

Santa Cruz County
Community Corrections Partnership

**Public Safety Realignment
Implementation Plan
2022-2023**

Submitted by:

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Community Corrections Partnership Membership, November 2022

Heather Rogers	Santa Cruz County Public Defender*
Alex Calvo	Presiding Superior Court Judge Designee*
Karen Delaney	CBO Representative: Volunteer Center Director
Fernando Giraldo (Chair)	Chief Probation Officer*
Monica Morales	Health Services Agency Director*
Jim Hart	Santa Cruz County Sheriff*
Andrew Dally	Law Enforcement Chief*
Ryan Coonerty	Santa Cruz County Supervisor
Randy Morris	Human Services Department Director
Laura Espindola	Victim Advocate
Jeff Rosell	Santa Cruz County District Attorney*
Faris Sabbah	County Superintendent of Schools
Andrew Stone	Workforce Investment Board Director
Anthony Jordan	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 Selection. A process was developed to select qualified organizations to provide intervention services to the AB109 population, with service areas chosen to address 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. 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 new Probation Success Center.
- 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 handoff and allows tracking of individual client status and cumulative service exposure.
- 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 a 3,200 square foot center downstairs from the Adult Probation Department office on Water Street in Santa Cruz. Recently renamed the Probation Success Center (PSC), this facility has been the center of operations for most community-based services coordinated through AB109. The model has now been replicated in the City of Watsonville with a second success center serving south county residents (see 2021-22 Implementation Highlights, below).

- Blueprint for Shared Safety. The CCP and its work groups adopted the Blueprint for Shared Safety, a research- and best practices-driven justice system framework developed by Californians for Safety and Justice. A key focus is the inclusion of crime survivors at the center of criminal justice 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.
- 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 disorder. 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 justice system.

B. 2021-22 Implementation Highlights

The year began with a return to mask mandates and reduced availability of in-person service delivery as first the Delta and then Omicron variant strains of COVID-19 became prevalent, driving the daily count of new cases to its highest point to date in January. Detention, supervision, and service delivery were in an ongoing state of flux and adaptation in order to provide the highest level of personal and community safety. At the same time, new resources and opportunities emerged to enhance and expand services that address criminogenic factors and promote desistance from criminal behavior. Coordination and collaboration increased as service providers and justice system stakeholders worked together to develop and refine the process of referral, intake, service delivery, and tracking across multiple organizations. This was the third year of the reconfigured AB109 reentry service network, chosen through a formal Request for Proposals process. The primary AB109-funded provider organizations in 2021-22 included the following:

- Conflict Resolution Center of Santa Cruz County
- Encompass Community Services
- First 5 Santa Cruz County
- Janus of Santa Cruz
- 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
- Volunteer Center of Santa Cruz County

This challenging year encompassed considerable growth and progress, as service delivery was increasingly refined to provide support for successful reentry. All service providers worked to maintain compliance with changing health orders, making use of distance learning strategies, social distancing, and alternative formats for meetings and classes. Improving conditions resulted in an overall increase in the number of clients served and the intensity of service hours delivered to each individual. Physical support services remained a high priority for clients, including clothing, hygiene kits, and basic necessities distributed from the Probation Success Center. Housing and mental health needs surged during the pandemic, and providers worked to connect clients to limited and impacted community resources.

Despite the many challenges, during 2021-22 the Probation Department pursued several new initiatives. Foremost was the planning and preparation for opening the interim South County Success Center, a collaboration between the Probation Department and Leaders in Community Alternatives. During this year the Shared Safety Workgroup of the CCP brought together a unique alliance of individuals and organizations dedicated to putting the voice and needs of crime survivors at the center of criminal justice system planning. To better engage probationers during this time, the department worked with Uptrust to pilot a convenient, text-based chat and meeting reminder system. Based on the findings of the Reducing Revocation Challenge Phase One data collection (see below), the department worked with the Haywood Burns Institute to implement a Racial Equity Initiative. This initiative included informational workshops for all probation staff and system partners regarding the history and nature of systemic racism in the criminal justice system, as well as a series of co-created Values Exploration discussion sessions with Burns Institute facilitation. This work was then carried forward under the Phase II implementation of the Reducing Revocations Challenge, to review policy and practice and design a pilot program for incentives-based case management.

