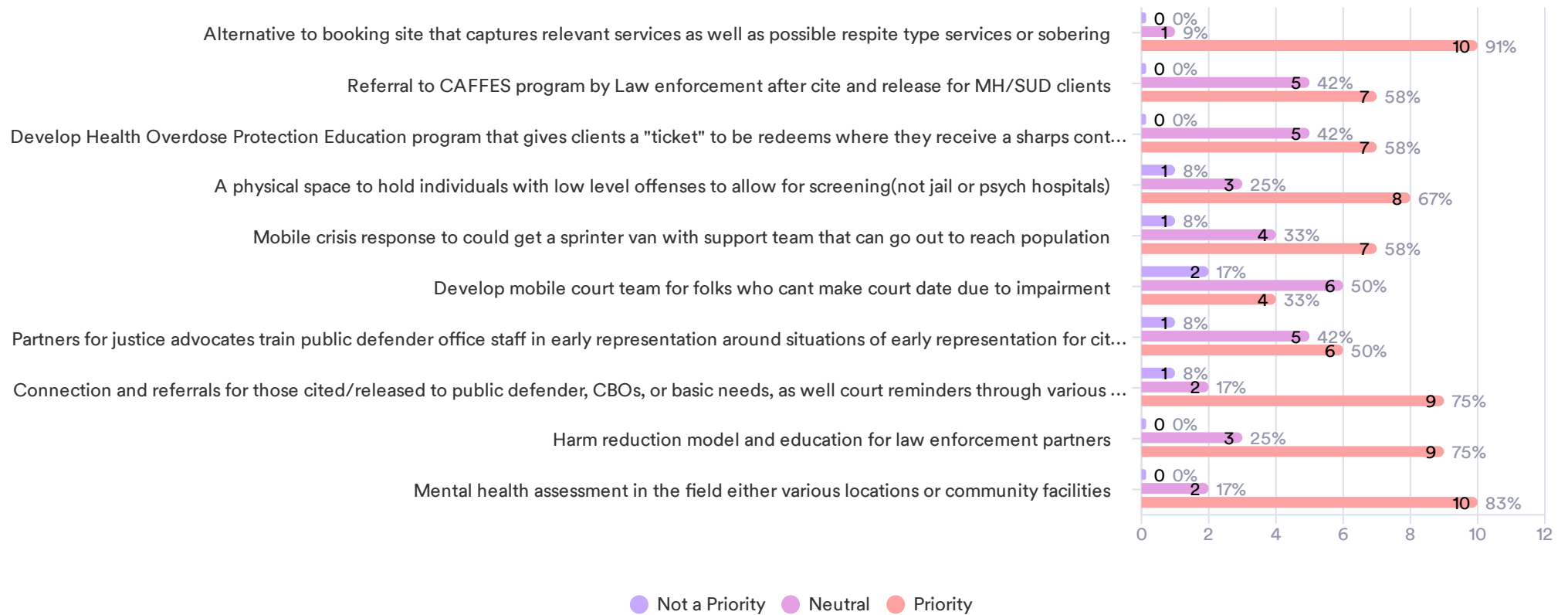
Intercept 0: Community Services- This area focuses on processes and programs offered to a general population that may or may not tie into law enforcement engagement, but can be referral options instead of justice involvement.

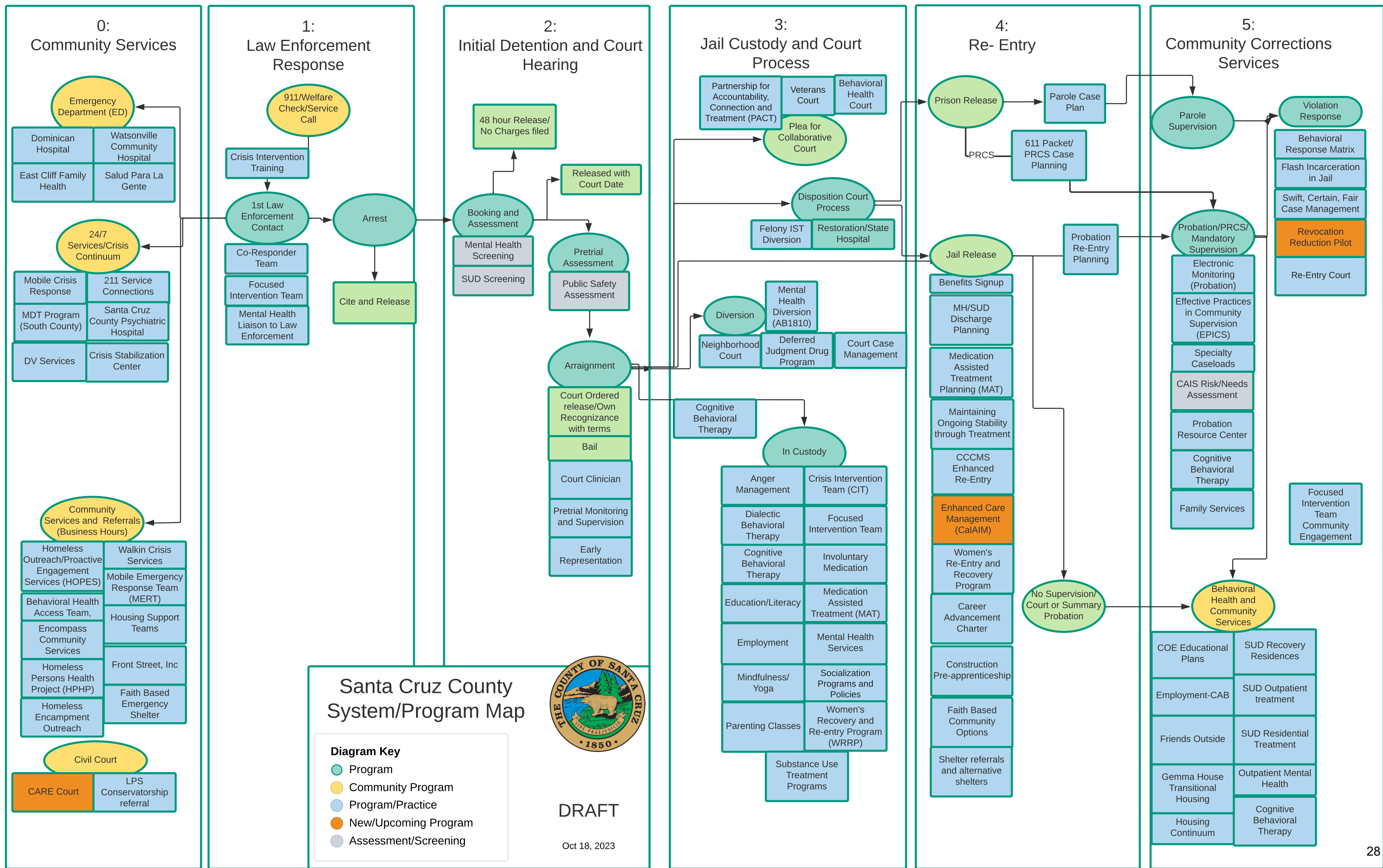
12 Responses- 2 Empty




**Intercept 1- Law Enforcement Response: This area focuses on how law enforcement entities engage at the point of first contact. Some of these interactions will result in an arrest, but others will not.**

12 Responses- 2 Empty





**Santa Cruz County System/Program Map**



**DRAFT**

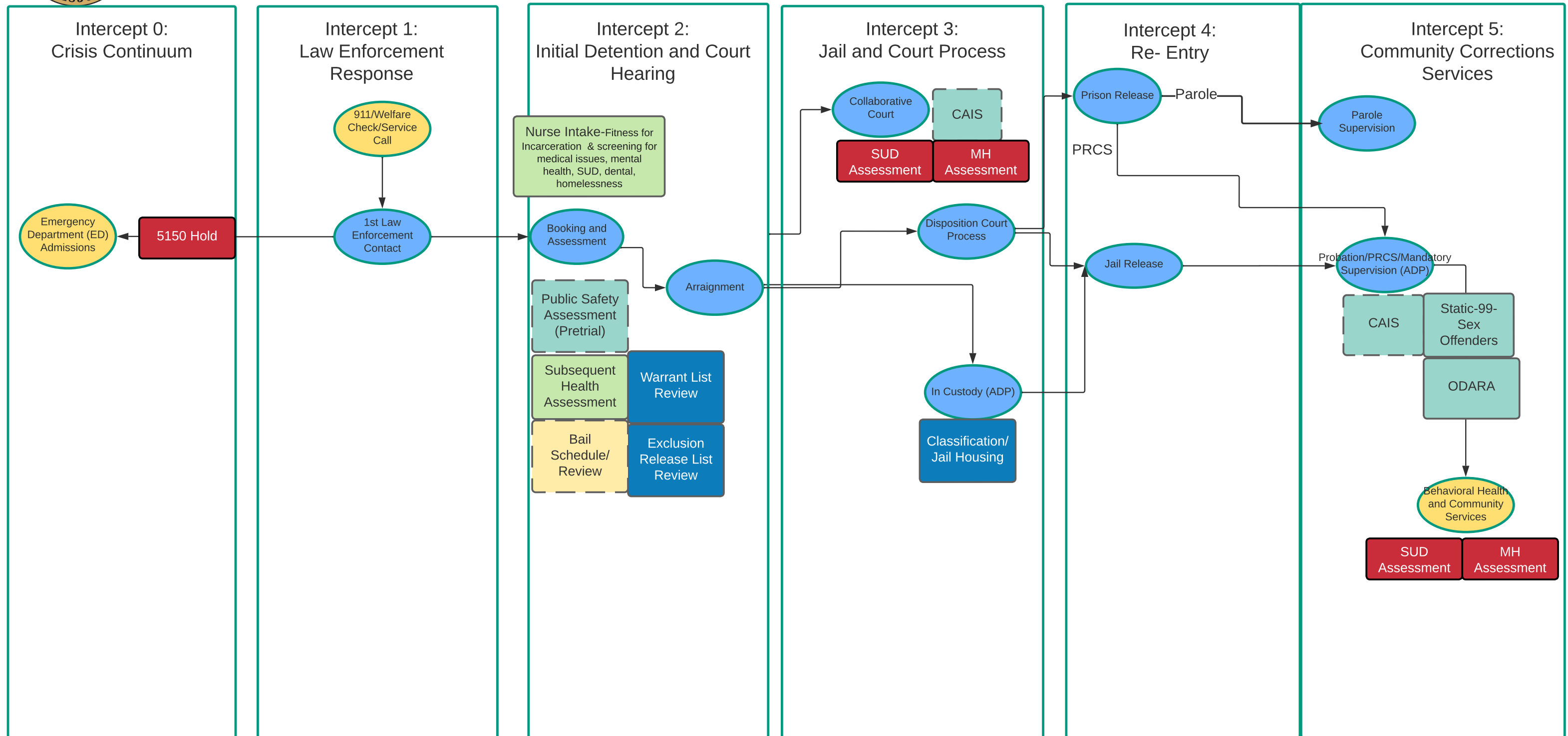
Oct 18, 2023

**Diagram Key**

- Program
- Community Program
- Program/Practice
- New/Upcoming Program
- Assessment/Screening



# Santa Cruz Screening and Assessments



- Diagram Key**
- Jail
  - Public Defender
  - Probation
  - Behavioral Health
  - Correctional Health
  - District Attorney

Tools with dashed borders have links to the tool

Contact: Kevin O'Connell (kevin@oconnellresearch.com)

Draft V1

**Santa Cruz County Shared Safety**  
**Healing our Communities: Restorative Practices in Santa Cruz County**

April 25, 2024  
FINAL REPORT

**Overview**

Building off of the 2018 Restorative Justice Community Forum, April 25, 2024, the Santa Cruz County Shared Safety Workgroup (SSW) hosted an in-person Restorative Practices Community Forum. The objectives identified by the SSW were to:

- 1) clarify the distinction between restorative justice programs and restorative practices;
- 2) showcase existing restorative justice and practice models;
- 3) provide a platform for lived experience experts to share their experiences with restorative justice; and
- 4) foster community dialogues about opportunities to enhance restorative justice in the community.

*“Healing is most effective when everyone involved with the harm caused is participating, engaged, given a space to share their voice, and working towards a safer space.”*

~ Forum Attendee

**The event included:**

- a restorative practice resource fair so attendees could learn about existing restorative justice & practice programs;
- a land acknowledgement from an indigenous leaders to highlight the indigenous roots of restorative practices;
- an overview of restorative practices & restorative justice;
- a brief highlight of how AB60 can be leveraged to increase access to restorative justice for victims/survivors of crime;
- a panel discussion where individuals shared their experiences with restorative justice;
- community conversations to foster dialogue & understanding within our community; and
- artistic expressions.



**Presenters, Panelists and Artists included**

- Abi Mustapha, Muralist
- Alaya Vautier, Conflict Resolution Center
- Alwa Gordon, Spoken Word Artist
- Ben Alamillo, Santa Cruz County Office of Education
- Dawn Addis, CA State Assembly
- Jack Brown, Neighborhood Courts participant
- Russell Bryan Love, New School Community Day High School
- Sage Crowbear
- Sarah Emmert, United Way
- Sonja Brunner, Santa Cruz City Council
- Veronica Garcia, Poet



## Attendees

The targeted audience for this event was the broader community of Santa Cruz County, including general community members and systems stakeholders. The event was offered in English and Spanish and held in the evening to be accessible to the widest population. 129 folks registered and over 82 community members attended, representing:

*“The amazing work is going on to make a restorative practice a way of living in all levels. It is so amazing to be all connected and it open my eyes on how restorative practices services work because of the information at the tables.”*  
~ Forum Attendee

1. ACLU
2. Barrios Unidos
3. CA State Legislature
4. City of Santa Cruz
5. Community
6. Community Action Board
7. Conflict Resolution Center
8. County Administrative Office
9. Court Community Service Program
10. District Attorney’s Office
11. Encompass Community Services
12. Freedom Within
13. Friends Outside
14. Health Improvement Partnership
15. Janus
16. Monarch Services
17. MENtors
18. Neighborhood Courts
19. New School Community Day School
20. Public Defender’s Office
21. Probation Dept.
22. Monterey County Homeless Union
23. Santa Cruz County Office of Education
24. Sheriff’s Office
25. Superior Court
26. Santa Cruz Waldorf School
27. Santa Cruz Equity Collab
28. Transformative Justice Center
29. UC Santa Cruz
30. Underground Scholars Program
31. United Way
32. Volunteer Center
33. Walnut Ave., Family & Women’s Center
34. Wise Democracy Santa Cruz County
35. Youth Alliance

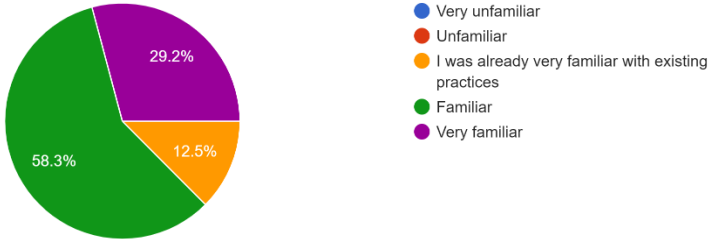


*“It was powerful and moving to see the different groups and organizations in town that actively promote restorative justice practices.”*  
~attendee

## Post-Event Survey Findings

Because of the Forum, I am more familiar with existing restorative practice programs & approaches in Santa Cruz County?

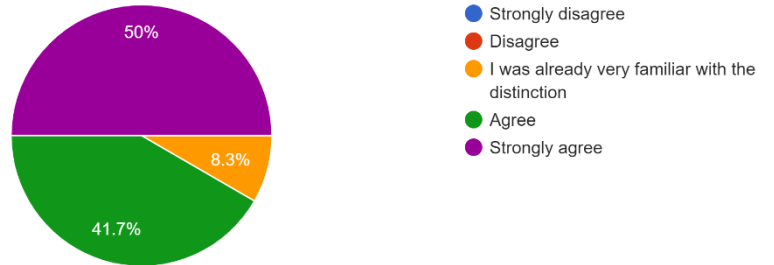
24 responses



Because of the Forum I have increased understanding of the distinction between Restorative Practices & Restorative Justice

24 responses

*“Very thankful for the opportunity to learn and get familiarized with other programs and how they are implementing restorative practices and by doing so it avoids some situations from getting to the point where justice is involved.”*  
~ Forum Attendee



Santa Cruz Sentinel article on event: <https://www.santacruzsentinel.com/2024/04/27/summit-unveils-restorative-justice-in-santa-cruz-county/>

### Supplemental Materials

- [ppt from the event](#)
- Restorative Practices: [Transcript](#) from Ben Alamillo’s presentation on Restorative Practices
- Community Table Conversations: [transcribed notes](#)



**FREE**  
**BENCH WARRANT RELIEF**  
for people with bench  
warrants in Santa Cruz County

# BENCH WARRANT

# RELIEF DAY

Saturday, January 27, 2024  
10 a.m. to 2 p.m.  
Luna y Sol Family Center  
15 Madison Street  
Watsonville



**IMMEDIATE ASSISTANCE  
WITH CLEARING YOUR  
BENCH WARRANT SO YOU  
CAN GET BACK ON TRACK**

INFORMATION FOR SUPPORTIVE  
SERVICES AVAILABLE ON-SITE.

For more information, call or  
email the Santa Cruz County  
Office of the Public Defender:

(831) 345-7813  
PDO@santacruzcountycalifornia.gov  
www.santacruzdefenders.us  
#CruzDefenders

Partners include Santa Cruz County Office of  
the Public Defender, Probation Department,  
District Attorney's Office, Santa Cruz County  
Superior Court, and Community Action Board

ALIVIO GRATUITO  
de la Orden de  
Arresto para  
personas con  
órdenes de arresto  
en el condado de  
Santa Cruz

# DIA DE ALIVIO DE LA ORDEN DE ARRESTO



Sabado, 27 de Enero, 2024,  
de 10 a.m. a 2 p.m.  
Luna y Sol Family Center  
15 Madison Street  
Watsonville

Asistencia Inmediata para  
despejar su orden de arresto para  
que pueda volver a la normalidad  
La Información sobre los servicios  
de apoyo también están  
disponibles en el sitio

Para obtener más información,  
llame o envíe un correo  
electrónico a la Oficina del  
Defensor Público del Condado  
de Santa Cruz  
(831) 345-7813  
PDO@santacruzcountyc.gov  
www.santacruzdefenders.us

Los socios incluyen la Oficina del  
Defensor Público del Condado de Santa  
Cruz, el Departamento de Libertad  
Condicional, la Oficina del Fiscal de  
Distrito, el Tribunal Superior del  
Condado de Santa Cruz y la Junta de  
Acción Comunitaria

APRIL 2024

# Exploring Santa Cruz County's Need for a Trauma Recovery Center

a Subcommittee of the Shared Safety Committee



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## OVERVIEW

The Trauma Recovery Center Subcommittee, a subcommittee of the Shared Safety Committee of Santa Cruz County, convened to address the critical need for structured trauma recovery services. This report summarizes the discussions, identifies gaps in current services, and offers recommendations for establishing a trauma recovery center model that can effectively cater to the varied needs of the community, particularly underserved crime survivors. The Trauma Recovery Center Subcommittee's sole purpose was to evaluate the need for and feasibility of establishing a Trauma Recovery Center (TRC) in Santa Cruz County, given the identified service gaps and the unique challenges trauma survivors face.



