

Santa Cruz County
Community Corrections Partnership

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

Submitted by:

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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.

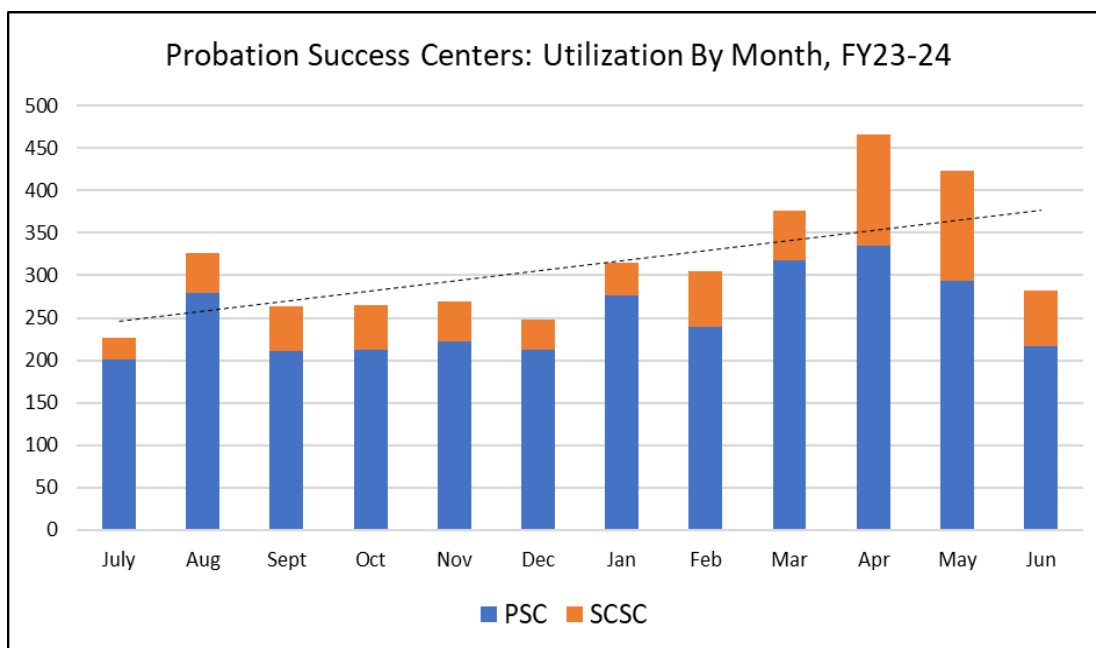
Notable accomplishments of 2023-24 include the following:

- 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>
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><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>
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><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>
3. Reconfigure and streamline processes for contracting and invoice payment to better partner with non-profit service provider organizations.	<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
1. Cognitive/Behavioral Curricula focused on criminal thinking, behavior, and identity	12.5%
2. Educational Services focused on the acquisition of high school diploma or equivalency, as well as basic literacy and planning and enrollment in higher education	12.0%
3. Employment Development Services , including workforce preparation, job seeking support, development of employment opportunities	6.3%
4. Housing Support , including emergency/bridge housing, and transitional housing opportunities	5.8%
5. Mental Health Treatment and Support , including assessment, counseling, and mental health system navigation	10.0%
6. Reentry Case Management and System Navigation , including Success Center staffing, reentry planning, service access and engagement, and case management follow-up	16.8%
7. Substance Use Disorder Education , including in-custody classes and community-based DUI programs	3.0%
8. Substance Use Disorder Treatment (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%
9. Community Diversion (administered by the District Attorney), including Neighborhood Court or other community-based diversion programs	5.0%
10. Early Legal Representation (administered by the Public Defender's Office), including assessment, legal support, human services referral, and follow-up	5.0%
11. Probation Success Centers (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 factor 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.