Notable accomplishments of 2021-22 include the following:

- AB109 Service Provider Network: Probation Success Center. During 2021-22 the following organizations provided service at or through the Probation Success Center: Conflict Resolution Center, County Office of Education, Encompass Community Services, Leaders in Community Alternatives, MENtors Driving Change, Monarch Community Services, Santa Cruz Barrios Unidos, Santa Cruz County Health Services Agency, Sobriety Works, Streets To Schools, and the Volunteer Center of Santa Cruz County. Service modalities included in-person sessions (both appointments and walk-in), online meetings and classes through Zoom and Teams, as well as experimental hybrid classes with both in person and online participants. In-person services followed all current social distance and masking guidelines. Additional hardware and infrastructure and ongoing training for service provider staff allowed these new options to work for many clients. (See attached “Sample Probation Success Center Weekly Schedule.”)

Staff from all PSC partner agencies met weekly to coordinate services, review policy and practice, and launch shared projects and services. The group convened quarterly with officers

and senior managers of the Probation Department to assess service outputs and outcomes and plan for shared objectives in the coming quarter. Finally, select staff from PSC partners met weekly with probation officers in a multi-disciplinary team to develop and monitor reentry plans for individuals with complex needs and challenges. During 2021-22 the PSC provider agencies began a process of strategic planning and setting shared goals and objectives for system operations and client outcomes. (See “Probation Success Center Goals 2022-23 Draft v.1”, attached)

The PSC logged a total of 2,407 client visits during 2021-22, an increase of 72% from the previous year. The trend increased during the year, with the fourth quarter average increasing to 224 visits/month, compared to a low of 176 in the first quarter. The percentage of visits by female clients decreased from 18% in 2020-21 to 12% during 2021-22, which brings it to the same level as 2019-20. Participation was slightly higher in the mornings (57%) than afternoons (43%). Attendance was consistent among the days of the week. While overall utilization has not yet returned to the 300 per month reached prior to the pandemic, the growth is encouraging, and the PSC is expected to return to pre-pandemic levels during 2022-23.

Shared projects of the PSC partners included a formal process for collecting and sharing client success stories, featured in a display case in the center itself; development of a shared reentry case planning document; engagement with jail staff for outreach prior to release to increase the number of individuals able to access the center; and the development of a short promotional video highlighting the various services available at the PSC. This video is used for new participant orientation as well as being regularly screened in the jail facilities to educate and motivate individuals to access the center following their release from custody.

- AB109 Service Provider Network: South County Success Center. Planning continues among multiple departments to establish a major County Service Center in Watsonville in order to reduce barriers and increase equitable access to quality community services. The plan includes space for a Probation Success Center, similar to the one that is already in operation in the City of Santa Cruz. While this planning process continues, the Probation Department and system stakeholders began planning during 2021-22 for an interim location to provide AB109 and other services to individuals in the criminal justice system and supervised by the Probation Department. A central location was secured for the South County Success Center (SCSC) and following months of planning and scheduling the SCSC the center held its grand opening in September 2022. Leaders in Community Alternatives operates the facility in collaboration with the Probation Department and the AB109 service provider network. The menu of services will be tailored to the specific needs of the south county residents: similar to the PSC in Santa Cruz, with the addition of local community agencies and resources.
- Shared Safety Work Group. The Shared Safety Workgroup (SSW, formerly the Community Engagement and Education Workgroup) broadened community participation during 2021-22 as it continued its focus on support for and engagement with survivors of crime. Key stakeholders, individuals, and community organizations participated in monthly public meetings. Following a strategic planning retreat, the group collaborated with multiple community initiatives to advance the Shared Safety Model, including the Watsonville Community Roundtable on Violence Prevention, the Watsonville Critical Incident Response Team, the Watsonville Ad Hoc Committee for Policing and Social Equity, the Santa Cruz City Wrap-Around Support for Victims of Violent Crime, and the District Attorney’s Nation Crime Victim’s Rights Week. The group also convened meetings of a Financial Restitution Task Group to develop a pilot project for improved victim restitution; mounted a Survivor Outreach Campaign; participated in the statewide Crime Survivors for Safety and Justice Statewide Membership Meeting.