COMMITTEE MEMBERS

<p><b>Katie Mayeda, LCSW</b> Founder &amp; CEO Mayeda Consulting</p>	<p><b>David Brown</b> Senior Administrative Analyst County of Santa Cruz</p>	<p><b>Kimberly Finley</b> Chief Real Property Agent County of Santa Cruz</p>
<p><b>Julie Macecevic</b> Executive Director Walnut Ave Women's Center</p>	<p><b>De Andre James</b> Executive Director Pajaro Valley Community Health Trust</p>	<p><b>Laura Espindola</b> DA Victim Witness Representative County of Santa Cruz District Attorney's Office</p>
<p><b>Michael Mahan</b> Assistant District Attorney County of Santa Cruz</p>	<p><b>Heather Rogers</b> Public Defender County of Santa Cruz</p>	<p><b>Jennifer Chandler, LMFT</b> Pacific Clinics Clinical Director</p>
<p><b>Mae Sampani</b> Senior Clinical Director Pacific Clinics</p>	<p><b>Laura Plottier-Ramirez</b> Marriage &amp; Family Therapist, LMFT Pacific Clinics</p>	<p><b>Sara Siegel</b> Deputy Probation Officer III County of Santa Cruz</p>
<p><b>Julia Feldman</b> Executive Director Conflict Resolution Center of Santa Cruz County (CRC)</p>	<p><b>Nichole Maggio</b> Mayeda Consulting Mountain Community Member</p>	<p><b>Raymon "Ray" Cancino</b> Chief Executive Officer Community Bridges</p>

## COMMUNITY NEEDS ASSESSMENT

These findings are drawn from community feedback, insights shared during subcommittee meetings, and data highlighted in various supporting documents:

- **Underreporting of Trauma Cases:** Many trauma cases, especially violence or sexual assault, go unreported due to mistrust and fear of stigmatization.
- **Lack of Specialized Services:** Existing services are insufficient for the complex needs of trauma survivors, requiring specialized mental health support, legal assistance, and case management.
- **Barriers for Diverse Populations:** Significant portions of the community, including low-income residents and minorities, face unique challenges in accessing trauma services.
- **Need for Extended Service Hours:** There is a critical demand for 24/7 support to provide immediate help outside typical business hours.
- **Integration with Existing CBOs:** Enhancing the capabilities of existing organizations through a centralized TRC would streamline and improve the accessibility and comprehensiveness of care.

The community has expressed a need for trauma-informed care that is empathetic and supports high-need families without adding stress to already vulnerable individuals.

### Identified Stress Points



LOCATION ACCESSIBILITY



FUNDING LIMITATIONS



QUALIFIED STAFF



AFTER HOURS STAFFING



SUSTAINABILITY

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## DEMAND FOR SERVICE

There is a high demand for accessible services beyond the standard 9-5 hours, indicating a significant need for extended care options. The Subcommittee noted the importance of a centrally located hub that could serve as a communication center for trauma services, bridging the gap between emergency services and general information services.

- **High Unmet Needs:** Data indicates that **less than 10% of violent crime survivors receive direct assistance from a victim service agency**, reflecting a significant gap in the current support system that a TRC could fill, ensuring more comprehensive care for trauma survivors. (*National Alliance of Trauma Recovery Centers. "TRAUMA RECOVERY CENTERS: Addressing the Needs of Underserved Crime Survivors." January 2020, p. 1*)
- **Barriers to Effective Care:** Many survivors face substantial barriers to accessing care, including stigmatization, lack of awareness of available resources, and inadequate integration of services. The TRC model is designed to reduce these barriers by **providing coordinated, culturally sensitive, and accessible services**. (*UCSF TRC Model Presentation - CCP Work Group Santa Cruz, March 6, 2023*)
- **Evidence of Effectiveness:** The TRC model has **been shown to be cost-effective and successful in improving health outcomes**, with TRC clients experiencing significant improvements in mental and physical health, which is critical in a diverse and underserved area like Santa Cruz County. (*TRAUMA RECOVERY CENTERS: Addressing the Needs of Underserved Crime Survivors. National Alliance of Trauma Recovery Centers, January 2020, p. 12*)
- **Comprehensive Support Needs:** There is a clear need for services that go beyond traditional mental health counseling, including legal, medical, and social support, which are integral components of the TRC model. This comprehensive approach is **crucial for addressing the complex needs of trauma survivors** in the county. (*UCSF TRC Model Presentation - CCP Work Group Santa Cruz, March 6, 2023*)

A Trauma Recovery Center and a Family Resource Center are two different models that provide support and resources to individuals and families facing trauma.

## Trauma Recovery Centers

- Focuses mainly on addressing the needs of trauma survivors
- Offers specialized therapy and counseling services tailored to trauma survivors, crisis intervention and trauma-informed advocacy services
- Collaborates with law enforcement, healthcare providers, and social service agencies
- Employs trauma specialists trained in trauma recovery techniques

## Family Resource Centers

- Offers parenting classes, childcare assistance, and family counseling
- Provides educational workshops on topics such as parenting skills, healthy relationships, and child development
- Gives access to community resources such as food assistance programs, housing support, and healthcare services
- Collaborates with schools, healthcare providers, and community organizations to address the diverse needs of families
- Employs professionals such as family therapists, social workers, and family support specialists trained in family-centered care

## Comparison

Trauma recovery centers offer specialized trauma-focused therapy and advocacy services, while family resource centers provide a broader range of services such as parenting classes and community resources. Trauma recovery centers employ specialists trained in trauma-informed care, while family resource centers may have staff with expertise in family support services.





# Bright Spots



# Monarch Services




- ✓ Emergency Shelter
- ✓ Counseling
- ✓ Support Groups

## Mission & Key Services

Monarch Services is committed to empowering individuals, families, and communities to take action against violence and abuse. They offer immediate crisis response and ongoing support to survivors of domestic violence, sexual assault, and human trafficking. Founded in 1977, they serve over 1,500 victims of domestic violence and sexual assault each year. Key Programs include Crisis Intervention Program, Children and Youth, Education and Community Outreach, Emergency Shelter, Technology Safety, Teen Violence, and Positive Solutions.

**24 / 7 HOTLINE**

Offers a bilingual and confidential helpline available around the clock.



## Support Services

The support services provided are designed to assist victims of domestic violence or sexual assault, along with their children. A variety of services are available such as emergency shelter, peer counseling, advocacy, information, referrals, drop-in support groups, and assistance with restraining order applications.

## Values and Future Outreach

Monarch Services is dedicated to serving every member of the community with respect, dignity, and fairness. They believe in the value of teamwork, communication, and mutual support, and recognize the unique qualities of each individual. Monarch Services strives to make a positive impact on the lives of women, youth, children, Latinas, and other underserved groups. Their staff, volunteers, and board are dedicated to providing quality services and driving social change through advocacy, policy-shaping, and collaboration with community partners.

**ALL CRISIS INTERVENTION AND PREVENTION SERVICES ARE AVAILABLE IN SPANISH AND ENGLISH**





# Walnut Avenue Family & Women’s Center



## Mission & Key Services


The Walnut Avenue Family & Women's Center is dedicated to breaking cycles of trauma, promoting lifelong learning, and cultivating healthy relationships with oneself and others. The programs include an Early Education Center, Services for Children & Youth, Services for Survivors of Domestic Violence, Family Support Services, and Community Engagement. Since its establishment in 1933, the Walnut Avenue Family & Women's Center has been a beacon of hope, providing unwavering support to thousands of individuals every year.

**24 / 7 HOTLINE**  
**Maintains a Bilingual Domestic Violence Helpline**



## Trauma Recovery Services

Walnut Ave Family & Women’s Center offers comprehensive support to trauma victims throughout their recovery. Services include therapy, care coordination, advocacy, and trauma-informed care. The Center also assists survivors in navigating the criminal justice system by helping them with paperwork, connecting them to legal services, and explaining court proceedings. The ultimate goal is to prevent re-victimization and break the cycle of crime. Supporting the following trauma:



✓ Physical Assault    ✓ Sexual Assault    ✓ Domestic Violence

## Values and Future Outreach

At Walnut Avenue, individuals are empowered through a personalized approach that helps them develop and use their unique strengths to achieve their full potential. Walnut Avenue uses its resources wisely and provides services in line with current best practices. The organization believes that everyone deserves to live in a safe environment free from violence and aggression. Walnut Avenue promotes lifelong learning, particularly in the first five years of a child's life, which shapes their future health and well-being and ultimately affects the health and well-being of the community.

✓ Kids Club                      ✓ TAM Infant Center  
 ✓ Counseling                    ✓ Support Groups



# Community Bridges

## Mission & Key Services

Community Bridges is dedicated to empowering individuals in Santa Cruz County through a wide range of programs designed to meet health, education, and social needs. Key programs include Meals on Wheels, Child and Adult Care Food Program, Lift Line transportation, the Family Resource Center collaborative that works collectively to meet client needs across the county, Elderday Adult Day Health Care, and the Women, Infants, and Children (WIC) program. These services include educational programs, nutritional assistance, elder care, and emergency services like the Pajaro Flood Relief effort.

## Future Goals

### Expansion

Community Bridges is continually exploring opportunities for expansion to address the community's growing needs while enhancing facilities and capabilities in disaster response and health services.

### Enhanced Case Management (ECM)

Looking forward, Community Bridges aims to enhance its ECM capabilities to better coordinate care and services for clients, especially in managing long-term health conditions and social services. The goal is to integrate more deeply with local healthcare providers and social services to streamline client care

Community Bridges has implemented CalAim, CITED, and became TA Marketplace recipients to enhance their services. Additionally, Community Bridges is currently contracting to provide staff training in Trauma Informed Care and Evidence-Based Practices.

- ✓ County-wide Accessible Locations
- ✓ Staffing
- ✓ Family Resource Center
- ✓ Open to Partnerships

**86% BILINGUAL STAFF**

**COUNTY-WIDE LOCATIONS**

- Santa Cruz
- Live Oak
- Felton
- Freedom
- Pajaro
- Watsonville
- Scotts Valley

# Service Analysis

AGENCY NAME	PROGRAM NAME	POPULATION	CRIMES ADDRESSED
California Rural Legal Assistance	Victim/Survivors of Crime Services	All ages	Bullying, Human Trafficking, Elder Abuse, etc.
CASA of Santa Cruz	Victim/Survivor of Crime Services	Under 18 years & their families	Bullying, Child Physical and Sexual Assault
Catholic Charities Diocese of Monterey	Victim/Survivor of Crime, Legal immigration, and more	All ages	Adult Physical Assault, Domestic Violence, and more
Community Action Board of Santa Cruz County	Victim/Survivor of Crime Services	All ages	Bullying, Child Sexual Exploitation, Domestic Violence, and more
Community Bridges	Survivors/Victims of Crime Community Bridges	Open to all	General support for various crime victims
Conflict Resolution Center	Restorative Justice Program	All ages	General community conflicts, including minor criminal offenses
County of Santa Cruz - Human Services Department	Adult Protective Services	Elderly adults	Elder Abuse or Neglect
County of Santa Cruz Department of Behavioral Health	Victim/Survivor of Crime Mental Health Services	All ages	Mental health support for crime victims
District Attorney's Office Victim Witness Assistance Center	Victim Assistance Program	Victims of crime	All types of crimes
Encompass Community Services, TAY	Transitional Age Youth Services	Ages 18-24	Support for young adults affected by crime
Family Services Agency of the Central Coast	SAFE (Support, Advocacy, Family, Education) Program	All ages	Child sexual abuse/assault
Health Services Agency - Children's Behavioral Health	Child Mental Health Services	Children and adolescents	Mental health issues stemming from victimization
Hospice of Santa Cruz County	Various Support Services	All ages	DUI/DWI Incidents, Other vehicular victimization
Monarch Services	Various Support Services	All ages	Adult Physical Assault, Domestic Violence, Human Trafficking, and more

AGENCY NAME	PROGRAM NAME	ELIGIBILITY	CRIMES ADDRESSED
Pajaro Valley Prevention and Student Assistance	School-based Counseling and Support Services	Students and families	Supports students experiencing violence or bullying
Santa Cruz Barrios Unidos	Community and Youth Outreach	Primarily youth	Gang violence, Domestic Violence, Child Abuse
Santa Cruz County Family and Children's Services	Child Welfare Services	Children and families involved in child welfare	Child Physical Abuse or Neglect, Sexual Abuse
Santa Cruz County Office of Education	Educational Support Services	Students of all ages	Bullying, Cyberbullying, and other school-related incidents
Santa Cruz County Probation Department	Probation and Victim Services	Offenders and victims related to probation cases	Crimes involving probation oversight
Santa Cruz County Public Defender's Office	Legal Defense	Defendants in criminal cases	Holistic criminal defense including needs assessments and links to supportive services.
Santa Cruz Police Department	Law Enforcement and Victim Assistance	General public	All types of crimes
Santa Cruz Sheriff's Office	Law Enforcement and Victim Support Services	General public	All types of crimes
Santa Cruz Superior Court Self Help Center	Legal Assistance and Victim Support	General public	Legal assistance for victims
Set Free Monterey Bay	Support Services	Individuals impacted by sex trafficking	Human trafficking: sex
The Compassionate Friends of Santa Cruz	Support Services	Bereaved families	Support for families after a child's death due to various circumstances including crime
Volunteer Center of Santa Cruz County	Various Support Services	Varies	Elder Abuse, Racism, Mental Health Issues
Walnut Avenue Family & Women's Center	Support Services for Women and Families	Women and families	Bullying, Child Physical and Sexual Assault, Domestic Violence

## CONCLUSION

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The TRC Subcommittee held three meetings to discuss the need and feasibility of establishing a trauma recovery center (TRC) in Santa Cruz County (SCC). The subcommittee consisted of a large group of experts from various industries in SCC, including representatives from the DA Department, the County Board of Supervisors, the Public Defender, Probation, SCC Property Department, and Community-Based Organizations (CBOs) that serve adults and youth. Approximately half of the representatives were not part of the Shared Safety Committee. The process involved conducting a needs assessment and research including reviewing all the research that Sarah Emmert from United Way and the Shared Safety Committee had developed over the past few years, and outreach to CBOs to determine what programs are already addressing this need.

The committee has determined that a localized one-stop resource center for trauma survivors is essential to meet the needs of the community in Santa Cruz County. After reviewing the services already provided, the need for such a center has become evident. However, significant challenges exist to overcome, such as finding properties with multiple locations that can service the whole county, finding sustainable funding, and finding qualified staff.





## RECOMMENDATIONS

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- Leveraging and expanding the existing resources of community-based organizations (CBOs) and entities already providing various services within Santa Cruz County to enhance trauma recovery services. By doing so, we can more efficiently and effectively meet the needs of trauma survivors. By integrating the specialized capabilities of these CBOs, such as Monarch Services and Walnut Avenue Family & Women's Center, and further developing partnerships with institutions like Community Bridges, the county can offer a more robust, seamless service provision that directly addresses the complex needs of trauma survivors.
- Create a more collaborative approach to serving survivors of sexual assault, human trafficking, and violent crimes. Community Bridges already has Family Trauma Centers located at seven different sites throughout the county. These centers have grown significantly over the last five years and still desire to reach more of the community. They are seeking more training on becoming trauma-informed and other evidence-based practices such as Motivational Interviewing. Integrating the services of specialized providers into the current model and receiving support in sustainable funding could be the first step to providing all the needed services in one location. This will significantly amplify the effectiveness of current services, making specialized trauma care more accessible and effective throughout the county.



## Santa Cruz County Probation *Success!* Center

303 Water Street, Santa Cruz CA 95060 (831) 454-2250

**October 28th – November 1st, 2024**

*Services marked with an asterisk \* are available for walk-in without appointment or enrollment*

Day	Morning	Afternoon/Evening
<b>Mon</b>	9:00- 12:00 <b>Friends Outside</b> Restorative Justice Specialist with Claire Milburn 9:00-12:00 <b>Janus</b> Case Manager with Maya Goytia 9:00 - 12:00 <b>COE Computer Lab</b> with Virginia Hartman 10:00 - 11:30 <b>Friends Outside</b> Skills for Reentry Class (CTBI) with Claire Milburn	1:00- 4:00 <b>Friends Outside</b> Restorative Justice Specialist with Claire Milburn 1:00-4:00 <b>Janus</b> Case Manager with Maya Goytia 1:00 - 4:00 <b>COE Computer Lab</b> with Virginia Hartman 1:00 - 3:00 <b>MENTors</b> with Deutron Kebebew (Zoom) 5:00 - 8:00 <b>MENTors</b> with Deutron Kebebew (Zoom)
<b>Tues</b>	9:00- 12:00 <b>Friends Outside</b> Restorative Justice Specialist with Claire Milburn 9:00-12:00 <b>Janus</b> Case Manager with Maya Goytia 9:00 - 12:00 <b>COE Computer Lab</b> and High School Diploma Tutoring with Ismael Cruz	1:00- 4:00 <b>Friends Outside</b> Restorative Justice Specialist with Claire Milburn 1:00 - 4:00 <b>ReTurn Project</b> with Maria Drew (Appt Only) 1:00 - 4:00 <b>COE Computer Lab</b> and High School Diploma Tutoring with Ismael Cruz 1:00 - 8:00 <b>MENTors Class</b> (Zoom) with Deutron Kebebew 5:00 - 7:00 <b>Reentry Group*</b> with Sam Cunningham and Mary Lou Alejandrez at Barrios Unidos (1817 Soquel Ave, Santa Cruz)
<b>Wed</b>	9:00- 12:00 <b>Friends Outside</b> Restorative Justice Specialist with Claire Milburn 9:00-12:00 <b>Janus</b> Case Manager with Maya Goytia 9:00-12:00 <b>Goodwill CC</b> with Ivan Bercerra 9:00 - 12:00 <b>ReTurn Project</b> with Mae Conroy (Appt Only) 10:00 – 12:00 <b>COE Computer Lab</b> with Virginia Hartman	1:00 - 4:00 <b>COE Computer Lab</b> with Virginia Hartman 1:30 - 3:00 <b>Friends Outside</b> Skills for Reentry Class (CTBI) with Claire Milburn 1:00-4:00 <b>Janus</b> Case Manager with Maya Goytia 2:00 - 8:00 <b>MENTors Class</b> with Deutron Kebebew (15 Madison Street in Watsonville)
<b>Thurs</b>	9:00 - 12:00 <b>COE Computer Lab</b> and High School Diploma Tutoring with Ismael Cruz 9:00-12:00 <b>Monarch</b> Women’s Reentry Support Services with Ana Ontiveros 9:00-12:00 <b>Janus</b> Case Manager with Maya Goytia	1:00 - 4:00 <b>COE Computer Lab</b> and High School Diploma Tutoring with Ismael Cruz 1:00-4:00 <b>Janus</b> Case Manager with Maya Goytia 1:00 - 4:00 <b>ReTurn Project</b> Intensive Case Manager with Cynthia Mattingly 12:30 - 6:00 <b>MENTors Class</b> (Zoom) with Deutron Kebebew
<b>Fri</b>	9:00 - 12:00 <b>COE Computer Lab</b> with Virginia Hartman 9:00- 12:00 <b>Friends Outside</b> Restorative Justice Specialist with Claire Milburn 9:00-12:00 <b>Janus</b> Case Manager with Maya Goytia	1:00- 4:00 <b>Friends Outside</b> Restorative Justice Specialist with Claire Milburn 1:00-4:00 <b>Janus</b> Case Manager with Maya Goytia
<b>Sat</b>	7:00 - 9:00 <b>MENTors Class</b> (Zoom) with Deutron Kebebew 9:00 - 11:00 <b>MENTors Group</b> (Zoom) with Deutron Kebebew 11:00 - 1:00 <b>MENTors Class</b> (Zoom) with Deutron Kebebew	1:00 - 3:00 <b>MENTors Class</b> (Zoom) with Deutron Kebebew 3:00 - 5:00 <b>MENTors Class</b> (Zoom) with Deutron Kebebew 6:00 - 8:00 <b>MENTors Class</b> – Spanish (15 Madison St. Watsonville) with Tony G.