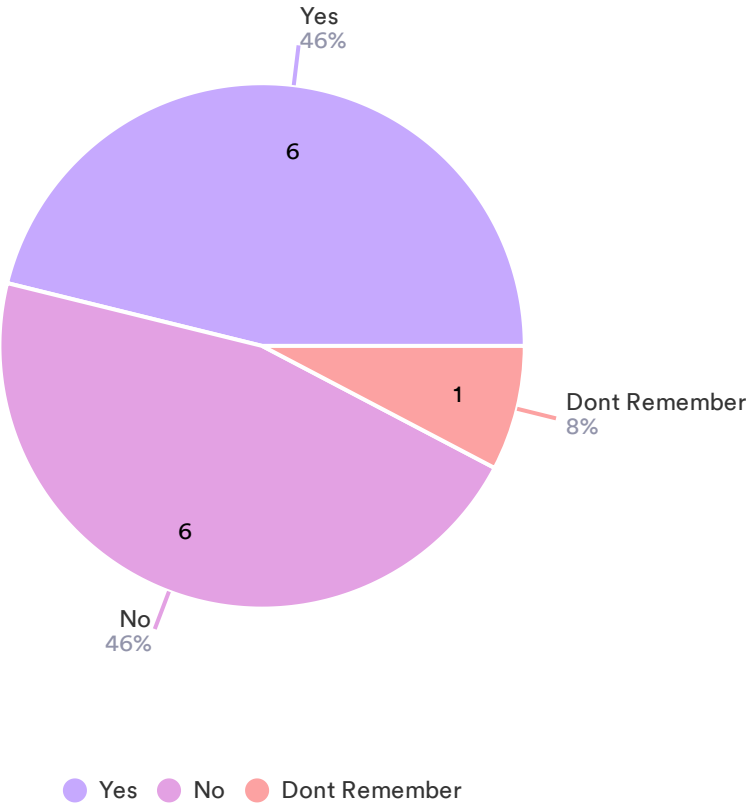
Santa Cruz County Probation Department Supervision Model: Probation Officer Role as Coach and Connector. A summary information sheet produced to articulate the Reducing Revocations Challenge coaching model for probation supervision.

Sequential Intercept Model Update- Santa Cruz County

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

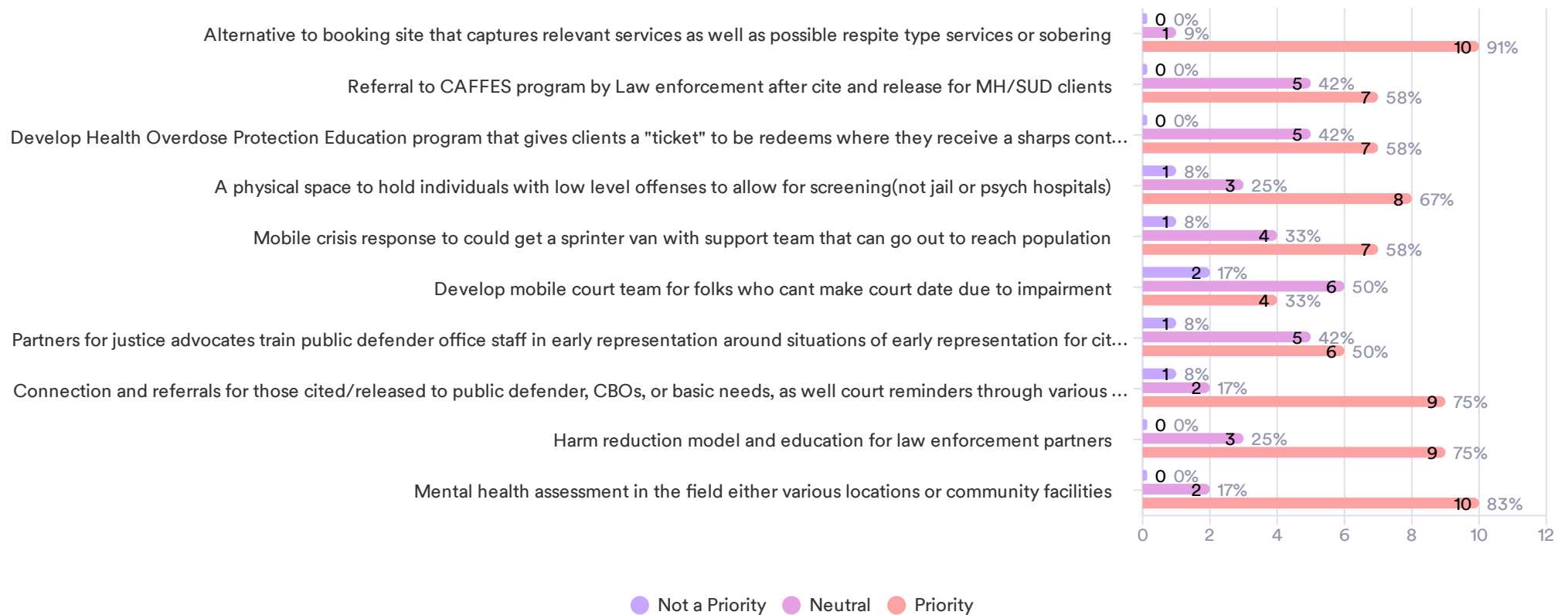
Intercept 0: Community Services- This area focuses on processes and programs offered to a general population that may or may not tie into law enforcement engagement, but can be referral options instead of justice involvement.