The primary focus for the SSW was addressing the lack of coordinated access to services for survivors of crime that was identified through needs assessments and community focus groups. Projects included two major workshops on Survivor System Navigation, one targeting adult survivors, one targeting children and youth survivors. (See attached fliers and report “Shared Safety Workgroup Survivor System Navigation Workshops.”) The group has also undertaken the first comprehensive system mapping to increase provider and survivor knowledge and utilization of available resources and identify key gaps in services to guide future resource allocation. During 2021-22 the SSW secured support from the federal Office for Victims of Crime Training and Technical Assistance Center to help lead this effort in the coming year. (See attached “Office for Victims of Crime TTAC Project Outline.”) The group has already canvassed local resources to develop a data bank with detailed information regarding the service types, location, client population, and other information to help guide individuals and advocates to the most appropriate referrals for crime survivors. This information will be used to create simple visual map and flow chart, and to create an interactive, web-based tool to help sort and direct individuals looking for support for themselves or others. (See attached “Santa Cruz County Survivor System Mapping Project Overview.”)

Finally, the SSW began a process of research and planning to support the development of a local Trauma Recovery Center: a one-stop location for multiple services most needed by crime survivors at various stages of their process. Stakeholders attended field visits to model programs in the Bay Area and identified key characteristics and areas of resource needs. (See attached report “Trauma Recovery Center Overview.”) The group will continue to engage stakeholders in research and planning in the coming year to build momentum towards local implementation of this critical resource.

- Reconciliation Project. During 2021-22, Probation staff continued to work with the Conflict Resolution Center to implement an adult restorative justice program aimed at repairing the harm caused by crime and offering healing to crime survivors. The model was developed in response to the recommendations of the Blueprint for Shared Safety framework adopted by the CCP which prioritized opportunities for healing and restoration for crime survivors. The project will focus on a small number of cases where both the crime survivor and the person who harmed them are prepared to benefit from engagement, whether in person, in writing, or through other forms. Project staff worked with probation officers to identify and screen appropriate candidates, and to establish protocols for participant contact, assessment, engagement, and follow-up. (See attached flier “Reconciliation Project: A Restorative Justice Program.”)
- Racial Equity Initiative. The Probation Department continued to lead an internal and stakeholder process for moving from commitment to action regarding racial equity in the criminal justice system. The department worked closely with the Haywood Burns Institute, beginning with foundational trainings to establish a shared language and knowledge base. This was followed by a co-design process that involved staff from every level in developing and facilitating a discussion among all staff regarding the values reflected in actual day-to-day practices of the department. These values exploration sessions explored the meaning of public safety and the role of probation; models of criminal justice intervention and their impact on communities of color; and scenario breakout sessions to identify the decision-making processes and constraints in the real world, and how these may or may not reflect personal and departmental values. The final phase of the initiative was the review of policies and practices: this phase was carried forward as part of the Reducing Revocations Challenge, described below.