# Santa Cruz County Probation Success Center

## Welcome!

The Santa Cruz County Probation Service Center (PSC) provides a wide variety of support and services to assist individuals in the criminal justice system to comply with all court orders, avoid criminal behavior, and successfully reintegrate into their community. Most services are provided through referral from the probation department based on assessed need, but limited walk-in support is also available.

## Hours and Location

The PSC is located at 303 Water Street in Santa Cruz, near the corner of Water and Ocean Street. Ordinary hours are Monday through Friday from 9:00 a.m. to 4:00 p.m. *Note that hours and access may vary based on Shelter In Place Orders (see below)*. The front desk can be reached at (831) 454-2250.

## Classes and Services

**Reentry Service Peer Navigator.** Assistance is getting started with PSC services. Review and tracking case plan, assistance in overcoming barriers to service access and community reintegration. (Walk-in/ Appointment)

**COE Computer Lab and High School Diploma Tutoring.** Open computer and internet access for job and housing search, computer literacy support and enrolment/tutoring for high school diploma/equivalency. (Walk-in/ Appointment)

**Friends Outside Reentry Support Phone Line.** Support with basic needs and service access for individuals unable to come to the PSC. (831-427-5078)

**CRC Domestic Violence Prevention Class.** Approved curriculum for women to increase self-control, communication, and problem-solving skills related to domestic violence (Zoom)

**Encompass ReTurn Project.** Trauma-informed mental health services for AB109 clients who have been incarcerated.

**Friends Outside CTBI Class.** Evidence-based curriculum addressing criminal thinking, behaviors, and identity by clarifying values, increasing self-awareness, esteem, and control, problem-solving and planning skills.

**MENTors Class.** Multi-generational parenting and father involvement program, including skill-building and peer support network. (Zoom)

**Women's Reentry Support Services.** Comprehensive community-based support through Monarch Community Services for women in reentry.

**Janus** – Janus has remained dedicated to its mission: Provide supportive, hope-inspiring and successful SUD treatment services in a professional and compassionate environment while assisting individuals and families on their journey toward wellness and recovery.

**Clothing and Basic Needs.** The PSC maintains a small collection of items to help individuals in need of clothing and hygiene supplies.

**South County Success! Center**  
**2007 Freedom Blvd, Freedom, CA, 95019 Phone # 831-228-1182**  
**Hours: Monday – Friday 9:00 a.m. to 5:00 p.m.**  
**Center Schedule for October 28 – November 1, 2024**

Day	Morning	Afternoon/Evening
<b>Mon</b>	9:00am-12pm Restorative Justice Specialist: Esmeralda Martinez 9:00am-12pm Carolina Mendoza Janus	12:00-5:00pm Restorative Justice Specialists: Esmeralda Martinez 1:00-5:30pm Carolina Mendoza Janus 2:00-5:00pm C.O.E. Vito Chiaranonte 5:00-6:30pm Anger Management English Xiomara Rivera
<b>Tues</b>	9:00am-12:00pm Restorative Justice Specialists: Esmeralda Martinez 8:00am-12:00pm Carmen Hernandez Janus 8:00am-12:00pm John Ragona Janus 9:00am-12:00pm Carolina Mendoza Janus	12:00-5:00pm Restorative Justice Specialists: Esmeralda Martinez/Joanna Ramirez 1:00-4:30pm Carmen Hernandez Janus 1:00-4:30pm John Ragona Janus 2:00-5:30pm Carolina Mendoza Janus 5:00-6:30pm Anger Management Spanish Xiomara Rivera
<b>Wed</b>	9:00am-12pm Restorative Justice Specialist: Esmeralda Martinez 8:00am-12:00pm Carmen Hernandez Janus 8:00am-12:00pm John Ragona Janus 9:00am-12:00pm Nick Bobeda Janus 9:00am-12:00pm Carolina Mendoza Janus	12:00-5:00pm Restorative Justice Specialists: Esmeralda Martinez/Joanna Ramirez 12:00-2:00pm Nick Bobeda Janus 1:00-4:30pm Carmen Hernandez Janus 1:00-4:30pm John Ragona Janus 1:00-5:30pm Carolina Mendoza Janus 2:00-5:00pm C.O.E. Vito Chiaranonte 5:00-6:30pm Anger Management Spanish Genesis Cantu
<b>Thurs</b>	9:00am-12:00pm Restorative Justice Specialists: Esmeralda Martinez 8:00am-12:00pm Carmen Hernandez Janus 8:00am-12:00pm John Ragona Janus 9:00am-12:00pm Carolina Mendoza Janus	12:00-5:00pm Restorative Justice Specialists: Esmeralda Martinez/Joanna Ramirez 1:00-4:30pm Carmen Hernandez Janus 1:00-4:30pm John Ragona Janus 1:00-5:30pm Carolina Mendoza Janus
<b>Fri</b>	9:00am-1:00pm Restorative Justice Specialists: Esmeralda Martinez/Joanna Ramirez 8:00am-12:00pm Carmen Hernandez Janus 8:00am-12:00pm John Ragona Janus 9:00am-12:00pm Nick Bobeda Janus 9:00am-12:00pm Carolina Mendoza Janus	1:00-5:00pm Restorative Justice Specialist: Joanna Ramirez 1:00-4:30pm Carmen Hernandez Janus 1:00-4:30pm John Ragona Janus 12:00-2:30pm Nick Bobeda Janus 1:00-5:30pm Carolina Mendoza Janus

## Santa Cruz County Probation Department: A Pilot for Adults on Probation Experiencing Substance Use Issues

**A National Problem.** Substance use disorder (SUD) is a complex condition characterized by the uncontrolled use of a substance such as alcohol or illicit drugs despite harmful consequences. People with SUD have an intense focus on using a certain substance to the point where their ability to function in day-to-day life becomes impaired, and they may continue using the substance even when they know it is causing problems.<sup>1</sup> Despite the fact that we know this, and that there is no evidence showing that punishment ameliorates substance use disorders or their related health problems, drug use continues to be penalized through incarceration.<sup>2</sup> As a result, while approximately 8% of the adult population is diagnosed with an SUD, 41% of people who are arrested, 49% of people who are in state prison,<sup>3</sup> and 31% of adults on probation have been diagnosed with an SUD.<sup>4</sup> Placing people with substance use issues in jail has generated enormous costs for taxpayers and siphoned away limited funds for programs, practices, and policies that have been proven to reduce drug use and crime, however it has not resulted in clear or convincing public safety returns.<sup>5</sup> The Case Management Pilot, described in greater detail below, allows probation officers the space to work with their clients to build motivational enhancements and support their path towards readiness for change.

**Substance Use and Drug Testing of Adults on Probation in Santa Cruz County.** Approximately 66% of adults on probation had probation terms or conditions related to substance use, possession, and/or programming in 2023. Local research conducted as a part of the Reducing Revocations Challenge found that among a cohort of adults on probation in 2019, after accounting for differences across demographic characteristics (e.g., race/ethnicity, age, sex), caseload type, and risk level, individuals with substance use related terms were more than 2x as likely as others on probation to be convicted of a formal violation. A large proportion (40%) of formal violations were filed for technical violations that typically demonstrated a lack of engagement with probation or drug treatment and not necessarily a grave public safety risk. Based on interviews and focus groups with adults on probation and probation officers in Santa Cruz, drug testing is one of the main reasons clients with substance use issues do not show up to meetings with probation, because they fear being placed in jail if they test positive, creating a situation where individuals on probation are not engaging with their probation officer when they need support and coaching the most. This results in bench warrants, subsequent jail, and litigation over probation violations which both interrupts lives and is costly for the County.

**Santa Cruz County Probation's Case Management Pilot.** To address this issue, the Santa Cruz County Probation Department initiated an incentive based case management pilot (pilot) for individuals with substance use terms that focuses on reducing formal violations for this population and promoting positive outcomes, such as increased reporting and engagement in treatment services. The objective of the pilot is to develop a safe environment for adults on probation with substance use terms where they are not afraid to report to probation because of addiction issues, even when they are struggling to comply with the terms and conditions of probation, so that they are able to develop trusting relationships with their probation officers.

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<sup>1</sup> [https://www.psychiatry.org/patients-families/addiction-substance-use-disorders/what-is-a-substance-use-disorder#section\\_11](https://www.psychiatry.org/patients-families/addiction-substance-use-disorders/what-is-a-substance-use-disorder#section_11)

<sup>2</sup> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8369862/#CR1>

<sup>3</sup> <https://www.prisonpolicy.org/blog/2024/01/30/punishing-drug-use/>

<sup>4</sup> [https://www.prisonpolicy.org/blog/2023/04/03/nsduh\\_probation\\_parole/#:~:text=Three%20in%2010%20people%20under,rate%20of%20the%20general%20population.](https://www.prisonpolicy.org/blog/2023/04/03/nsduh_probation_parole/#:~:text=Three%20in%2010%20people%20under,rate%20of%20the%20general%20population.)

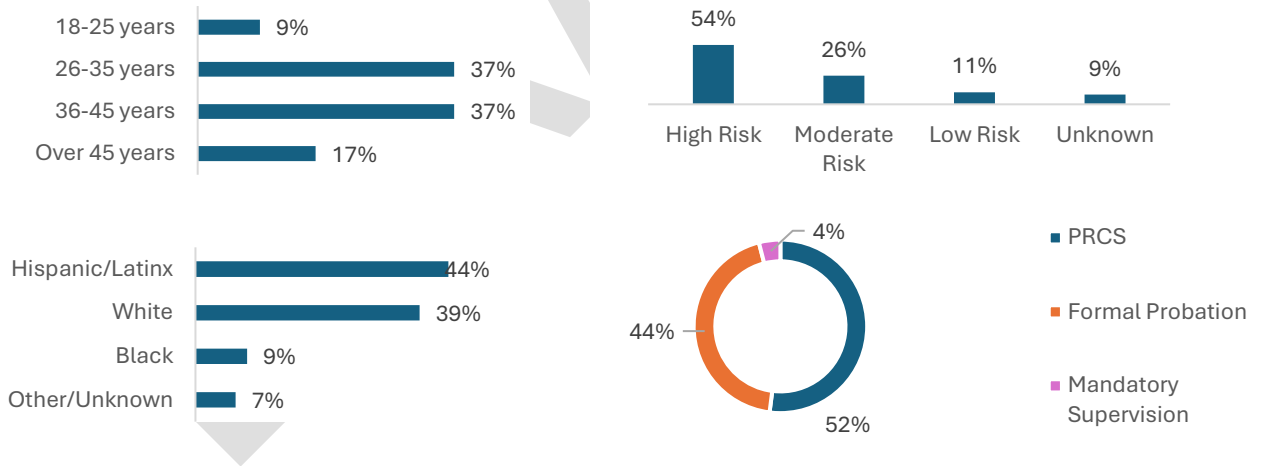
<sup>5</sup> <https://www.pewtrusts.org/en/research-and-analysis/issue-briefs/2018/03/more-imprisonment-does-not-reduce-state-drug-problems#:~:text=The%20analysis%20found%20no%20statistically,overdose%20deaths%2C%20and%20drug%20arrests.>

**Figure 1. Goals and Objectives of Pilot**



1. **Drug Testing.** Routine drug testing of clients in the pilot is discretionary, unless their terms explicitly state when and where to be tested, or there is a clear and present danger to the safety of self or others based on visible signs of being under the influence.
2. **Harm Reduction Approach.** The pilot functions as an extension of a harm reduction model recognizing that rehabilitation as an ongoing process, not penalizing relapse while incentivizing progress and engagement with probation. Probation officers do not file a formal violation in court solely based on a positive drug test/self-admit for using prohibited drugs or alcohol. Probation officers work with clients who leave court-ordered programming and explore all alternatives prior to filing a formal violation in court, provided that clients report as soon as possible to probation to avoid a warrant and keep weekly contact until the matter is resolved.
3. **Success Planning.** Probation officers co-develop individualized success plans with clients in the pilot that include one or more goals clients would like to achieve while on probation. Success plans include individualized three, six, 12, and 18-month milestones for which clients receive an agreed upon incentive upon achievement.

**Pilot Enrollment and Outcomes.** As of January 3, 2024, there were 54 adults (12 female and 42 male) who had enrolled in the pilot, having reviewed the policies and practices with their probation officer. These individuals, on average, had been in the pilot for 204 days (minimum 14 days and maximum 411 days). **Among these individuals, 22% had a formal violation filed in 2023, compared to 30% of all other adults on probation with substance use related terms.**



*“When you try to change yourself and you try to change what you have done for so long it’s awkward and things come up. You need to be able to call someone and say what is going on and not have fear of going to jail. . . . This pilot takes away the fear of going back to jail [for drug use]. That one fear would start a snowball effect for me . . . . But with this pilot it is night and day. There is someone there advocating for me not just waiting there to bust me.”*

- Pilot Participant

# Santa Cruz County Probation Department Supervision Model

## Probation Officer Role as a Coach and Connector

**A National Probation Problem.** The template for American Probation was first set by Boston shoemaker John Augustus in 1841, a court volunteer who took errant neighbors under his wing, helped them pay off their debt to society, and reported back to the court on their progress to help them avoid being detained.<sup>1</sup> The originating purpose of probation was to assist people and provide them with an alternative to incarceration. Over time, however, probation became a pathway to incarceration as it evolved to a system of control and surveillance rather than a system prioritizing positive behavioral change. Overwhelmingly, sanctions are used by probation agencies to punish people for behaviors that are not in compliance with their probation terms and conditions, despite the fact that supervision strategies rooted in punitive, deterrence-oriented principles have a poor record of achieving reduced recidivism,<sup>2</sup> and evidence from behavioral science suggests that utilizing incentives is a stronger reinforcer for behavioral change than punishment.<sup>3 4</sup>

As a result of the widespread adoption of a punitive community supervision approach, 45% of all state prison admissions nationwide are due to violations of probation or parole for new offenses or technical violations, such as missing appointments with supervision officers or failing drug tests. Technical violations alone account for nearly one in four state prison admissions—gravely disrupting lives and costing states approximately 2.8 billion dollars annually.<sup>5</sup> Jail studies conducted in Santa Cruz and three other California counties between 2015 - 2022 show that probation violations drive local county jail populations as well: between one quarter and half – and in some cases more than half – of all jail re-bookings are for probation violations or warrants, not new crimes.<sup>6</sup>

**Probation In Santa Cruz County.** The Santa Cruz County Probation Department is responding to the need to reduce the negative impact of punitive probation practices by implementing a coaching supervision model. This model supports the success of individuals under community supervision and promotes public safety by increasing engagement between probation officers and their clients and reducing bench warrants. In the past, there has been a lack of consistency in supervision approach: some individuals on probation received a compliance monitoring approach focused more on punishment, while others were much more supported in their reentry and assisted to achieve their goals. The new coaching model supports a more uniform and equitable approach that will help to ensure that all people on probation experience a community supervision approach that is rooted in assistance, and not only compliance monitoring.

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<sup>1</sup>New York City Department of Probation. "Probation - About Probation - History of Probation," Retrieved May 18, 2023 from <https://www.nyc.gov/site/probation/about/history-of-probation.page>

<sup>2</sup>Lovins, Brian K., Cullen, Francis T., Latessa, Edward J., & Jonson, Cheryl L. (2018). Probation officer as a coach: Building a new professional identity. *Federal Probation Journal*, 82(1), 13–19. Retrieved March 18, 2024 from [https://www.uscourts.gov/sites/default/files/82\\_1\\_2\\_0.pdf](https://www.uscourts.gov/sites/default/files/82_1_2_0.pdf)

<sup>3</sup>Gore, Hillary and Shapiro, Isabel. (2023). Incentives for those on Probation can Improve Outcomes and Rein in Costs: Interviews Support Case for Evidence-Based Policy Reforms such as Credits for Abiding by Supervision Rules. The Pew Charitable Trust. Retrieved March 18, 2024 from <https://www.pewtrusts.org/en/research-and-analysis/articles/2023/02/07/incentives-for-those-on-probation-can-improve-outcomes-and-rein-in-costs>

<sup>4</sup>Wodahl, Eric J. Garland, Brett, and Lowe, Nathan. (2013). Use of Incentives and Sanctions to Promote Compliance with Supervision Conditions during Reentry: An Implementation Strategy – CSG Justice Center. Retrieved March 18, 2024 from <http://csgjusticecenter.org/nrrc/webinars/use-of-incentives-and-sanctions-to-promote-compliance-with-supervision-conditions-during-reentry-an-implementation-strategy/>

<sup>5</sup>The Council of State Governments Justice Center (2019). *Confined and Costly: How Supervision Violations Are Filling Prisons and Burdening Budgets*. Retrieved March 18, 2024 from <https://csgjusticecenter.org/confinedandcostly/>

<sup>6</sup>Macdonald, Scott and O'Connell, Kevin. California Forward : Justice System Change Initiative-Santa Cruz County Jail Utilization Report (2017). Retrieved March 18, 2024 from <https://oconnellresearch.files.wordpress.com/2017/11/santa-cruz-jus-report05222017-final.pdf>

**What is a Coaching Model?** While the Probation field is recognizing a need to shift back to an assistance oriented supervision approach, Dr. Brian Lovins,<sup>7</sup> former president of the American Probation and Parole Association and Principal at Justice System Partners, suggests that the commonly applied compliance oriented supervision approach is akin to being a “referee,” whose job is to catch and sanction players for violating rules. On the other hand, “coaches” are expected to develop relationships and help build players’ skills so that they can become more successful and more likely to win games. In a coaching model, this translates to probation officers focusing on developing relationships with the people they supervise, and working with them to build their life skills so that they can succeed on probation and desist from criminal behaviors. The coaching model takes the position that public safety and accountability is better achieved through supporting behavior change than monitoring for compliance to probation terms and conditions. While the referee model measures success by simple yes/no outcomes (abstinence, recidivism, compliance), the coaching model measures progress and incremental change toward positive behaviors and outcomes.