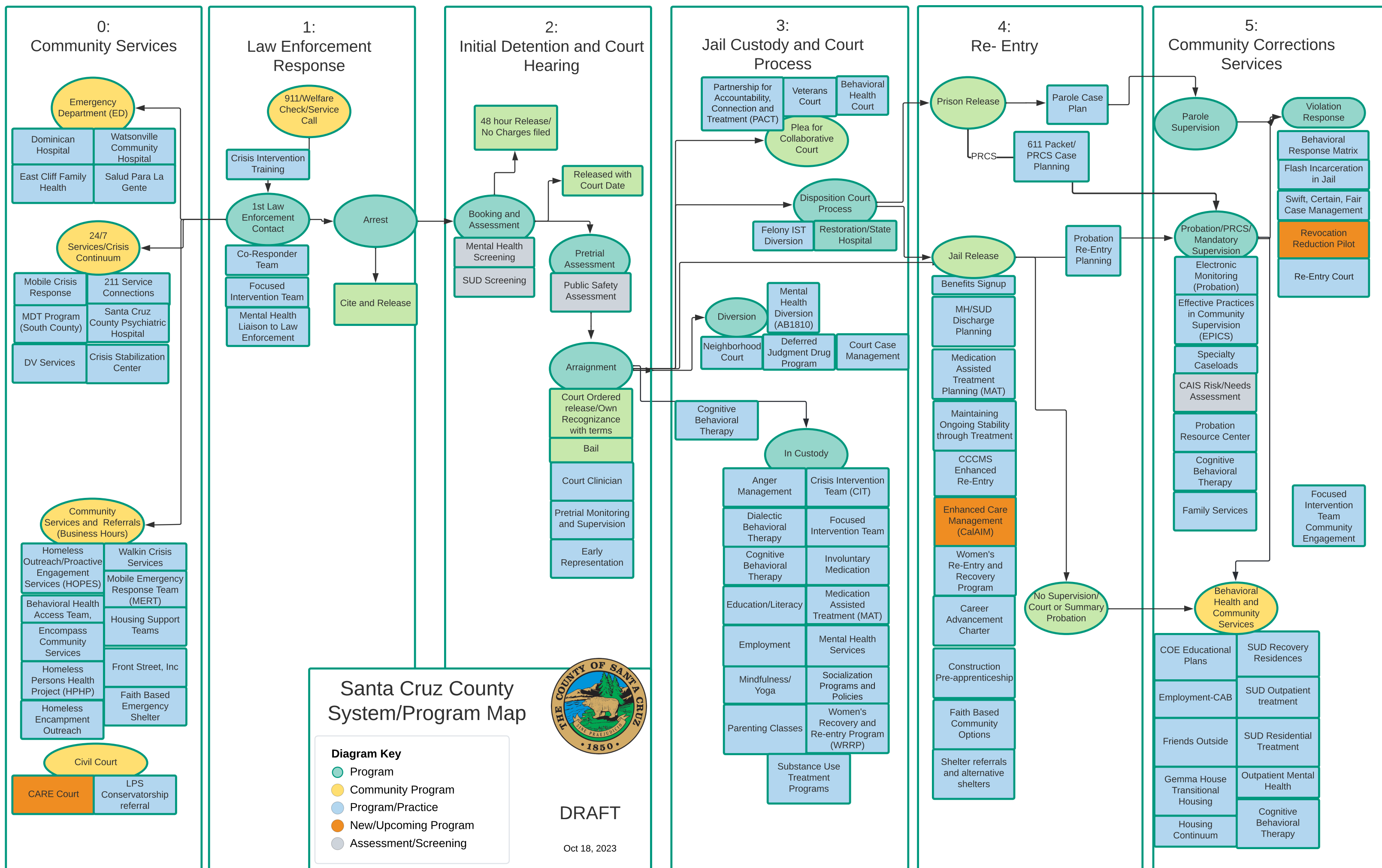
12 Responses- 2 Empty

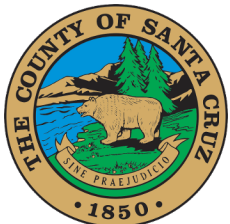


Intercept 1- Law Enforcement Response: This area focuses on how law enforcement entities engage at the point of first contact. Some of these interactions will results in an arrest, but others will not.