- Reducing Revocations Challenge. Santa Cruz County continued participation in the Reducing Revocations Challenge, funded by Arnold Ventures and administered through City University of New York’s Institute for State and Local Governance. The initiative recognizes the role of probation revocations in driving jail and prison admission rates, often in response to technical violations of terms rather than new law violations. The first phase of the project focused on collecting baseline quantitative and qualitative data, including interviews and focus groups with officers, probationers, and inmates. During 2021-22, probation staff worked with consultants from Research Development Associates to move into the implementation phase, which includes an overall examination of purpose, policy, and practice (with a focus on equity issues identified in the assessment phase); along with an incentive-based case management pilot for individuals with substance use court terms. Co-design groups met regularly with participation from all levels of staff to ensure full participation and support for policy change. (See attached report “Reducing Revocations Challenge: Santa Cruz County Phase II Implementation Plan.”)
- Support/coordination with CAFES Prop 47. Competitive funding awarded to Santa Cruz County under the State’s Proposition 47 funding initiative has allowed for an expansion of early assessment, intervention, and service delivery for individuals in the criminal justice system with untreated substance use disorder and other behavioral health conditions. The local program is CAFES (Coordinated Access For Empowering Success), and during 2021-22 these services were increasingly coordinated with AB109 funding and co-located at the Probation Success Center. Key partners worked to submit a proposal for an additional 3-year round of funding: the proposal was approved, and the integration with AB109 will continue for the new cohort. Seventy-two percent of this funding will go to community-based agencies to reduce recidivism by expanding opportunities in the criminal justice system, including expanded substance use disorder and mental health treatment options, an expansion of Neighborhood Courts and earlier interventions for those accused of low-level offenses. The grant will also help fund three advocate positions at the Public Defender’s Office for Early Representation and will help fund one coordinator position to support the District Attorney’s Neighborhood Court Project. The Community Corrections Partnership continues to serve as the oversight board for CAFES.
- New Pretrial Division. AB109 services have also been integrated within the supervision and supports for individuals released pending trial. The County’s existing pretrial release program has grown rapidly, with the average daily population of individuals monitored on pretrial release doubling between 2017 and 2021 to an average of nearly 200 per day. In 2021-22 the mandates and resources provided by SB129 allowed the County to establish a formal Pretrial Division within the Probation Department to expand further, and to link individuals with services and supports to increase the public safety rate of individuals awaiting trial. The opportunity for earlier intervention is expected to increase successful engagement and benefit from services, and thus reduce recidivism among this population.
- AB372 Alternative Domestic Violence Intervention Program. As part of a six-county pilot project, Santa Cruz County has developed an alternative model for providing intervention and curricula for individuals convicted of domestic violence. The model establishes a matrix framework for identifying appropriate types and intensity of services; expands the accessibility of services through on-line classes; and, in collaboration with AB109 funding, covers 100% of the cost for intervention services. Eliminating the financial burden has increased service engagement and completion while reducing the negative financial impact to spouses and families. Initial project implementation was hindered by the COVID-19 pandemic, but during 2021-22 the project was fully operationalized. More information can be found in the Statewide

report at [CSAC Releases the Year 2 Legislative Report on AB 372 – Piloting Alternative Domestic Violence Intervention Programs in Six Counties - California State Association of Counties.](#)

C. Objectives and Activities

2021-22 Objectives and Activities. Progress toward 2020-21 objectives included the following:

<i>Objective Area</i>	<i>Progress</i>
1. Return the Probation Success Center to full functioning and expand both the overall utilization and the number and quality of services offered through the center.	Completed. PSC responded to varying levels of access per State and County guidance. Monthly participation climbed to near-pre-pandemic levels. Additional services located at the center included CAFES Discharge Planners and domestic violence classes. Outreach fliers distributed and promotional video produced and screened regularly in custody.
2. Operationalize an interim South County Service Hub	Partially completed. All preparation was completed, including securing an appropriate facility, selecting, and scheduling providers, obtaining all equipment and furniture, establishing facility policies, and securing inter-agency agreements. The center opened shortly after the start of the 2022-23 year.
3. Streamline service data collection and reporting	Partially completed. The primary focus was on intensive data collection for CAFES and the Reducing Revocations Challenge.
4. Incorporate findings and recommendations of the Reducing Revocations Challenge report	Completed. Phase II was funded and launched, with two primary areas of effort: an examination of the probation purpose, policy, and practice; and design of an incentive-based case management pilot.