There are four key professional talents that probation officers must develop to ensure effective supervision within a coaching model:

- **Assessment:** In probation, strengths are protective factors that can be used to encourage success. By contrast, weaknesses are risk factors or “criminogenic needs” that, if not targeted for change, may lead to recidivism. Probation officers should use assessments to identify the strengths and risk factors of each person they supervise and spend more time working and building skills with the people most at risk of recidivism.
- **Skill-Building:** For a probation officer, this capacity means developing prosocial skills in the people they supervise, such as undermining criminogenic thinking, or helping people to obtain and keep a job. Skill building also includes acting as a connector by identifying the needs of people they supervise and referring them to community based services to address them so that they can avoid future recidivism and live a more productive life.
- **Effective use of Reinforcement:** Probation officers must place emphasis on positively reinforcing the behaviors they expect the people they supervise to adhere to, such as showing up for appointments, maintaining connection with probation, and working to achieve goals they have identified in the success plans they have co-developed.
- **Supervision Playbook.** Probation officers should learn best practices in their profession to become behavioral-change experts. This includes the implementation of evidence based interventions such as Cognitive Behavioral Therapy, Moral Reconation Therapy, and Trauma Informed Care, among others, as well as a commitment to playing to role of connector to natural and community based supports for the people they supervision.

Coaching Model of Probation	Referee Model of Probation
<ul style="list-style-type: none"> <li>•Helps people live within the conditions of supervision</li> <li>•Guides and develops success plans with the person on supervision</li> <li>•Uses effective skills in supporting behavior change</li> <li>•Measures success by progress, not perfection</li> </ul>	<ul style="list-style-type: none"> <li>•Instructs people on the rules and what is expected of them</li> <li>•Creates case plans for the person on supervision and monitors compliance</li> <li>•Uses deterrence and risk of violations to achieve compliance</li> <li>•Measures success against an all or nothing set of expectations</li> </ul>

<sup>7</sup> Lovins, Brian K., Cullen, Francis T., Latessa, Edward. J., & Jonson, Cheryl L. (2018). Probation officer as a coach: Building a new professional identity. Federal Probation Journal, 82(1), 13–19. Retrieved March 18, 2024 from [https://www.uscourts.gov/sites/default/files/82\\_1\\_2\\_0.pdf](https://www.uscourts.gov/sites/default/files/82_1_2_0.pdf)



APRIL 2024

# Exploring Santa Cruz County's Need for a Trauma Recovery Center

a Subcommittee of the Shared Safety Committee



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## OVERVIEW

The Trauma Recovery Center Subcommittee, a subcommittee of the Shared Safety Committee of Santa Cruz County, convened to address the critical need for structured trauma recovery services. This report summarizes the discussions, identifies gaps in current services, and offers recommendations for establishing a trauma recovery center model that can effectively cater to the varied needs of the community, particularly underserved crime survivors. The Trauma Recovery Center Subcommittee's sole purpose was to evaluate the need for and feasibility of establishing a Trauma Recovery Center (TRC) in Santa Cruz County, given the identified service gaps and the unique challenges trauma survivors face.



COMMITTEE MEMBERS

<p><b>Katie Mayeda, LCSW</b> Founder &amp; CEO Mayeda Consulting</p>	<p><b>David Brown</b> Senior Administrative Analyst County of Santa Cruz</p>	<p><b>Kimberly Finley</b> Chief Real Property Agent County of Santa Cruz</p>
<p><b>Julie Macecevic</b> Executive Director Walnut Ave Women's Center</p>	<p><b>De Andre James</b> Executive Director Pajaro Valley Community Health Trust</p>	<p><b>Laura Espindola</b> DA Victim Witness Representative County of Santa Cruz District Attorney's Office</p>
<p><b>Michael Mahan</b> Assistant District Attorney County of Santa Cruz</p>	<p><b>Heather Rogers</b> Public Defender County of Santa Cruz</p>	<p><b>Jennifer Chandler, LMFT</b> Pacific Clinics Clinical Director</p>
<p><b>Mae Sampani</b> Senior Clinical Director Pacific Clinics</p>	<p><b>Laura Plottier-Ramirez</b> Marriage &amp; Family Therapist, LMFT Pacific Clinics</p>	<p><b>Sara Siegel</b> Deputy Probation Officer III County of Santa Cruz</p>
<p><b>Julia Feldman</b> Executive Director Conflict Resolution Center of Santa Cruz County (CRC)</p>	<p><b>Nichole Maggio</b> Mayeda Consulting Mountain Community Member</p>	<p><b>Raymon "Ray" Cancino</b> Chief Executive Officer Community Bridges</p>

## COMMUNITY NEEDS ASSESSMENT

These findings are drawn from community feedback, insights shared during subcommittee meetings, and data highlighted in various supporting documents:

- **Underreporting of Trauma Cases:** Many trauma cases, especially violence or sexual assault, go unreported due to mistrust and fear of stigmatization.
- **Lack of Specialized Services:** Existing services are insufficient for the complex needs of trauma survivors, requiring specialized mental health support, legal assistance, and case management.
- **Barriers for Diverse Populations:** Significant portions of the community, including low-income residents and minorities, face unique challenges in accessing trauma services.
- **Need for Extended Service Hours:** There is a critical demand for 24/7 support to provide immediate help outside typical business hours.
- **Integration with Existing CBOs:** Enhancing the capabilities of existing organizations through a centralized TRC would streamline and improve the accessibility and comprehensiveness of care.

The community has expressed a need for trauma-informed care that is empathetic and supports high-need families without adding stress to already vulnerable individuals.

### Identified Stress Points



LOCATION ACCESSIBILITY



FUNDING LIMITATIONS



QUALIFIED STAFF



AFTER HOURS STAFFING



SUSTAINABILITY

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## DEMAND FOR SERVICE

There is a high demand for accessible services beyond the standard 9-5 hours, indicating a significant need for extended care options. The Subcommittee noted the importance of a centrally located hub that could serve as a communication center for trauma services, bridging the gap between emergency services and general information services.

- **High Unmet Needs:** Data indicates that **less than 10% of violent crime survivors receive direct assistance from a victim service agency**, reflecting a significant gap in the current support system that a TRC could fill, ensuring more comprehensive care for trauma survivors. (*National Alliance of Trauma Recovery Centers. "TRAUMA RECOVERY CENTERS: Addressing the Needs of Underserved Crime Survivors." January 2020, p. 1*)
- **Barriers to Effective Care:** Many survivors face substantial barriers to accessing care, including stigmatization, lack of awareness of available resources, and inadequate integration of services. The TRC model is designed to reduce these barriers by **providing coordinated, culturally sensitive, and accessible services**. (*UCSF TRC Model Presentation - CCP Work Group Santa Cruz, March 6, 2023*)
- **Evidence of Effectiveness:** The TRC model has **been shown to be cost-effective and successful in improving health outcomes**, with TRC clients experiencing significant improvements in mental and physical health, which is critical in a diverse and underserved area like Santa Cruz County. (*TRAUMA RECOVERY CENTERS: Addressing the Needs of Underserved Crime Survivors. National Alliance of Trauma Recovery Centers, January 2020, p. 12*)
- **Comprehensive Support Needs:** There is a clear need for services that go beyond traditional mental health counseling, including legal, medical, and social support, which are integral components of the TRC model. This comprehensive approach is **crucial for addressing the complex needs of trauma survivors** in the county. (*UCSF TRC Model Presentation - CCP Work Group Santa Cruz, March 6, 2023*)

A Trauma Recovery Center and a Family Resource Center are two different models that provide support and resources to individuals and families facing trauma.

## Trauma Recovery Centers

- Focuses mainly on addressing the needs of trauma survivors
- Offers specialized therapy and counseling services tailored to trauma survivors, crisis intervention and trauma-informed advocacy services
- Collaborates with law enforcement, healthcare providers, and social service agencies
- Employs trauma specialists trained in trauma recovery techniques

## Family Resource Centers

- Offers parenting classes, childcare assistance, and family counseling
- Provides educational workshops on topics such as parenting skills, healthy relationships, and child development
- Gives access to community resources such as food assistance programs, housing support, and healthcare services
- Collaborates with schools, healthcare providers, and community organizations to address the diverse needs of families
- Employs professionals such as family therapists, social workers, and family support specialists trained in family-centered care

## Comparison

Trauma recovery centers offer specialized trauma-focused therapy and advocacy services, while family resource centers provide a broader range of services such as parenting classes and community resources. Trauma recovery centers employ specialists trained in trauma-informed care, while family resource centers may have staff with expertise in family support services.



# Bright Spots



# Monarch Services



- ✓ Emergency Shelter
- ✓ Counseling
- ✓ Support Groups

## Mission & Key Services

Monarch Services is committed to empowering individuals, families, and communities to take action against violence and abuse. They offer immediate crisis response and ongoing support to survivors of domestic violence, sexual assault, and human trafficking. Founded in 1977, they serve over 1,500 victims of domestic violence and sexual assault each year. Key Programs include Crisis Intervention Program, Children and Youth, Education and Community Outreach, Emergency Shelter, Technology Safety, Teen Violence, and Positive Solutions.

**24 / 7 HOTLINE**

Offers a bilingual and confidential helpline available around the clock.



## Support Services

The support services provided are designed to assist victims of domestic violence or sexual assault, along with their children. A variety of services are available such as emergency shelter, peer counseling, advocacy, information, referrals, drop-in support groups, and assistance with restraining order applications.

## Values and Future Outreach

Monarch Services is dedicated to serving every member of the community with respect, dignity, and fairness. They believe in the value of teamwork, communication, and mutual support, and recognize the unique qualities of each individual. Monarch Services strives to make a positive impact on the lives of women, youth, children, Latinas, and other underserved groups. Their staff, volunteers, and board are dedicated to providing quality services and driving social change through advocacy, policy-shaping, and collaboration with community partners.

**ALL CRISIS INTERVENTION AND PREVENTION SERVICES ARE AVAILABLE IN SPANISH AND ENGLISH**







# Walnut Avenue Family & Women’s Center



## Mission & Key Services


The Walnut Avenue Family & Women's Center is dedicated to breaking cycles of trauma, promoting lifelong learning, and cultivating healthy relationships with oneself and others. The programs include an Early Education Center, Services for Children & Youth, Services for Survivors of Domestic Violence, Family Support Services, and Community Engagement. Since its establishment in 1933, the Walnut Avenue Family & Women's Center has been a beacon of hope, providing unwavering support to thousands of individuals every year.

**24 / 7 HOTLINE**  
 Maintains a Bilingual Domestic Violence Helpline



## Trauma Recovery Services

Walnut Ave Family & Women’s Center offers comprehensive support to trauma victims throughout their recovery. Services include therapy, care coordination, advocacy, and trauma-informed care. The Center also assists survivors in navigating the criminal justice system by helping them with paperwork, connecting them to legal services, and explaining court proceedings. The ultimate goal is to prevent re-victimization and break the cycle of crime. Supporting the following trauma:



✓ Physical Assault    ✓ Sexual Assault    ✓ Domestic Violence

## Values and Future Outreach

At Walnut Avenue, individuals are empowered through a personalized approach that helps them develop and use their unique strengths to achieve their full potential. Walnut Avenue uses its resources wisely and provides services in line with current best practices. The organization believes that everyone deserves to live in a safe environment free from violence and aggression. Walnut Avenue promotes lifelong learning, particularly in the first five years of a child's life, which shapes their future health and well-being and ultimately affects the health and well-being of the community.

✓ Kids Club                      ✓ TAM Infant Center  
 ✓ Counseling                    ✓ Support Groups



# Community Bridges

## Mission & Key Services

Community Bridges is dedicated to empowering individuals in Santa Cruz County through a wide range of programs designed to meet health, education, and social needs. Key programs include Meals on Wheels, Child and Adult Care Food Program, Lift Line transportation, the Family Resource Center collaborative that works collectively to meet client needs across the county, Elderday Adult Day Health Care, and the Women, Infants, and Children (WIC) program. These services include educational programs, nutritional assistance, elder care, and emergency services like the Pajaro Flood Relief effort.

## Future Goals

### Expansion

Community Bridges is continually exploring opportunities for expansion to address the community's growing needs while enhancing facilities and capabilities in disaster response and health services.

### Enhanced Case Management (ECM)

Looking forward, Community Bridges aims to enhance its ECM capabilities to better coordinate care and services for clients, especially in managing long-term health conditions and social services. The goal is to integrate more deeply with local healthcare providers and social services to streamline client care

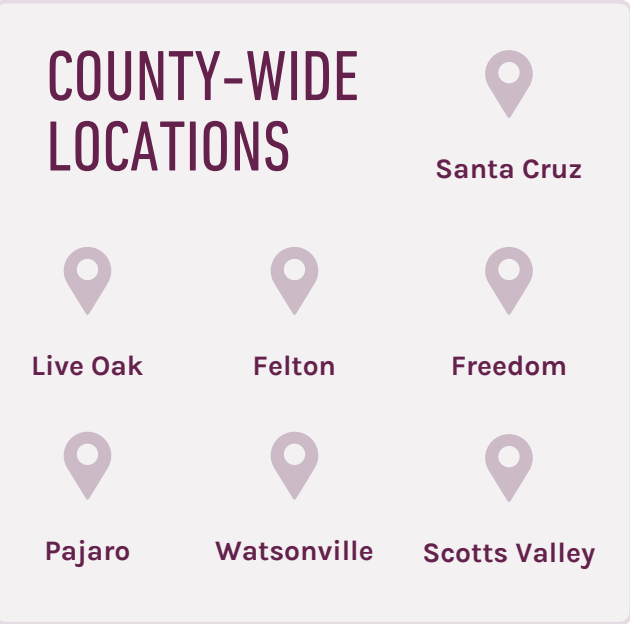
Community Bridges has implemented CalAim, CITED, and became TA Marketplace recipients to enhance their services. Additionally, Community Bridges is currently contracting to provide staff training in Trauma Informed Care and Evidence-Based Practices.

- ✓ County-wide Accessible Locations
- ✓ Staffing
- ✓ Family Resource Center
- ✓ Open to Partnerships

**86% BILINGUAL STAFF**



**COUNTY-WIDE LOCATIONS**



- Santa Cruz
- Live Oak
- Felton
- Freedom
- Pajaro
- Watsonville
- Scotts Valley

# Service Analysis

AGENCY NAME	PROGRAM NAME	POPULATION	CRIMES ADDRESSED
California Rural Legal Assistance	Victim/Survivors of Crime Services	All ages	Bullying, Human Trafficking, Elder Abuse, etc.
CASA of Santa Cruz	Victim/Survivor of Crime Services	Under 18 years & their families	Bullying, Child Physical and Sexual Assault
Catholic Charities Diocese of Monterey	Victim/Survivor of Crime, Legal immigration, and more	All ages	Adult Physical Assault, Domestic Violence, and more
Community Action Board of Santa Cruz County	Victim/Survivor of Crime Services	All ages	Bullying, Child Sexual Exploitation, Domestic Violence, and more
Community Bridges	Survivors/Victims of Crime Community Bridges	Open to all	General support for various crime victims
Conflict Resolution Center	Restorative Justice Program	All ages	General community conflicts, including minor criminal offenses
County of Santa Cruz - Human Services Department	Adult Protective Services	Elderly adults	Elder Abuse or Neglect
County of Santa Cruz Department of Behavioral Health	Victim/Survivor of Crime Mental Health Services	All ages	Mental health support for crime victims
District Attorney's Office Victim Witness Assistance Center	Victim Assistance Program	Victims of crime	All types of crimes
Encompass Community Services, TAY	Transitional Age Youth Services	Ages 18-24	Support for young adults affected by crime
Family Services Agency of the Central Coast	SAFE (Support, Advocacy, Family, Education) Program	All ages	Child sexual abuse/assault
Health Services Agency - Children's Behavioral Health	Child Mental Health Services	Children and adolescents	Mental health issues stemming from victimization
Hospice of Santa Cruz County	Various Support Services	All ages	DUI/DWI Incidents, Other vehicular victimization
Monarch Services	Various Support Services	All ages	Adult Physical Assault, Domestic Violence, Human Trafficking, and more

AGENCY NAME	PROGRAM NAME	ELIGIBILITY	CRIMES ADDRESSED
Pajaro Valley Prevention and Student Assistance	School-based Counseling and Support Services	Students and families	Supports students experiencing violence or bullying
Santa Cruz Barrios Unidos	Community and Youth Outreach	Primarily youth	Gang violence, Domestic Violence, Child Abuse
Santa Cruz County Family and Children's Services	Child Welfare Services	Children and families involved in child welfare	Child Physical Abuse or Neglect, Sexual Abuse
Santa Cruz County Office of Education	Educational Support Services	Students of all ages	Bullying, Cyberbullying, and other school-related incidents
Santa Cruz County Probation Department	Probation and Victim Services	Offenders and victims related to probation cases	Crimes involving probation oversight
Santa Cruz County Public Defender's Office	Legal Defense and Victim Advocacy	Defendants in criminal cases, victim advocacy	All types related to criminal defense
Santa Cruz Police Department	Law Enforcement and Victim Assistance	General public	All types of crimes
Santa Cruz Sheriff's Office	Law Enforcement and Victim Support Services	General public	All types of crimes
Santa Cruz Superior Court Self Help Center	Legal Assistance and Victim Support	General public	Legal assistance for victims
Set Free Monterey Bay	Support Services	Individuals impacted by sex trafficking	Human trafficking: sex
The Compassionate Friends of Santa Cruz	Support Services	Bereaved families	Support for families after a child's death due to various circumstances including crime
Volunteer Center of Santa Cruz County	Various Support Services	Varies	Elder Abuse, Racism, Mental Health Issues
Walnut Avenue Family & Women's Center	Support Services for Women and Families	Women and families	Bullying, Child Physical and Sexual Assault, Domestic Violence

## CONCLUSION

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The TRC Subcommittee held three meetings to discuss the need and feasibility of establishing a trauma recovery center (TRC) in Santa Cruz County (SCC). The subcommittee consisted of a large group of experts from various industries in SCC, including representatives from the DA Department, the County Board of Supervisors, the Public Defender, Probation, SCC Property Department, and Community-Based Organizations (CBOs) that serve adults and youth. Approximately half of the representatives were not part of the Shared Safety Committee. The process involved conducting a needs assessment and research including reviewing all the research that Sarah Emmert from United Way and the Shared Safety Committee had developed over the past few years, and outreach to CBOs to determine what programs are already addressing this need.