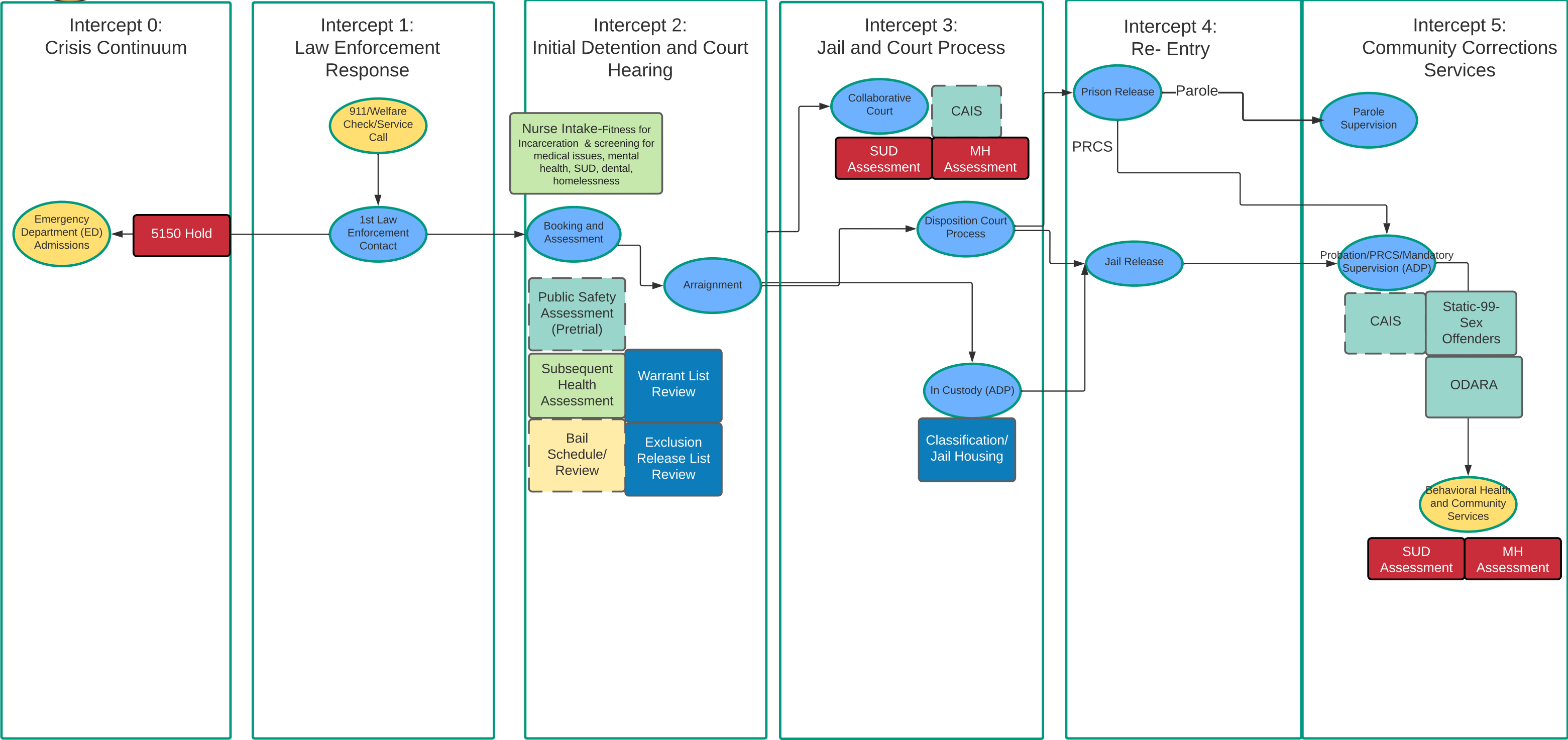
12 Responses- 2 Empty







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:

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

"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



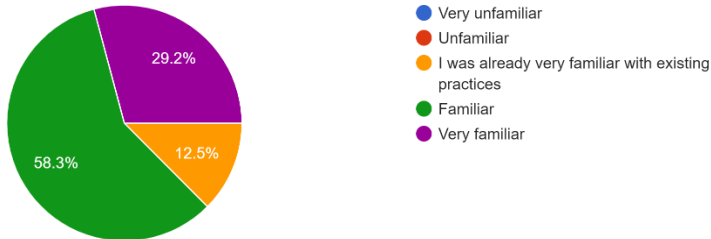
"It was powerful and moving to see the different groups and organizations in town that actively promote restorative justice practices."