New Objectives and Activities for 2022-23. During 2022-23, the CCP will continue to provide system-wide coordination of new programs and initiatives linked to the adult criminal justice system. The primary operational objective areas for AB109 funding will be:

1. Open and bring the South County Success Center to full operation, including services during non-traditional hours; provide opportunities for non-AB109 funded community programs to provide services and supports to the criminal justice population; and utilize technology to link services between the South County Success Center and the Probation Success Center to expand access to classes and one-to-one telehealth services.
2. As part of the Reducing Revocations Challenge, engage all Probation Department staff, community service providers, justice system stakeholders, and individuals on probation in an open discussion regarding the purpose, policies, and practices of probation with a focus on moving the department towards a “coaching” model of probation that supports growth and desistance from crime, rather than a “referee” model of probation mostly concerned with catching and punishing technical violations of court terms; co-design and operate an incentive-based case management pilot program for individuals on probation with SUD court terms; and

establish data tracking mechanisms and timelines to track the impact of these innovations on the rate and type of probation revocations. At the same time maintain a focus on equity issues and support staff and stakeholder participation in the Racial Justice and Structural Well-Being Certificate Training Series.

3. Coordinate and integrate AB109 services with multiple other funding sources and initiatives, including CAFES Cohort III, Drug MediCal Organized Delivery System; CalAIM; AB372 Domestic Violence Pilot; and SB129 Pretrial Services, in order to provide seamless services across the full spectrum of individuals in the criminal justice system. Expand resources for new and promising probation practices, including text-based appointment reminders and mobile, van-based probation and support services to increase accessibility.
4. Complete the survivor services system mapping and develop a plan and proposal for a Santa Cruz County Trauma Recovery Center that addresses the specific populations to be served, the priority need areas to be addressed, key characteristics of the center (location, access, security, layout), as well as existing/ongoing funding sources for staffing and service.

D. AB109 Intervention Service Contracts, 2021-22

The following is a summary of treatment and intervention services planned for 2021-22, arranged by the following categories shown by research to be necessary to reduce recidivism: Programs Addressing Criminal Thinking, Behavior, and Identity; Substance Use Disorder Treatment and Recovery Maintenance; Workforce and Job Placement Services; Educational Programming; Mental Health Care; Family Involvement; Housing Support; Reentry Planning and Community Support; and Community Education and Engagement. AB109 funding is also budgeted in 2022-23 to provide support, equipment, and materials for the success centers; psychiatric evaluation and other assessment for program participants; LiveScan for service provider staff; and training for providers and system stakeholders.

1. Programs 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 justice system. A variety of research-based curricula are available, along with training and support for fidelity of implementation. Two key elements are the cognitive reframing, based on education and dialectic discussion, combined with behavioral re-patterning through extensive role play and skills practice.

For 2022-2023, the Santa Cruz Community Corrections Partnership will contract for the following CTBI curricula services:

<i>Provider</i>	<i>Funding Amount</i>	<i>Services</i>
Conflict Resolution Center	\$20,000	Gender-specific domestic violence prevention curriculum for women in jail custody and in the community
Conflict Resolution Center	\$45,000	Restorative Justice Reconciliation Project: a pilot project for victim/offender reconciliation screening, preparation, meeting facilitation, and follow-up
Encompass Community Services	\$62,245	SAMHSA Anger Management curriculum to reduce negative behavior and increase compliance with court-ordered services

Streets2Schools	\$80,000	On-line Batterer's Intervention, anger management, and other cognitive/behavioral programming
Volunteer Center of Santa Cruz County	\$260,000	Group and individual instruction utilizing interactive journaling (Courage To Change) on topics that include responsible thinking, self-control, peer relationships, and pro-social values

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. Substance Abuse Treatment and Relapse Prevention

Nationally, almost two-thirds of all jail and prison inmates meet medical criteria for alcohol and/or drug abuse and/or dependence, yet only one in ten of these inmates receive any type of professional treatment since admission. 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 2022-2023, the Santa Cruz Community Corrections Partnership will 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; as well as in-custody substance use educational groups
Encompass Community Services	In-custody SUD assessment and reentry treatment placement planning for jail inmates/pretrial
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

A total of \$955,333 in AB109 funding is budgeted for the SUD treatment and related services in 2022-23. Of this, \$572,500 is coordinated through the County's Drug MediCal Organized Delivery System to cover

treatment costs not reimbursed by MediCal (e.g., occupancy costs for residential treatment and treatment for individuals who are not eligible or who have exhausted their treatment benefit). An additional \$292,000 is allocated for assessment and referral services including in-custody and court-ordered SUD assessments; and \$90,833 is allocated to provide in-custody SUD curricula and community-based DUI classes. Outcome measures for this area are guided by MediCal reporting measures.