The committee has determined that a localized one-stop resource center for trauma survivors is essential to meet the needs of the community in Santa Cruz County. After reviewing the services already provided, the need for such a center has become evident. However, significant challenges exist to overcome, such as finding properties with multiple locations that can service the whole county, finding sustainable funding, and finding qualified staff.



## RECOMMENDATIONS

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- Leveraging and expanding the existing resources of community-based organizations (CBOs) and entities already providing various services within Santa Cruz County to enhance trauma recovery services. By doing so, we can more efficiently and effectively meet the needs of trauma survivors. By integrating the specialized capabilities of these CBOs, such as Monarch Services and Walnut Avenue Family & Women's Center, and further developing partnerships with institutions like Community Bridges, the county can offer a more robust, seamless service provision that directly addresses the complex needs of trauma survivors.
- Create a more collaborative approach to serving survivors of sexual assault, human trafficking, and violent crimes. Community Bridges already has Family Trauma Centers located at seven different sites throughout the county. These centers have grown significantly over the last five years and still desire to reach more of the community. They are seeking more training on becoming trauma-informed and other evidence-based practices such as Motivational Interviewing. Integrating the services of specialized providers into the current model and receiving support in sustainable funding could be the first step to providing all the needed services in one location. This will significantly amplify the effectiveness of current services, making specialized trauma care more accessible and effective throughout the county.





## Santa Cruz County Community Corrections Partnership Shared Safety Workgroup Summary of Activities 2017-2024

### Background

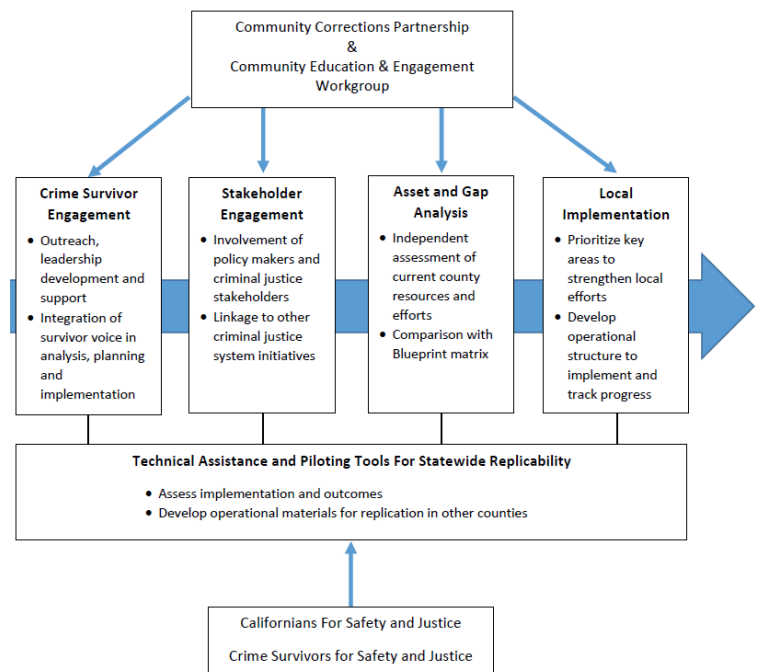
In November of 2017, the Community Corrections Partnership Executive Committee voted to support the Santa Cruz County Blueprint for Shared Safety Project. The Committee determined that the first phase of the project would include an Asset and Gap Analysis of SCC's alignment with the five Shared Safety principles and a simultaneous multi-faceted process to meaningfully engage crime survivors in this effort (which is consistent with one of the Shared Safety principles).



Early 2018, the Community Corrections Partnership Community Education & Engagement Workgroup began the Shared Safety effort. Santa Cruz County sought to be one of the first counties in California to operationalize the [Blueprint for Shared Safety](#), developed by [Californians for Safety and Justice](#) (CSJ) to advance a cultural shift in the way local communities understand, invest in, evaluate, and achieve community safety.

Building upon a strong partnership between government and community organizations, Santa Cruz County prepared to launch an honest assessment of the county's alignment with the Shared Safety framework. Recognizing that crime survivors were not currently at the center of Santa Cruz County's efforts, the county and its partners were determined to develop strategies to meaningfully engage crime survivors from the outset of this project and to put their authentic voice at the center of Shared Safety in Santa Cruz Co. In addition to its value in Santa Cruz Co., this project created an important opportunity for Californians for Safety and Justice to support and document the implementation of Shared Safety in a community where there is not a pre-existing organized presence of crime survivors, making it a replicable model for counties across California.

**Shared Safety in Santa Cruz: Putting Survivors at the Center  
Project Design**





From January 2018 to October 2019, utilizing [Californians for Safety and Justice's Blueprint for Shared Safety](#) framework, SCC Community Corrections Partnership Community Education and Engagement Workgroup (CEEW) conducted a strategic planning process. Because the Blueprint for Shared Safety model is quite extensive, the CEEW recognized early on that it needed to prioritize a focus area for the gap analysis and later prioritized recommendations. In early 2018, the CEEW decided to focus on the Crime Survivors at the Center pillar for the first phase of the Blueprint Project.

In 2020 the Community Corrections Partnership Executive Committee voted to approve the [Santa Cruz County Shared Safety: Survivors at the Center Report](#).

**Santa Cruz County Shared Safety Goals:**

1. Prioritize Healing & Restoration for Crime Survivors
2. Ensure Access to Trauma Recovery Services
3. Engage Crime Survivors to Prioritize & Elevate their Voices
4. Strengthen Trust & Confidence in the Criminal Justice System
5. Recognize Who is Most Vulnerable

**Current Shared Safety Workgroup agencies include:**

- CASA
- Community Action Board of Santa Cruz County
- Conflict Resolution Center of Santa Cruz County District
- County of Santa Cruz County Administrative Office
- County of Santa Cruz District Attorney's Office
- County of Santa Cruz Probation Department
- County of Santa Cruz Public Defender's Office
- County of Santa Cruz Sheriff's Office
- Encompass Community Services
- Mayeda Consulting
- Monarch Services
- Pajaro Valley Prevention and Student Assistance
- Santa Cruz Barrios Unidos
- Santa Cruz County United for Safety and Inclusive Communities (SCCUSIC)
- United Way of Santa Cruz County
- Walnut Avenue Family & Women's Center



## Turning the Shared Safety Survivors at the Center Report into Action

### **Restorative Justice**

On November 1, 2018, in partnership with Smart on Crime, the CEEW hosted a Community Forum on Restorative Justice. This forum brought some of the nation's foremost experts on restorative justice to SCC to raise awareness about the advantages of this approach to criminal justice decision-making and to stimulate discussion about whether and how to implement restorative justice practices at the local level. Over 175 community members attended the event, with over 50 community leaders representing community, education, government, health, and justice sectors attending the pre-event reception.

### *November 1st Community Forum on Restorative Justice*

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Results from a post-event survey conducted among forum attendees included the following:

- 100% of survey respondents indicated that they either agree or strongly agree that restorative justice can serve victims better than traditional models.
- 96% of respondents indicated that they either agree or strongly agree that restorative justice can promote accountability.
- 93% of respondents indicated that they either agree or strongly agree that restorative justice can be effective at reducing recidivism and preserving public safety.

Media coverage can be found at the following sites:

- Santa Cruz Sentinel:  
<https://www.santacruzsentinel.com/2018/10/30/expert-panel-explores-restorative-justice-for-santa-cruz/>
- City on the Hill: <http://www.cityonahillpress.com/2018/11/09/restoring-justice>
- Univision:  
<https://noticiasya.com/monterey-salinas/2018/11/01/video-programa-de-justicia-restaurativa-esta-dando-resultados/>

As a result of the Forum, representatives from the District Attorney's and County Administrative Offices conducted a site visit to the San Francisco Neighborhood Courts program. The site visit prompted them to include the Neighborhood Courts model in a funding application under the State's Proposition 47 Grant Program for which SCC was awarded almost six million dollars over a four and a half year period.

### [Santa Cruz County Neighborhood Courts](#)

Neighborhood Courts program started in December 2020, and since then, over 200 participants have been part of this restorative initiative to address the harms within our community. We've trained 66 volunteers from the community in communication skills, restorative justice principles, and other relevant topics. Currently, we host three conferences every week, supported by an active team of 54 dedicated volunteers. Our capacity has consistently expanded, evolving from

handling 12 types of offenses to addressing a diverse range of 56 offenses, which now includes minor felonies. We are continuing this program with another 3 year period grant that started 2023.



**Santa Cruz County Strategic Plan:** At the same time as the CEEW had been working on the SCC Shared Safety project, the County was undergoing a strategic planning process. The CEEW’s collaborative work with the County Administrative Office, the Probation Dept. and the District Attorney’s Office led to the inclusion of shared safety and survivor services in the plan goals and the SCC Strategic Operational Plan, under the area of Comprehensive Health & Safety.

**County of Santa Cruz - Operational Plan Objectives**

Operational Plan Year	Objective #	Description	Completion Status
2019-21	157	Crime Survivors- By June 2021, the District Attorney will create an outreach program to educate the community and law enforcement about the effects of criminal activity and prosecution on crime survivors.	Completed December 2021
2019-21	158	Neighborhood Courts- By June 2020, the District Attorney will complete a feasibility study for operating a neighborhood court to use restorative justice principles to resolve low level criminal offenses.	Completed December 2020
2019-21	162	Survivor Services- By June 2021, Probation will establish three standard practices or protocols that will increase the level of support provided for survivors of crime.	Completed June 2021
2023-25	380	Neighborhood Court - By December 2023, the District Attorney Neighborhood Court Program will implement a pilot program in collaboration with Watsonville Police Department and the Public Defender to focus more on South County, increasing the number of Spanish speaking conferences by 10 percent and holding conferences in the geographic locations where incidents occurred.	In Progress
2023-25	385	Survivor Services - By June 2024, the District Attorney will reduce the time between a crime	In Progress

Written by Sarah Emmert/ Contributed by & edited by various members of the SSW  
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		incident and outreach to survivors by 10 percent to ensure access to services, including exploration of a Family Justice/Survivor Center model.	
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**2018-2020 Informal Service Provider Feedback Convenings:** As perspectives shifted about the value and importance of elevating survivor voices, several CEEW members conducted small internal convenings with current and former clients to learn more about what worked and what didn't in terms of the service delivery of their organizations.

**2018-2020 Culture Shifts and Working Together Differently:** Though hard to measure, CEEW members reported small shifts they have made since participating in the SCC Blueprint for Shared Safety Project. For example, every organization has indicated that they have changed language from "victim" to "survivor" and have increased the normalization of asking survivors what they need to heal. Organizations have also mentioned an increase in overall mindfulness of client needs and sensitivity to crime survivors. New partnerships have stemmed out of the CEEW, both in terms of partnering on collaborative grants as well as resource referrals. More and more, we are hearing about an increase in support for restorative justice practices from judges, district attorneys and service providers.

**Templates for Other Counties:** Californians for Safety and Justice worked with Santa Cruz County to identify ways to support communities who want to meaningfully engage crime survivors with the goal of developing some common practices and tools that can be replicated and shared. There are two documents that were developed as a part of the SCC Shared Safety asset-gap analysis process: 1) a [template for conducting focus groups/listening/community engagement sessions with local crime survivors](#) and 2) [an overview of key considerations for engaging crime survivors in a meaningful and trauma-informed manner](#). While these templates can be helpful to other communities, particularly those where there is not a pre-existing grassroots network of crime survivors, some of the take-aways with respect to replicating what was done in Santa Cruz County include: there is not (and should not be) a one-size fits-all way to meaningfully engage crime survivors; a commitment to being trauma-focused is critical; outreach requires one-on-one engagement as well as safe places for peers to convene; differing opinions about how to engage survivors who have also caused harm must be addressed; and this work must be done as part of a broader commitment to racial equity. Santa Cruz County was deeply committed to addressing each of these areas and still the work was slow and challenging.

**[Santa Cruz County Victims' Service Utilization Data 18/19:](#)** In 2020 CEEW attempted to collect existing victims service data. By collectively analyzing Santa Cruz County victims' utilization data, there is potential to: establish baseline data as we move forward the Shared Safety Report: Survivors at the Center (2020); allow us 1) ask better questions and improve data-driven decision-making; 2) increase resources/revenue; and 3) identify who is and is not accessing services. One thing to note, over 50% of survey respondents indicated that they

serve victims, but do not collect data on victim service utilization. This tells us that we need to explore the barriers for organizations in collecting data.

**Trauma Informed Leadership Training: Better Meeting the Needs of Survivors of Crime training:** Based on the recommendations outlined in the Santa Cruz County Blueprint for Shared Safety: Survivors at the Center Phase 1 report (2020), United Way of Santa Cruz County reached out to the Office for Victims of Crime to request support in delivering a 1-day training on trauma-informed leadership and trauma-informed organizations on September 25, 2020. The goal was to have approximately 50 participants in supervisory or leadership roles from law enforcement, probation, prosecution, public defenders, community-based advocates, and system-based advocates are expected to attend.

- [report](#)
- recording: <https://ovcttac.adobeconnect.com/pwhw5uf2d90n>
- some actions that stemmed from training:
  - Superior Courts Trauma-Informed Systems memo/plan
  - District Attorney's Office Trauma-Informed Care/Vicarious Trauma training

## YOUTH WELL-BEING & COMMUNITY SAFETY

Due to the recent events of violence in South County and a call to action from the Watsonville Police Department, United Way of Santa Cruz County convened a group of community leaders to collectively check in with youth. They checked-in with youth about their well-being, resources they might need, and their ideas about creating community safety.

*\*Data was collected through self-reporting qualitative interviews between program coordinators and youth and/or families. The questions were posed as open-ended where United Way Staff then themed and coded the responses.*

Report: [Winter 2021 Watsonville Youth/Family Wellness/ Safety Check-ins](#)

**February 3, 2021 Shared Safety Community Forum:** In a commitment to engaging the broader community with the Shared Safety efforts, the CEEW hosted a virtual community forum. The objectives identified by the CEEW were to:

1. engage the broader community with the Shared Safety Framework;
  2. create a space for community members to see their role in Shared Safety;
  3. create a sense of energy and excitement in the community around Shared Safety;
  4. elevate the voices of those with lived-experience; put survivors at the center; and
  5. highlight what has been done so far, where the Shared Safety work is going, and ways to get involved.
- [report](#)
  - recording: [https://www.youtube.com/watch?v=M\\_zgJs8mZAs&feature=youtu.be](https://www.youtube.com/watch?v=M_zgJs8mZAs&feature=youtu.be)

## Strengthening trust between Survivors and Law Enforcement

### April 2021 Watsonville Shared Safety Community Dialogues:

The CEEW, Santa Cruz County Youth Action Network, United Way's United 4 Youth, and others partnered with COPA to host two April Watsonville Shared Safety Community Dialogues (or as COPA refers to them, House Meetings).

Written by Sarah Emmert/ Contributed by & edited by various members of the SSW  
Rev'd 05.06.2024

Information gathered was shared with the [Watsonville Ad Hoc Committee on Policing & Social Equity](#). For more information, see the [report](#).

Other Watsonville Police Department efforts that were impacted by the collective Shared Safety efforts:

- [Watsonville's Multi-Disciplinary Team](#)
- Why'd you stop me? Training

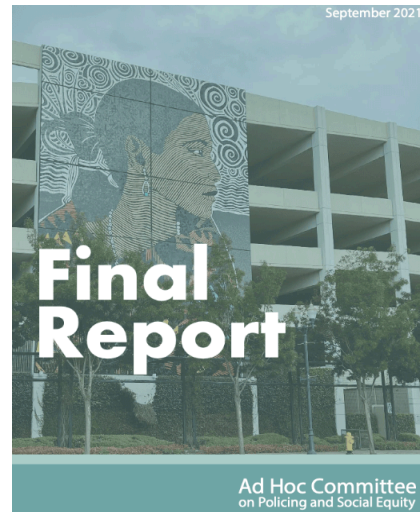
**Victim Financial Restitution:** Since December of 2020, representatives from the District Attorney's Office, Probation, Public Defender's Office, the Courts, Volunteer Center, and Conflict Resolution Center have been meeting on an ad hoc basis to grapple with gaps and barriers in the victim's restitution process. The purpose of the ad hoc committee is to: 1) strategize on ways to streamline court ordered restitution process; 2) reduce barriers & gaps for survivors; increase access to financial restitution for victims; and 3) increase clarity on who is doing what.

During the course of the discussions, it has been reported that communications between the District Attorney's Office (DAO) and Probation have "increased exponentially". The DAO and Probation have conducted multiple in-service trainings and are exploring embedding restitution in-services into the training curriculum for new staff. Additionally, representatives from the ad hoc committee presented to the criminal judges. The judges have requested reminders about restitution review hearings.

**Name change from Community Education and Engagement Workgroup to Shared Safety Workgroup:** In 2021 the CEEW decided to change the name of the workgroup to better reflect the focus of the collaborative. The workgroup chose the name Shared Safety Workgroup (SSW).

### **Shared Safety Round Table with California Attorney General Rob Bonta**

The California Attorney General's Office of Community Awareness, Response, and Engagement reached out to organize a special session with Attorney General Rob Bonta and Shared Safety Workgroup representatives that work specifically on issues impacting young survivors. 12 Shared Safety Workgroup representatives attended, including Walnut Ave., Family & Women's Center, Conflict Resolution Center, DAO, Pajaro Valley Prevention and Student Assistance, Monarch Service, Encompass, CASA, Community Action Board, Public Defender's Office, Probation, Children's Behavioral Health, Barrios Unidos and United Way.