~attendee

Post-Event Survey Findings

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

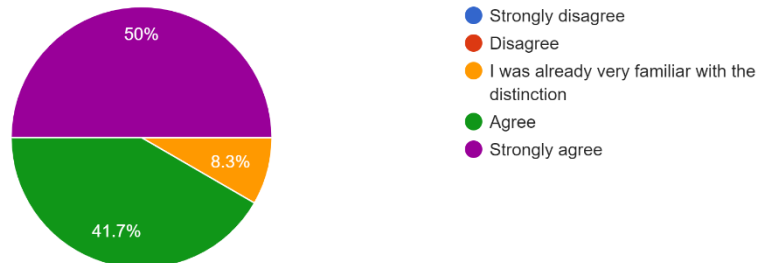
24 responses



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@santacruzcountycalifornia.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



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

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

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

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



B R I G H T S P O T S

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**





B R I G H T S P O T S

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 H O T L I N E

**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**



B R I G H T S P O T S

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

The background is a blurred photograph of a city street with buildings and trees. Overlaid on this is a semi-transparent purple filter. A white rectangular box is centered on the page, containing the text 'Service Analysis' in a white serif font.

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

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

- 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
Mon	9:00- 12:00 Friends Outside Restorative Justice Specialist with Claire Milburn 9:00-12:00 Janus Case Manager with Maya Goytia 9:00 - 12:00 COE Computer Lab with Virginia Hartman 10:00 - 11:30 Friends Outside Skills for Reentry Class (CTBI) with Claire Milburn	1:00- 4:00 Friends Outside Restorative Justice Specialist with Claire Milburn 1:00-4:00 Janus Case Manager with Maya Goytia 1:00 - 4:00 COE Computer Lab with Virginia Hartman 1:00 - 3:00 MENTors with Deutron Kebebew (Zoom) 5:00 - 8:00 MENTors with Deutron Kebebew (Zoom)
Tues	9:00- 12:00 Friends Outside Restorative Justice Specialist with Claire Milburn 9:00-12:00 Janus Case Manager with Maya Goytia 9:00 - 12:00 COE Computer Lab and High School Diploma Tutoring with Ismael Cruz	1:00- 4:00 Friends Outside Restorative Justice Specialist with Claire Milburn 1:00 - 4:00 ReTurn Project with Maria Drew (Appt Only) 1:00 - 4:00 COE Computer Lab and High School Diploma Tutoring with Ismael Cruz 1:00 - 8:00 MENTors Class (Zoom) with Deutron Kebebew 5:00 - 7:00 Reentry Group* with Sam Cunningham and Mary Lou Alejandrez at Barrios Unidos (1817 Soquel Ave, Santa Cruz)
Wed	9:00- 12:00 Friends Outside Restorative Justice Specialist with Claire Milburn 9:00-12:00 Janus Case Manager with Maya Goytia 9:00-12:00 Goodwill CC with Ivan Bercerra 9:00 - 12:00 ReTurn Project with Mae Conroy (Appt Only) 10:00 – 12:00 COE Computer Lab with Virginia Hartman	1:00 - 4:00 COE Computer Lab with Virginia Hartman 1:30 - 3:00 Friends Outside Skills for Reentry Class (CTBI) with Claire Milburn 1:00-4:00 Janus Case Manager with Maya Goytia 2:00 - 8:00 MENTors Class with Deutron Kebebew (15 Madison Street in Watsonville)
Thurs	9:00 - 12:00 COE Computer Lab and High School Diploma Tutoring with Ismael Cruz 9:00-12:00 Monarch Women’s Reentry Support Services with Ana Ontiveros 9:00-12:00 Janus Case Manager with Maya Goytia	1:00 - 4:00 COE Computer Lab and High School Diploma Tutoring with Ismael Cruz 1:00-4:00 Janus Case Manager with Maya Goytia 1:00 - 4:00 ReTurn Project Intensive Case Manager with Cynthia Mattingly 12:30 - 6:00 MENTors Class (Zoom) with Deutron Kebebew
Fri	9:00 - 12:00 COE Computer Lab with Virginia Hartman 9:00- 12:00 Friends Outside Restorative Justice Specialist with Claire Milburn 9:00-12:00 Janus Case Manager with Maya Goytia	1:00- 4:00 Friends Outside Restorative Justice Specialist with Claire Milburn 1:00-4:00 Janus Case Manager with Maya Goytia
Sat	7:00 - 9:00 MENTors Class (Zoom) with Deutron Kebebew 9:00 - 11:00 MENTors Group (Zoom) with Deutron Kebebew 11:00 - 1:00 MENTors Class (Zoom) with Deutron Kebebew	1:00 - 3:00 MENTors Class (Zoom) with Deutron Kebebew 3:00 - 5:00 MENTors Class (Zoom) with Deutron Kebebew 6:00 - 8:00 MENTors Class – 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
Mon	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
Tues	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
Wed	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
Thurs	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
Fri	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.¹ 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.² 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,³ and 31% of adults on probation have been diagnosed with an SUD.⁴ 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.⁵ 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.