SSW members answered the questions: What is a critical issue impacting young survivors you serve and what is your organization doing to address it? Themes included:

- intersectionality of victimization, connection between child welfare system & juvenile justice system;
- the relationship between victimization & committing harm;
- impacts of trauma & the need for mental health providers;
- struggles around poverty & housing;
- disturbing trends on increasing rates of sexual assault;
- challenges of parental consent needed for restraining orders; and
- barriers the complexity of the system presents & mistrust of that system

### **System Navigation**

As the SSW engaged survivors of crime, Workgroup members frequently heard how challenging and complex navigating the survivor-serving system is. 2022-2023 the Shared Safety Workgroup (SSW) partnered with the Department of Justice's Office for Victims of Crime Training and Technical Assistance Center (OVC TTAC) to conduct a system mapping process for Santa Cruz County's survivor serving system. This process built off of the data that had already been collected through the [Survivors at the Center report \(2020\)](#) development process and the recent Survivor System Mapping Workshops (Feb. & Mar. 2022).

The goals of the System Mapping Project included:

- Short-term: Increase provider and survivor knowledge of resources available and how to navigate the survivor serving system (justice & non-justice)
- Intermediate: Increase utilization of survivor resources
- Long-term: increase survivor wellbeing & community safety

The SSW hoped to develop a visual *system map* and *flowchart* that reflected how individuals move through the local survivor-serving system, including various entry points within that system. SSW planned to explore ways to map out resources and navigation processes related to: criminal justice, legal services, education, health, psychosocial supports, child welfare/family & children's services, shelter, financial resources, various non-profits, as well as alternatives to the traditional criminal justice system (e.g. restorative justice).

SSW also wanted to include components of the resources and processes, such as: referrals, eligibility criteria, costs, waitlists, language and geographic access, availability of transportation and childcare, as well as the types of crimes and ages that the resources address.

The SSW learned that not only had survivor of crime system mapping never taken place in Santa Cruz County, but through extensive outreach efforts through state and national-level survivor and justice organizations, it appeared that there is no knowledge of another community successfully mapping out a local survivor-serving system.

The SSW and the OVC TTAC consultant attempted various working sessions to map out the survivor-system. Major take-aways included:

- the system is indeed complex, even for those that work in the system;
- each survivor's experience is different depending on, but not limited to: the type of crime, specifics of the case, individual characteristics of the survivor (socio-economic status, documentation status, age, relationship to individual that committed harm, trust with the formal criminal justice system, family composition, and more).

The following occurred during the system mapping process:

- [2.23.22 Survivor System Workshop](#)
- [03.29.22 Young Survivors of Crime System Workshop](#)
- 08/29/22 SCC Young Survivor Flowchart Development Session
  - 18 attendees, representing Community Bridges, Conflict Resolution Center, PVPESA, Barrios Unidos, DAO, CBH, County Office of Education, Probation, Survivor Healing Center, WAFWC, Set Free Monterey Bay
  - Participants attempted to develop flowcharts for 3 different scenarios for young survivors of crime



In lieu of developing flowcharts, the SSW developed 2 infographics to simplify how to generally navigate various components of the system:

1. What happens when you call 911 ([ENG/ESP](#))
2. Court Processes: ([ENG/ESP](#))
3. [Restorative Justice](#)

The infographics have been translated into Spanish. The SSW solicited feedback from service providers and survivors.

Additionally, the SSW decided to explore a client-facing interactive tool that sorts and presents resources and pathways from a database of local survivor-serving system resources. The [211survivorsofcrime.org](http://211survivorsofcrime.org) webpage is connected on the back end to <https://www.211santacruzcounty.org/>. The goal of the webpage is to ensure the survivor and service providers have access to detailed and comprehensive information for referrals and available resources handpicked for the individual in need of support.



### Trauma Recovery Center

Trauma Recovery Centers (TRC) are one-stop shops that provide victims of crime wide-ranging support through their recovery process. TRCs were developed to address the needs of underserved crime survivors (street violence, low income, younger victims, people who are homeless, LGBTQ+ victims, communities of color, members of migrant & refugee groups, chronically mentally ill, minors who have contact with juvenile dependency or justice system).



Trauma Recovery Centers reduce barriers to services and have the ability to serve victims impacted by multiple crimes, who have various needs. TRCs also support navigating the process of healing from trauma by providing therapy, trauma informed flexible care, care coordination, advocacy, and psychiatry. In addition, they assist survivors in navigating the criminal justice system more effectively. This includes filling out paperwork, connecting them to legal services, explaining court proceedings, and more. These services are more likely to prevent revictimization and break the cycles of crime.

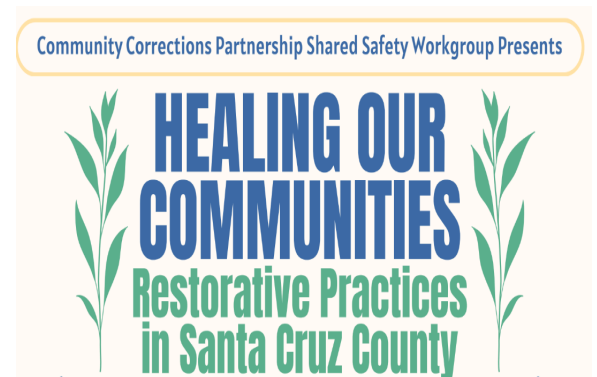
The SSW has explored the TRC model in the following ways:

- attended virtual and in-person presentations
- met with representatives from the [National Alliance for Trauma Recovery Centers](#)
- conducted virtual site visits to learn about the various TRC Models:
  - September 14, 2023 - Alameda County Family Justice Center
  - October 11, 2022 - Citilookout, Ohio
  - October 18, 2022 - The HUBB, New Jersey

Recently a subcommittee has been formed to explore readiness for a TRC and will develop and present recommendations to the SSW Spring 2024.

### **Restorative Practices**

April 25, 2024, the SSW hosted *Healing our Communities Restorative Practices in Santa Cruz County*. It was a transformational event. Over 80 community members and system leaders attended, ranging from policy makers to grassroots community. The objectives of the forum were to: 1) clarify the distinction between restorative justice programs and restorative practices, emphasizing their significance; 2) showcase existing restorative justice and practice models; 3) provide a platform for lived experience experts to share their experiences with restorative justice; and 4) foster community dialogues about opportunities to enhance restorative justice in the community. The forum included spoken word & poetry, a land acknowledgement, overviews on restorative practices and justice, a legislative overview of AB60, a panel of those that have been harmed and participated in restorative justice processes, community table conversations, and a resource fair.



- [ppt from the event](#)
- Restorative Practices: [Transcript](#) from Ben Alamillo's presentation on Restorative Practices
- Community Table Conversations: [transcribed notes](#)
- Sentinel Article: [Summit Unveils Restorative Justice in Santa Cruz County](#)

Of the post-event survey responses:



- 92% indicated that the forum increased their understanding of the distinction between restorative practices and restorative justice, where 8% indicated they were already familiar with the distinction.
- 87.5% indicated that because of the forum, they are more familiar with existing restorative practice programs and approaches in Santa Cruz County, where 12.5% indicated they were already familiar with existing practices.

## **NEXT STEPS**

**System Navigation:** Outreach campaign for [211survivorsofcrime.org](http://211survivorsofcrime.org) and infographics: distribute physical infographics & [211survivorsofcrime.org](http://211survivorsofcrime.org) to service providers, share with various collaboratives, share through newsletters and upload on websites

**Trauma Recovery Center:** A summary of the outcomes from the TRC Subcommittee will be presented to the Shared Safety Workgroup in May 2024.

**Victim Restitution:** the Ad Hoc Committee will continue to meet to focus on key areas of system improvement. Sasha Morgan, Executive Director of the Superior Courts will take over meeting facilitation.

TRC SUBCOMMITTEE

SOCIAL JUSTICE IS  
THE VISION OF A  
SOCIETY THAT IS  
EQUITABLE AND IN  
WHICH ALL MEMBERS  
ARE PHYSICALLY AND  
PSYCHOLOGICALLY  
SAFE.

MEETING RECAP

## What is a Trauma Recovery Center?

- One-stop support for crime victims throughout their recovery.
- Developed for underserved crime survivors facing various challenges.

## Why is it important?

### The Impact of Unaddressed Trauma

- Chronic emotional distress may result.
- Survivors may face challenges in relationships.
- Coping through drugs and alcohol is a potential consequence.
- Difficulties maintaining employment.
- Challenges in maintaining stable housing.
- Overwhelmed feelings, difficulty concentrating, trouble making decisions.
- Dealing with physical pain and avoidance of trauma reminders.
- Stigma in accessing services and potential distrust of the system.

## What kind of victim support would be provided?

- Specifically designed for victims of multiple crimes with diverse needs.
- Therapy, trauma-informed care, care coordination, advocacy, and psychiatry.
- Support survivors through effective navigation of the criminal justice system.
- Assist with paperwork, connect to legal services, and explain court proceedings.
- Aim to prevent re-victimization and break cycles of crime.

## What are the potential outcomes?

### Outcomes of TRC Services for Underserved Crime Survivors\*

- Reduced PTSD symptoms, physical pain, and depression.
- Improved sleep
- Increased likelihood of returning to work
- Greater cooperation with law enforcement & District Attorney's Office
- More cost-effective services (reduce duplication, leverage resources)
- Reduced disparities in the number of victims' compensation applications filed by younger crime survivors, have less education, face housing challenges, or are homeless

*\*Trauma Recovery Centers: Addressing the Needs of Underserved Crime Survivors, National Alliance of Trauma Recovery Centers, 2020*



1:10 VIOLENT CRIME SURVIVORS  
RECEIVE DIRECT ASSISTANCE  
FROM A VICTIM SERVICE AGENCY

*Trauma Recovery Centers: Addressing the Needs of Underserved Crime Survivors, National Alliance of Trauma Recovery Centers, 2020*

### SUPPORTED TRAUMA:

- PHYSICAL ASSAULT
- DOMESTIC VIOLENCE
- SEXUAL ASSAULT
- GUNSHOT
- STABBING
- HOMICIDE
- HUMAN TRAFFICKING

DESPITE HIGHER RATES  
OF VIOLENCE, PEOPLE  
OF COLOR ARE LESS  
LIKELY TO RECEIVE  
SERVICES & SUPPORT  
AFTER EXPERIENCING  
VIOLENCE

## What services, resources, and staffing would be involved?

### Components and Services:

- Clinical Evaluation & Needs Assessment for personalized treatment plans.
- Services include therapy, trauma-informed care, care coordination, advocacy, and psychiatry.
- Therapy options: individual and group sessions, crisis intervention with evidence-based practices.
- Flexible care: Offered at the clinic, community, home, or via telehealth.
- Care coordination covers basic needs like food, clothing, shelter, medical care, legal services, etc.
- Psychiatry Services: Medical evaluation, management, and follow-ups by a psychiatrist.

Connections or Referrals	Legal Services / Support in Navigating CJS
Housing/Shelters	Anxiety or stress management strategies supporting criminal justice processes.
Rape Crisis	Filing police reports.
Medical Care	Step by step instruction of court proceedings.
SUD Treatment	Restraining orders.
Food Support	Advocate and/or Case Manager accompanies the client to court.
Education	Support with gathering and providing relevant documentation.
Vocational Service	Bridge communication with law enforcement.
General Assistance	U-Visas.
Health Insurance	Support completing victims' compensation claims.

### Additional Resources:

- Peer-to-peer support and a Speakers Bureau providing training and support for survivors to share their stories and advocate.

### Potential Staffing:

- Clinicians (Master-level social workers or LMFT) for psycho-therapy, mental health programming, case management, and outreach.
- Clinical psychiatrists/psychologists, administrative support, agency representatives, interns, and individuals with lived experience.

**COMMITTEE BRAINSTORM**

What are the TOP concerns you or your clientele face today?

<p><b>Navigation</b></p>	<p><b>Not as Many Beds in the County Anymore</b></p>	<p><b>Education, Family, Opportunity</b></p>	
<p><b>Workforce</b></p>		<p><b>Can't Utilize Public Assets, Hurdles with Development</b></p>	<p><b>Access to Mental Health "Don't Qualify" - Getting Bounced Back and Fourth</b></p>
<p><b>Adolescents and Gang Violence</b></p>	<p><b>Access to Child Care</b></p>		
	<p><b>Lose Benefits if Income Goes Up but Can't Sustain Quality of Life</b></p>	<p><b>Crisis Management</b></p>	<p><b>Offender V.S. Survivor</b></p>

COMMITTEE BRAINSTORM

Local Bright Spots



The Veterans Village is a haven for those who've served. Returning Veterans, dealing with the challenges of reintegration, find solace in this nurturing environment. With a united community and compassionate supporters, the village stands devoted to uplifting and supporting Veterans grappling with the burdens of PTSD and combat-related trauma. It's a dedicated space fostering camaraderie for Veterans to flourish in their journey back to civilian life.

- 25+ Beds
- 6+ Acres
- Founded in 2022
- 80% of Funding Achieved

Keith Collins, Director of Programming and Operations [keith@vetsvillage.org](mailto:keith@vetsvillage.org)



Mountain Community Resources, nestled in San Lorenzo Valley and Scotts Valley, radiates warmth and support. With a friendly atmosphere crafted by compassionate staff, the center brings stability and hope to the community. Offering diverse services, from counseling to emergency preparedness, Mountain Community Resources is a vital hub promoting well-being for residents in the region.

- Community Advocacy
- Counseling
- East-West Natural Health Clinic
- Emergency Preparedness
- Showers, Laundry, Hygiene Services
- Together in the Park
- Public Benefits Enrollment
- Parent Education
- Food Distribution

With unlimited time, money, and influence, what would be your ultimate dream for Santa Cruz County?

“

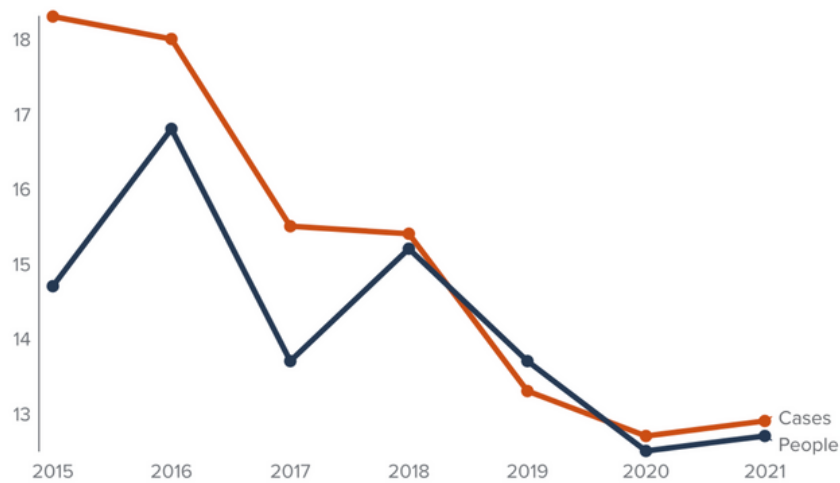
<p><b>Youth Resources, Connection, Community Support</b></p>	<p><b>Long-term Mental Health (Hospital)</b></p>	<p><b>Re-Entry Transition from Incarceration, Transportation</b></p>	<p><b>Affordable, Transitional, and Supportive Housing</b></p>
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RELEVANT DATA

## Human Trafficking

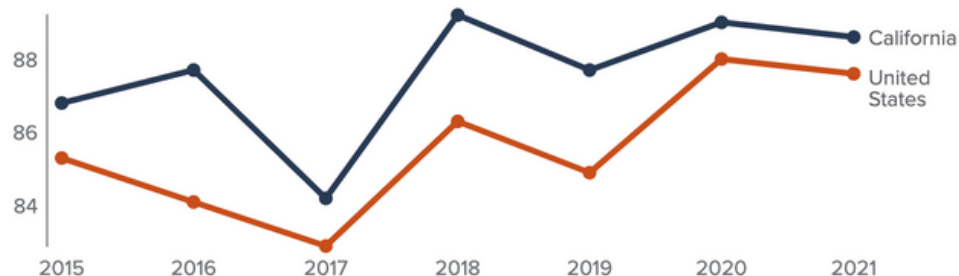
The share of human trafficking cases that occur in California has fallen



National Human Trafficking Hotline data spanning 2015 through 2021 indicate that the reported number of people experiencing trafficking nationwide rose from 12,000 in 2015 to more than 22,200 in 2019 and then fell to 16,700 in 2021. In California, these numbers peaked a year earlier and more modestly, so California now accounts for smaller shares of trafficking cases and trafficked people. In 2015, 18% of trafficking cases and 15% of trafficked people were in California. By 2021, 13% of both cases and people were in California.

## Sex Trafficking

The share of human trafficking cases that involve sex trafficking has grown

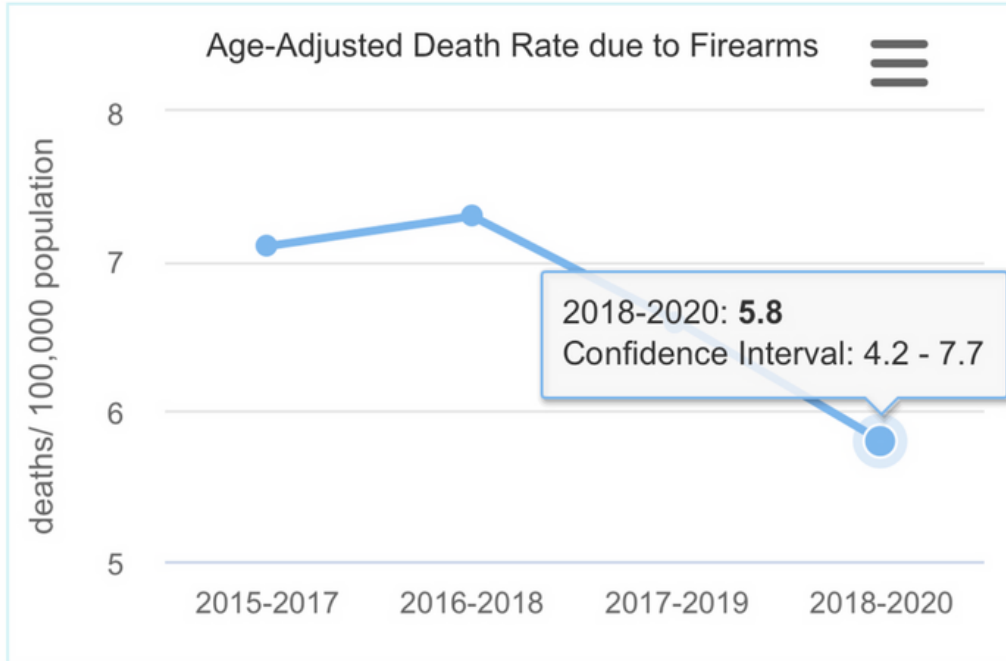


Nearly nine in ten reported human trafficking cases involve sex trafficking—and that share has risen. Between 2015 and 2021, the share of human trafficking cases that involved sex trafficking grew from 87% to 89% in California and from 85% to 88% nationally. Statewide and nationally, sex trafficking is most common in pornography, massage parlors, and hotels. Among those trafficked for their labor, about one in five work in private homes.



RELEVANT DATA

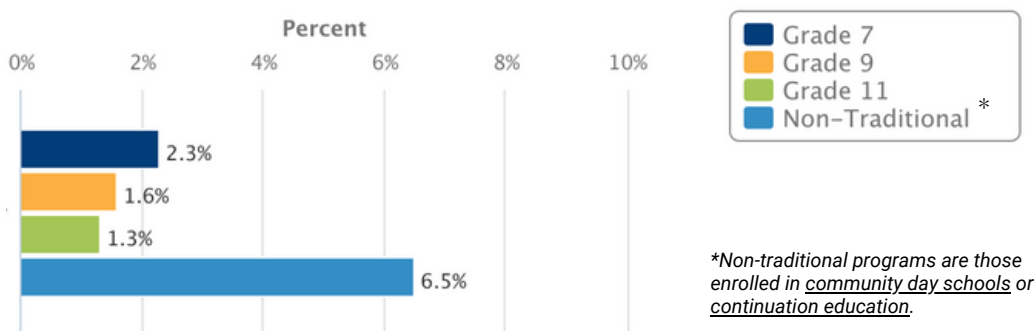
### Gun Violence in Santa Cruz County



<https://www.datasharescc.org/indicators/index/view?indicatorId=104&localeId=281&localeFilterId=7>

### Youth Crime in Santa Cruz County

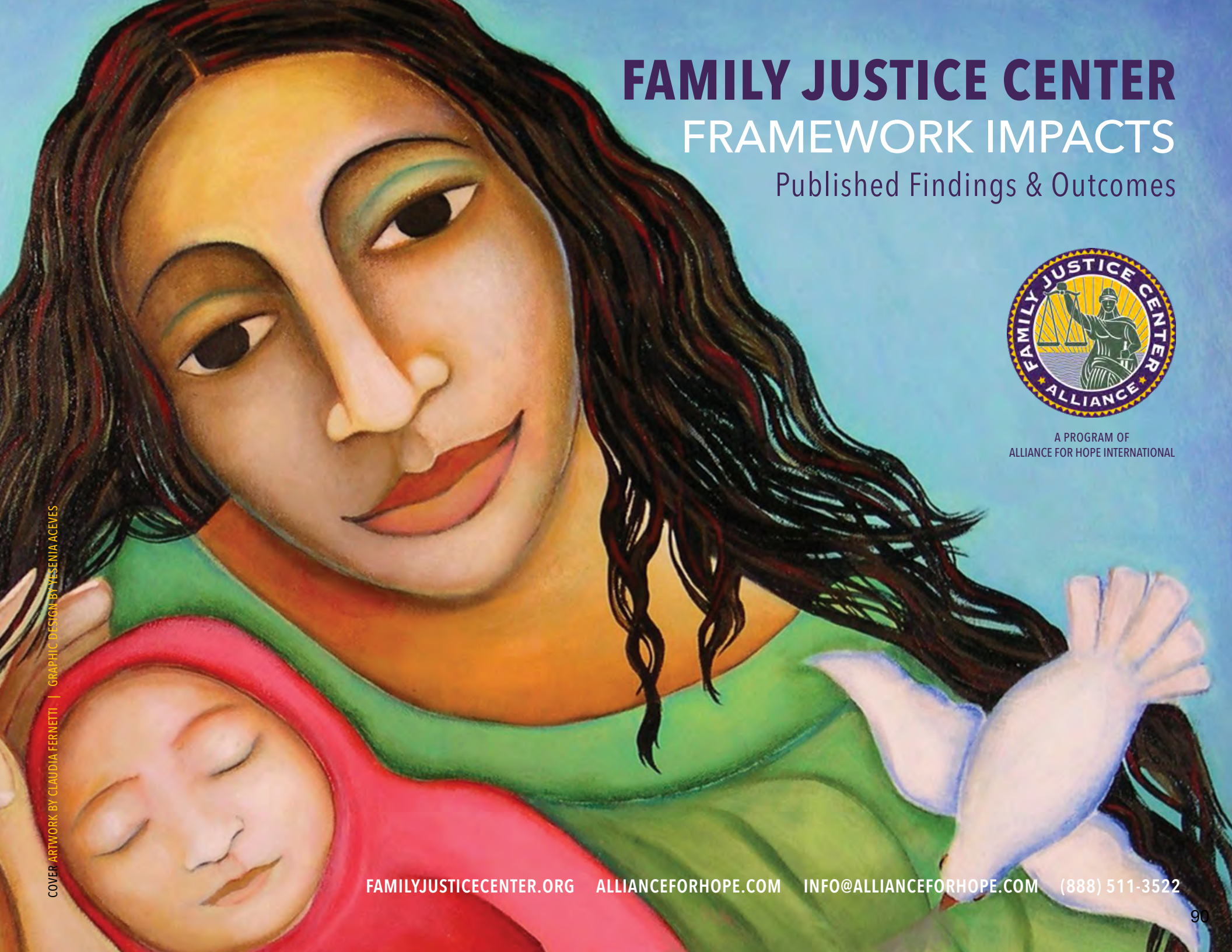
#### Youth Gang Membership in Santa Cruz County by Surveyed Grade Level



\*Non-traditional programs are those enrolled in community day schools or continuation education.

Population Reference Bureau (n.d.). Gang Membership, by Grade Level. <https://www.kidsdata.org>. <https://www.kidsdata.org/topic/668/gang-grade/bar#fmt=950&loc=2,370&tf=134&pdist=33&ch=69,305,306,431,1177&sort=loc>

When interviewed by local news channel KSBW in 2022, deputy Santa Cruz police chief Jon Bush stated that gang violence, such as shootings, was increasing at that point. He also stated that teenagers and youth were becoming more involved in gang activities and gang crimes. He was not able to directly quote any statistics.



COVER ARTWORK BY CLAUDIA FERNETTI | GRAPHIC DESIGN BY YESENIA ACEVES

# FAMILY JUSTICE CENTER FRAMEWORK IMPACTS

Published Findings & Outcomes



A PROGRAM OF  
ALLIANCE FOR HOPE INTERNATIONAL

[FAMILYJUSTICECENTER.ORG](http://FAMILYJUSTICECENTER.ORG) [ALLIANCEFORHOPE.COM](http://ALLIANCEFORHOPE.COM) [INFO@ALLIANCEFORHOPE.COM](mailto:INFO@ALLIANCEFORHOPE.COM) (888) 511-3522

**T**he Family Justice Center movement began with the opening of the San Diego Family Justice Center in 2002.

This report includes published outcome and process studies, important facts about Family Justice Centers, and quotes from survivors and elected officials. It was prepared by the Family Justice Center Alliance, a program of Alliance for HOPE International. For support in developing, operating, or sustaining a Family Justice Center, contact the Alliance at [info@allianceforhope.com](mailto:info@allianceforhope.com).

**“Family Justice Centers nurture hope, well-being, and survivor-defined goal attainment.”**

(2021) Hellman, C. M., & Gwinn, C., Strack, G., Burke, M., Munoz, R. T., Brady, S. R., Aguirre, N., & Aceves, Y. (In Press). Nurturing hope and well-being among survivors of domestic violence within the Family Justice Center model. *Violence and Victims*.



THE FIRST SAN DIEGO FAMILY JUSTICE CENTER GUEST, EDEN, WITH SGT. ROBERT KEETCH, THE OPERATIONS COORDINATOR (OCTOBER 2002)

“

FAMILY JUSTICE CENTERS ARE DESIGNED TO BRING VICTIM ADVOCATES, CIVIL LEGAL ATTORNEYS, LEGAL ADVOCATES, GOVERNMENT VICTIM ASSISTANCE, PROSECUTORS, LAW ENFORCEMENT, AND REPRESENTATIVES FROM COMMUNITY-BASED ORGANIZATIONS INTO ONE CENTRAL LOCATION.

AT FAMILY JUSTICE CENTERS SURVIVORS OF INTIMATE PARTNER VIOLENCE, SEXUAL ASSAULT, CHILD ABUSE, AND ELDER ABUSE HAVE ACCESS TO CRITICALLY IMPORTANT WRAPAROUND RESOURCES.

SURVIVORS CAN RECEIVE ASSISTANCE IN OBTAINING TEMPORARY RESTRAINING ORDERS, FINDING SAFE HOUSING, MEETING PROSECUTORS, WORKING WITH DETECTIVES, AND OBTAINING FORENSIC EXAMS.

KAMALA HARRIS  
Vice-President, Former U.S. Senator

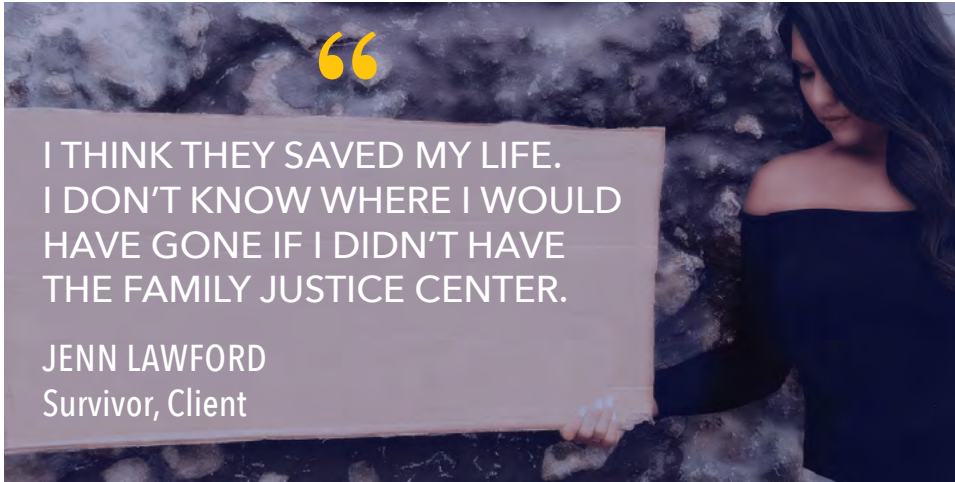
IMAGE SOURCE: TWITTER.COM/SENKAMALAHARRIS

**“Despite the lack of information pertaining to survivor outcomes, study findings indicated a high degree of provider and survivor satisfaction with Family Justice Center models.”**

Rizo, C.F., Van Deirse, T., Durant, S. et al. Systematic Review of Research on Co-Location Models for Serving Intimate Partner and Sexual Violence Survivors. *J Fam Viol* (2021).

**THE FIRST FAMILY JUSTICE CENTER WAS CREATED IN 2002 IN A PARTNERSHIP BETWEEN SAN DIEGO CITY ATTORNEY CASEY GWINN AND SAN DIEGO POLICE CHIEF DAVID BEJARANO AND THE SAN DIEGO DOMESTIC VIOLENCE COUNCIL, INCLUDING 25 AGENCIES WITH STAFF ONSITE.**

**THERE ARE FAMILY JUSTICE CENTERS IN 43 U.S. STATES AND 25 COUNTRIES.**



“

I THINK THEY SAVED MY LIFE. I DON'T KNOW WHERE I WOULD HAVE GONE IF I DIDN'T HAVE THE FAMILY JUSTICE CENTER.

JENN LAWFORD  
Survivor, Client

**“Family Justice Centers have a positive impact on the work of professionals working in Centers.”**

(2021) Murray, C. E., Lay, A. L., Wyche, B., & Johnson, C. H. (In press). Professionals' perceptions of the impact of a Family Justice Center: A four-year, cross-sectional study. *Journal of Aggression, Conflict, and Peace Research*.

**“New community resources emerge through Family Justice Center partnerships.”**

(2021) Murray, C.E., Johnson, C. H., & Wyche, B. (In press). The community-level impact of a Family Justice Center: Indicators from the Guilford County Family Justice Center. *Journal of Aggression, Conflict, and Peace Research*, 12, 1-20. DOI10.1108/JACPR-10-2019-0444

**“Family Justice Center outcomes can be supported by research and evaluation.”**

(2019) Murray C.E., Johnson C.H. Supporting Family Justice Centers Through Research and Evaluation. In: Geffner R., Vieth V., Vaughan-Eden V., Rosenbaum A., Hamberger L., White J. (eds) *Handbook of Interpersonal Violence Across the Lifespan*. Springer.

**“100% of families experienced an increase in safety, 80% reported an increase in empowerment related to their ability to advocate for themselves, make informed choices, and to navigate complex systems; and 75% of families experienced an increase in protective factors and resilience in the prevention of secondary assault or re-assault.”**

Contra Costa Family Justice Alliance Six Year Evaluation Report: 2014-2019 (2020).

**“Family Justice Centers are capable of meeting client needs, satisfying clients, reducing homicides, increasing victim safety, making victims more autonomous and empowered, reducing fear and anxiety among victims and their children, helping victims avoid recanting or minimizing their experiences, making service providers more efficient and collaborative, making offenders more likely to be prosecuted, and connecting victims and their children with support services.”**

Bastomski, S., Ricks, A., Henderson, E., & Yahner, J. (2019). Evaluation of the Polyvictimization Initiative at the Queens Family Justice Center. Urban Institute; Petrucci, C., EMT Associates, Inc. (2013). Final Evaluation Results: Phase II California Family Justice Initiative Statewide Evaluation.



**CALIFORNIA HAS THE MOST FAMILY JUSTICE CENTERS OF ANY STATE IN THE U.S. WITH 24 CENTERS OPEN AND MORE IN DEVELOPMENT.**

CLIENTS, CONTRA COSTA FAMILY JUSTICE CENTER



**CITIES WITHOUT DYNAMIC FAMILY JUSTICE CENTERS HAVE SOME OF THE HIGHEST DOMESTIC VIOLENCE HOMICIDE RATES IN THE COUNTRY. DYNAMIC FAMILY JUSTICE CENTERS DRAMATICALLY REDUCE THE LIKELIHOOD OF A CLIENT BEING MURDERED.**

**“Family Justice Centers are uniquely situated to treat polyvictims’ underlying vulnerabilities because the centers consolidate various services in one location.”**

Bastomski, S., Ricks, A., Henderson, E., & Yahner, J. (2019). Evaluation of the Polyvictimization Initiative at the Queens Family Justice Center. Urban Institute.

**“Survivors feel supported by Family Justice Center staff and services.”**

(2019) Melton, Heather. “Victims’ experiences and satisfaction with a Family Justice Center.” Journal of Aggression, Conflict and Peace Research.

**“100% of survivors in more than 230 focus groups conducted by Alliance for HOPE International in the last decade consistently say that they would like to be able to go to one place for help instead of having to go from agency to agency, telling their story over and over.”**

(2018) Gwinn, C., Hellman, C. Hope Rising: How the Science of HOPE Can Change Your Life. (Morgan James Publishing).

**“Family Justice Center Evaluation Toolkits help measure outcomes.”**

Murray, C. E., Johnson, C., Wyche, B., and the Guilford County Family Justice Center Data and Outcomes Committee (2018). Family Justice Center Evaluation Toolkit. Guilford County, NC. 36-page toolkit prepared in partnership with the Guilford County Family Justice Center.



**“The Milwaukee Sojourner Family Peace Center found 96% of clients were satisfied or quite satisfied with services in one of the largest Family Justice Centers in America with statistically significant increases in survivor-defined goal attainment, empowerment, and hope.”**

Schubert, E. (2018). Hope Lives Here: Impact of the Family Peace Center.

**MAJOR CITY, COUNTY, AND STATE MONEY (GENERAL FUND REVENUE, SALES TAXES, CERTIFIED RECORDS FEES, NEW MARKET TAX CREDITS, AND BOND MEASURES) HAVE HELPED BUILD AND FUND FAMILY JUSTICE CENTERS IN CALIFORNIA, NORTH CAROLINA, TENNESSEE, TEXAS, NEW MEXICO, NEW YORK, WASHINGTON, OKLAHOMA, WISCONSIN, CONNECTICUT, AND LOUISIANA.**

“Psychiatric services to IPV survivors can be effectively provided in a collaborative Family Justice Center framework.”

Weiss, Marina, et al. “The domestic violence initiative: A private-public partnership providing psychiatric care in a nontraditional setting.” *Psychiatric services* 68.2 (2017): 212-212.

“

FAMILY JUSTICE CENTERS ARE LEADING THE WAY FORWARD IN THE DOMESTIC VIOLENCE MOVEMENT. THEY ARE CHALLENGING US TO THINK OUTSIDE THE BOX--TO KEEP GROWING, CHANGING, AND EVOLVING AS WE WORK TO PREVENT FAMILY VIOLENCE.”

SARAH BUEL Survivor, Advocate, Law Professor

THE MAJORITY OF ALL SURVIVORS SERVED IN FAMILY JUSTICE CENTERS IN THE UNITED STATES ARE WOMEN OF COLOR. FAMILY JUSTICE CENTERS ALSO SERVE MALE VICTIMS.

“Family Justice Centers can and should remain focused on victim empowerment.”

Stoever, Jane K. “Mirandizing Family Justice.” *Harv. Women’s LJ* 39: 189 (2016).



“The Family Justice Center provides a more supportive experience for victims, it also increases efficiency in service provision, reduces victim recantation, increases prosecution of offenders, and ultimately reduces crime.”

Harris, Gibbie. “Transforming health through multisector partnerships.” *North Carolina medical journal* 77.4 (2016): 286-289.

“Motivational interviewing (MI) in Family Justice Centers holds promise in aiding IPV survivors about whether to accept help, leave the abusive relationship, or participate in criminal justice processes.”

Simmons, C. A., Howell, K. H., Duke, M. R., & Beck, J. G. (2016). Enhancing the impact of Family Justice Centers via motivational interviewing: An integrated review. *Trauma, Violence, & Abuse*, 17(5), 532-541.

WASHINGTON POST HOMICIDE DATA FOUND SOME OF THE LOWEST DOMESTIC VIOLENCE HOMICIDE RATES IN THE COUNTRY IN CITIES WITH DYNAMIC FAMILY JUSTICE CENTER MODELS INCLUDING SAN DIEGO, FORT WORTH, AND BROOKLYN.