¹ https://www.psychiatry.org/patients-families/addiction-substance-use-disorders/what-is-a-substance-use-disorder#section_11

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

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

⁴ https://www.prisonpolicy.org/blog/2023/04/03/nsduh_probation_parole/#:~:text=Three%20in%2010%20people%20under,rate%20of%20the%20general%20population.

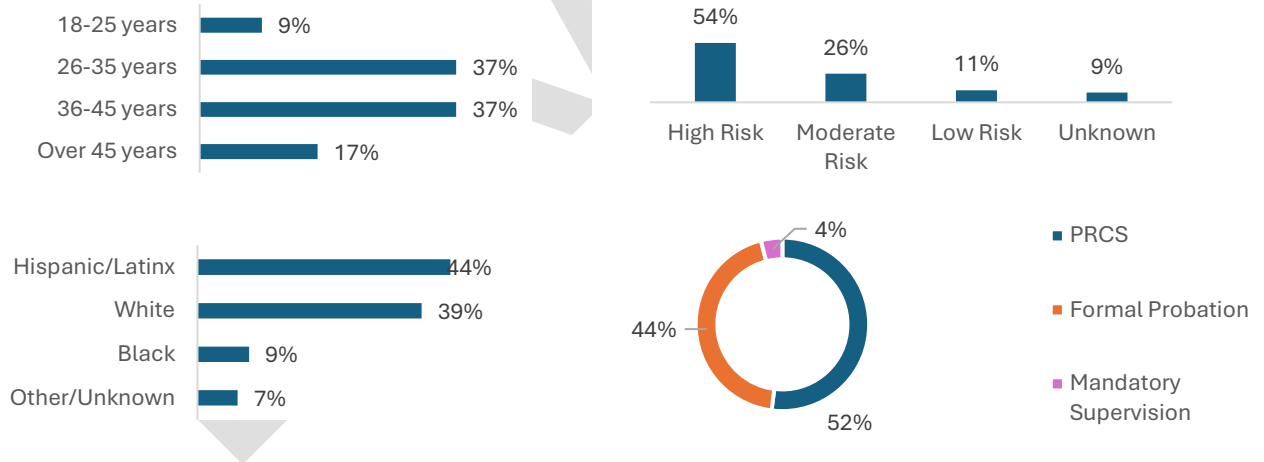
⁵ <https://www.pewtrusts.org/en/research-and-analysis/issue-briefs/2018/03/more-imprisonment-does-not-reduce-state-drug-problems#:~:text=The%20analysis%20found%20no%20statistically,overdose%20deaths%2C%20and%20drug%20arrests.>

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.¹ 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,² and evidence from behavioral science suggests that utilizing incentives is a stronger reinforcer for behavioral change than punishment.^{3 4}

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.⁵ 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.⁶

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.

¹New 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>

²Lovins, 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

³Gore, 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>

⁴Wodahl, 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/>

⁵The 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/>

⁶Macdonald, 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,⁷ 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">•Helps people live within the conditions of supervision•Guides and develops success plans with the person on supervision•Uses effective skills in supporting behavior change•Measures success by progress, not perfection	<ul style="list-style-type: none">•Instructs people on the rules and what is expected of them•Creates case plans for the person on supervision and monitors compliance•Uses deterrence and risk of violations to achieve compliance•Measures success against an all or nothing set of expectations

⁷ 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