“

“WHEN I HAD TO FILE CHARGES, I WAS THINKING, ‘DO I REALLY WANT TO DO THIS? DO I WANT TO TELL THIS STORY AGAIN?’ THAT DOWNTIME IN THE MIDDLE OF EVERYTHING CAN BE CONFUSING AS YOU’RE WONDERING IF YOU SHOULD EVEN GO THROUGH WITH IT. IF WE COULD HAVE A FAMILY JUSTICE CENTER HERE, THAT WOULD MAKE IT EASIER FOR US.”

JAMIE GADSON  
Survivor, Winston-Salem  
Family Justice Center  
Planning Process

THE SAN DIEGO FAMILY JUSTICE CENTER HAD THE FIRST FORENSIC MEDICAL UNIT, OPENING IN 2003.

MANY FAMILY JUSTICE CENTERS SERVE ADULT AND CHILD SURVIVORS OF DOMESTIC VIOLENCE, CHILD ABUSE, SEXUAL ASSAULT, ELDER ABUSE, AND HUMAN TRAFFICKING.

“Stakeholders perceive benefit to survivors even during the planning and development process of a Family Justice Center.”

(2014) Murray, C. E., White, J. W., Nemati, H., Chow, A. S., Marsh, A. C., & Edwards, S. . A community considers a Family Justice Center: Perspectives of Stakeholders during the early phases of development. Journal of Aggression, Conflict, and Peace Research, 6(2), 116-128.

“Family Justice Centers provide safe, effective immigration legal services to undocumented survivors of violence and abuse.”

Petrucci, C., EMT Associates, Inc. (2013). Final Evaluation Results: Phase II California Family Justice Initiative Statewide Evaluation.

“Family Justice Centers improve access to services and outcomes at Child Advocacy Centers.”

Mitchell, Martie. “A Client Assessment at the Nampa Family Justice Center’s Children’s Advocacy Center.” (2013).

“

FAMILY JUSTICE CENTERS ARE THE FUTURE OF COMMUNITY-ORIENTED POLICING IN AMERICA.

ERIC HOLDER  
Attorney General



ASSISTANT CITY ATTORNEY GAEL STRACK SERVED AS THE FIRST DIRECTOR OF THE FIRST FAMILY JUSTICE CENTER IN THE UNITED STATES.

ERIC HOLDER, GAEL STRACK, AND CASEY GWINN

**NEW YORK CITY HAS THE MOST FAMILY JUSTICE CENTERS OF ANY CITY IN AMERICA WITH CENTERS IN EVERY BOROUGH.**

**"The positive impact of the co-location of services at the Brooklyn Family Justice Center was a critical factor for increasing witnesses coming to the DA's office on pending prosecutions of domestic violence cases."**

Peterson, Richard R., New York City Criminal Justice Agency, Inc, and United States of America. "Early Victim Engagement in Domestic Violence Cases, Final Report." (2013).

“

**IMAGINE WHAT IT WOULD BE LIKE IF YOU WERE AN ABUSED PERSON TRYING TO FIND HELP AND YOU WENT FROM ONE PLACE TO ANOTHER.... THERE'S A BETTER WAY TO DO THIS. THERE'S A BETTER WAY TO HELP PEOPLE WHO NEED HELP IN OUR SOCIETY.... SAN DIEGO FIGURED IT OUT. THERE'S [NOW] A CENTRAL LOCATION WHERE SOMEBODY WHO DESPERATELY NEEDS HELP CAN FIND COMPASSION AND HOPE."**

President **GEORGE W. BUSH**

“

**IT'S HARD TO SUM UP SIX YEARS OF THREATS, HATRED, AND FEAR, WHICH I KNOW ISN'T OVER YET. I'VE SPENT THE PAST SIX YEARS WITH MY SON'S FATHER TARGETING AND HARASSING ME AND ANYONE THAT HAD ANYTHING TO DO WITH ME. DURING THE INS AND OUTS OF GOING TO COURT, I WAS ABLE TO USE THE FAMILY JUSTICE CENTER IN EXPOSING MY ABUSER AND TAKING THE NECESSARY STEPS TO GET HIM PROSECUTED. THE CENTER'S SUPPORT HAS GIVEN ME AND MY CHILDREN A CHANCE TO LIVE OUR LIVES FREE OF HARM, FEAR, HEARTACHE, AND EVERYTHING ELSE THAT GOES ALONG WITH IT.**

**BEVERLY** Survivor

**"The collection of data at Family Justice Centers, the willingness to take part in evaluation efforts, and the use of centralized intake are promising for future national evaluation efforts."**

Petrucci, C., Abt Associates, Inc. and United States of America. "Environmental Scan of Family Justice Centers, Final Report." (2013).

“

**I WAS HANDED A BROCHURE, THAT'S IT. BROCHURES ARE FINE BUT I NEED YOU ALL TO BE THE BROCHURE.**

**SURVIVOR**  
PorchLight Family Justice Center Planning Process

**"Family Justice Centers offer a safer future for victims of domestic violence."**

Boss, Suzie. (2011). Under One Roof: One-stop centers offer a safer future for victims of domestic violence. Stanford Social Innovation Review.

PALOMAR FAMILY JUSTICE CENTER STRATEGIC PLANNING

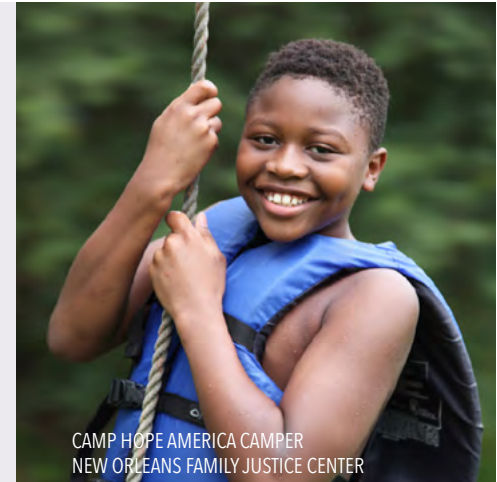


**PALOMAR FAMILY JUSTICE CENTER IN OKLAHOMA CITY HAS THE LARGEST PUBLIC FUNDING (\$38 MILLION FROM A LOCAL MAPS TAX).**



“Prior to receiving services at the San Diego Family Justice Center, 94.74% of the participants reported elevated stress levels in excess of 6 on a 10 scale. After receiving services at the SDFJC, participants with the most heightened stress levels declined to 71.88%. By the time of the focus groups, the majority of the clients, 53.57% had reduced stress levels below 5 on a 10 scale. 86.54% of the clients identified positive change in their lives because of services at the FJC. 55.7% described themselves as emotionally stronger because of services they obtained.”

Gwinn, C., Strack, G. (2010). Dream big: A simple, complicated idea to stop family violence. Wheatmark Press.  
<https://www.amazon.com/Dream-Big-Simple-Complicated-Violence/dp/1604944528>.



CAMP HOPE AMERICA CAMPER  
 NEW ORLEANS FAMILY JUSTICE CENTER

“  
 BEFORE FAMILY JUSTICE CENTERS OPEN, SURVIVORS IN OUR FOCUS GROUPS ALWAYS SAY ‘HURRY UP’. AFTER CENTERS OPEN, SURVIVORS ALWAYS SAY ‘WHAT TOOK YOU SO LONG?’



NATIONAL VOICES SURVIVOR GROUP, ANNUAL INTERNATIONAL FAMILY JUSTICE CENTER CONFERENCE



GAEL STRACK  
 CEO, Alliance for HOPE International

“The Nampa Family Justice Center produces high levels of satisfaction with 100% of the clients describing an improvement in services received compared to prior contact with the agencies and systems represented in the Center.”

Gwinn, C., Strack, G. (2010). Dream big: A simple, complicated idea to stop family violence. Wheatmark Press; Giacomazzi, A., Hannah, E., Bostaph, L, Nampa Family Justice Center Process and Evaluation Outcome (2008).

“  
 THE FAMILY JUSTICE CENTER MOVEMENT WILL PLAY A POWERFUL ROLE IN THE YEARS TO COME IN PROVIDING HELP TO VICTIMS OF FAMILY VIOLENCE. WHEN I VISITED THE SAN DIEGO FAMILY JUSTICE CENTER, THE INNOVATION, DEDICATION, AND COMPASSION I SAW THERE WAS TRULY REMARKABLE.”

U.S. Senator  
 JOHN KERRY

CONGRESS ADDED FAMILY JUSTICE CENTERS TO THE VIOLENCE AGAINST WOMEN ACT IN 2005. FAMILY JUSTICE CENTER FUNDING IS AVAILABLE THROUGH THE OFFICE ON VIOLENCE AGAINST WOMEN, IMPROVING CRIMINAL JUSTICE RESPONSE PROGRAM.

“100% of randomly identified Family Justice Center clients described strong support for a co-located, multi-agency model and for the services they received. Six survivors expressed criticism related to additional services they believed should be on-site and the level of staffing to provide the needed services.”

Gwinn, C., Strack, G. (2010). Dream big: A simple, complicated idea to stop family violence. Wheatmark Press.

“

FAMILY JUSTICE CENTERS  
CHALLENGE US ALL TO  
BE IN THE LIFESAVING  
BUSINESS TOGETHER.

LT. MARK WYNN  
Nashville Metro Police  
Department (Ret.)

“The Family Justice Center increased the filing of and convictions for misdemeanor domestic violence from 45% to 81% in three years after opening in Alameda County, CA.”

Gwinn, C., Strack, G. (2010). Dream big: A simple, complicated idea to stop family violence. Wheatmark Press.



THE NASHVILLE FAMILY SAFETY CENTER IS THE LARGEST FAMILY JUSTICE CENTER IN THE U.S.

“

THE **FIRST THREE DAYS** AFTER THE VIOLENCE:

- I INSTALLED AN **\$800** SECURITY SYSTEM;
- I RETAINED A LAWYER FOR **\$7,500**;
- I FILED A 50B EX PARTE RESTRAINING ORDER;
- I PURCHASED PEPPER SPRAY;
- I SPENT THE FIRST NIGHT ON THE COUCH WITH A KNIFE AND THAT PEPPER SPRAY ON MY COFFEE TABLE;
- I WAS SO AFRAID THAT THE SECURITY SYSTEM WOULDN'T BE ENOUGH TO STOP HIM;
- I FILLED OUT **NINE** FORMS;
- I TOLD MY STORY **EIGHT** TIMES;
- I SLEPT IN **THREE** DIFFERENT BEDS;
- I SPENT ALMOST **\$9,000**;
- I MADE AT LEAST **SEVEN** PHONE CALLS (NOT INCLUDING FRIENDS AND FAMILY);
- I WAS GIVEN A PAMPHLET WITH **THIRTY** REFERRALS;
- I MISSED **THREE** DAYS OF WORK;
- I DIDN'T EAT OR SLEEP;
- I CRIED;
- I TRIED NOT TO LET MY DAUGHTER SEE.

IMAGINE IF THE FIRST STONES IN THE FOUNDATION OF A VICTIM'S FUTURE WERE PUT INTO PLACE BY THE TEAM FROM OUR FAMILY JUSTICE CENTER.

AUDRA

Survivor, North Carolina Family Justice Center Planning Process

**ONE SAFE PLACE IN FORT WORTH, TEXAS HAD THE FIRST FULLY LICENSED CHILD CARE FACILITY.**



IMAGE SOURCE: FACEBOOK.COM/ONESAFEPLACETARRANT



CALIFORNIA FAMILY JUSTICE CENTER LEGISLATION

“

**THE TRAUMA OF BEING ABUSED IS BAD ENOUGH AND GOING TO SCARY LOCATIONS IN TOWN ONLY MAKES A DIFFICULT SITUATION EVEN WORSE.**

**SURVIVOR**  
**Ventura County Family Justice Center Planning Process**

**“Family Justice Centers offer emotional support to survivors from collaborating community agencies and increase the likelihood of survivors seeking help again in the future.”**

(Fleury-Steiner, Bybee, Sullivan, Belknap, & Melton, 2006)

<https://psycnet.apa.org/record/2006-04903-006>;

Gibson, K. F. (2008). *Through the Eyes of Survivors: An Exploration of the San Diego Family Justice Center*. Alliant International University San Diego, CA USA.

**“The FJC framework contributed to a 90% drop in domestic violence homicides in the City of San Diego, a 75% reduction in domestic violence homicides in Alameda County (CA), and a 51% drop in Brooklyn (NYC).”**

Gwinn, C., Strack, G. (2010). *Dream big: A simple, complicated idea to stop family violence*. Wheatmark Press.



ORIGINAL VOICES SURVIVOR GROUP, SAN DIEGO FJC

**“Natural disasters can become an opportunity for Family Justice Center development which improve services for domestic violence survivors.”**

Jenkins, Pamela, and Brenda Phillips. “Domestic violence and hurricane Katrina.” *Katrina and the women of New Orleans* 20.3 (2008): 65-69.

**PRESIDENT GEORGE W. BUSH AUTHORIZED THE FIRST \$20 MILLION OF FEDERAL MONEY FOR FAMILY JUSTICE CENTERS IN 2003.**

**OPRAH WINFREY PROFILED THE FAMILY JUSTICE CENTER FRAMEWORK IN 2003 DURING TWO NATIONAL BROADCASTS OF HER SHOW. WITHIN FIVE YEARS OF THE BROADCASTS, SITE VISITORS FROM 77 COUNTRIES VISITED THE SAN DIEGO FAMILY JUSTICE CENTER.**

“The Family Justice Center collaborative model is the product of nearly 20 years of local and national work to end family violence and has been informed by the work of child advocacy centers, domestic violence response teams, coordinated community responses, community-oriented policing, domestic violence courts, specialized units, community-based programs, and domestic violence shelters.”

Gwinn, C., Strack, G., Adams, S., & Lovelace, R. (2007). The family justice center collaborative model. *St. Louis U. Pub. L. Rev.*, 27, 79.



“

THE FAMILY JUSTICE CENTER CONCEPT IS THE LOGICAL EXTENSION OF COMMUNITY-ORIENTED POLICING. IT IS ABOUT GETTING THE PUBLIC AND PRIVATE SECTORS TO TRULY COME TOGETHER IN A SHARED MISSION TO ENHANCE PUBLIC SAFETY BY PROTECTING FAMILIES FROM VIOLENCE AND ABUSE.

San Diego Mayor  
JERRY SANDERS

“

TO BE A MOVEMENT, THE DOMESTIC AND SEXUAL ASSAULT VIOLENCE PREVENTION AND INTERVENTION MOVEMENTS NEED TO MOVE. SILOED AGENCIES AND DISCONNECTED PROFESSIONALS MUST CONSCIOUSLY MOVE TOWARD CREATING A COMMUNITY OF CARE AND CULTURE OF HOPE FOR SURVIVORS OF VIOLENCE AND ABUSE TO BELONG TO LONG AFTER THE CRISIS THAT BRINGS THEM TO US INITIALLY FOR HELP.

CASEY GWINN Family Justice Center Movement Visionary

“In 2004, clients came to the San Diego Family Justice Center between 1 and 11 times. They were referred to the Center by police (44%), prosecutors (9%), shelters (9%), on-site community partner agencies (8%), friends (6%), family members (1%), media (1%) and other (22%). Survivors were primarily seeking civil legal assistance (42%), as well as help from detectives (6%), city attorney advocates (9%), transportation (12%), military advocates (3%), and other help such as chaplain services, counseling, or medical/forensic documentation (22%).”

Gwinn, C., Strack, G. (2006). *Hope for Hurting families: creating family justice centers across America* (Volcano Press).

# AFFILIATES

AS OF APRIL 2021

FOR THE MOST UP TO DATE LIST VISIT [FAMILYJUSTICECENTER.ORG/AFFILIATED-CENTERS](https://familyjusticecenter.org/affiliated-centers)



One Place Metro Alabama Family Justice Center	Birmingham, AL	Buncombe County Family Justice Center	Asheville, NC
One Place Family Justice Center	Montgomery, AL	Family Justice Center of Alamance County	Burlington, NC
East Contra Costa Family Justice Center	Antioch, CA	Guilford County Family Justice Center	Greensboro, NC
Central Contra Costa Family Justice Center	Concord, CA	Guilford County Family Justice Center	High Point, NC
New Star Family Justice Center	Hawthorne, CA	Strafford County Family Justice Center	Rochester, NH
Stanislaus Family Justice Center	Modesto, CA	Essex County Family Justice Center	Newark, NJ
Alameda County Family Justice Center	Oakland, CA	NYC Family Justice Center, Brooklyn	Brooklyn, NY
One SAFE Place (Pending)	Redding, CA	NYC Family Justice Center, Queens	Kew Gardens, NY
West Contra Costa Family Justice Center	Richmond, CA	NYC Family Justice Center, Manhattan	New York, NY
Sacramento Regional Family Justice Center	Sacramento, CA	NYC Family Justice Center, Staten Island	Staten Island, NY
Santa Ana Family Justice Center	Santa Ana, CA	NYC Family Justice Center, Bronx	The Bronx, NY
Family Justice Center Sonoma County	Santa Rosa, CA	Palomar: Oklahoma City's Family Justice Center	Oklahoma City, OK
StrengthUnited Family Justice Center	Van Nuys, CA	Family Safety Center	Tulsa, OK
Ventura County Family Justice Center	Ventura, CA	York Region Centre for Community Safety (Pending)	Markham, Ontario
Rose Andom Center	Denver, CO	A Safe Place Family Justice Center for Clackamas County	Oregon City, OR
PorchLight, A Family Justice Center (Pending)	Lakewood, CO	14th Circuit Victims Services Center (Pending)	Okatie, SC
The Center for Family Justice	Bridgeport, CT	Jean Crowe Advocacy Center	Nashville, TN
HOPE Family Justice Center of Greater New Haven (Pending)	New Haven, CT	Metro Nashville Family Safety Center	Nashville, TN
Nampa Family Justice Center	Nampa, ID	One Safe Place	Fort Worth, TX
Family Peace Center	Rockford, IL	One Safe Place	Grapevine, TX
Family Justice Center of St. Joseph County	South Bend, IN	The Heights (Pending)	Midlothian, TX
Family Justice Center of Acadiana	Lafayette, LA	Bexar County Family Justice Center	San Antonio, TX
New Orleans Family Justice Center	New Orleans, LA	Thurston County Family Justice Center	Olympia, WA
Dee Kennedy Family Justice Center	Boston, MA	Spokane Family Justice Center	Spokane, WA
Prince George's County Family Justice Center	Upper Marlboro, MD	Crystal Judson Family Justice Center	Tacoma, WA
Greene County Family Justice Center	Springfield, MO	Sojourner Family Peace Center	Milwaukee, WI