3. Workforce and Job Placement 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 justice system often have low levels of education and limited work experience, as well as the stigma of incarceration that may keep employers from considering them. Studies find that fewer than half of former prisoners are employed during the year following reentry, and that increasing employment opportunities may have an impact on recidivism.

For 2022-2023, 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>
Leaders in Community Alternatives	\$367,442	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; support and staffing for Interim South County Success Center

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 improve their earnings/compensation or employment stability

4. Educational Programming

Low educational attainment among individuals in the criminal justice 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. Responsivity factors include undiagnosed learning disorder, inconsistent motivation, and negative past experiences in educational settings.

For 2022-2023, 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	\$380,018	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

Common outcome measures for this area will include:

- 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

5. Mental Health Care and Forensic Case Management

While mental health is not in itself a criminogenic factor, unmet mental health needs among individuals in the criminal justice system can be a barrier to the delivery and effectiveness of other reentry services. Although relatively few meet the threshold for System of Care services, many face untreated post-traumatic stress, depression, anxiety, and other mood disorders. Responsivity issues for this population include wariness and mistrust engendered by jail/prison culture, complex and sometimes irretrievable histories of mental health services, challenges in transportation and logistical access to office-based clinical services, and difficulty meeting professional service expectations.

For 2022-2023, 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	\$376,104	Mental health services, including assessment, individual and family psychotherapy, system navigation case management, and wraparound case management to increase service access and recidivism avoidance

Common 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. Parenting and Family Involvement

The opportunity to be a better parent to their children is a profound source of motivation and positive identity for individuals returning to the community from incarceration. Parent education can provide a healthy cognitive framework for effective family management, build skills, and expand pro-social community connections and support. It also provides the opportunity to interrupt the well-documented intergenerational nature of criminal involvement.

For 2022-2023, the Santa Cruz Community Corrections Partnership will contract for the following family involvement services:

<i>Provider</i>	<i>Funding Amount</i>	<i>Services</i>
First Five Santa Cruz	\$28,800	In-custody, research-based parent education program (Positive Parenting Program)

MENtors Driving Change for Boys, Men, and Dads	\$69,984	Community-based supporting father involvement curriculum and groups
Positive Discipline Community Resources	\$34,039	Community-based parent education classes (Positive Discipline)

Common outcome measures for this area will include:

- Pre/post improvement in parenting knowledge and skills
- Pre/post improvement in problem-solving, self-control, and communication skills
- Pre/post improvement in pro-social family supports and access of community resources

7. Emergency Shelter and Housing

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 2022-2023, the Santa Cruz Community Corrections Partnership will contract for the following housing services:

<i>Provider</i>	<i>Funding Amount</i>	<i>Services</i>
New Life Community Services	\$43,788	Gemma program for women in reentry, including support services, substance use treatment access, and case management
Local Motels	\$35,000	Emergency bridge housing for individuals waiting residential placement
Encompass Community Services, Janus of Santa Cruz, Sobriety Works	\$200,000	Sober Living Environments: 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

8. Reintegration Service Coordination

Numerous barriers and adaptive challenges face individuals returning from incarceration, 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 and ongoing support for basic needs and the restoration of pro-social capital to replace institutionalized supports. This includes eligibility and enrollment assistance for

ongoing public benefits, including the expanded medical, mental health, and substance use disorder treatment benefits available under the Affordable Care Act.

For 2022-2023, 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>
Monarch Community Services	\$48,800	Safe Release Program: gender-specific reentry services for women, including case management, transportation, and housing support
Santa Cruz Barrios Unidos	\$90,000	Culturally based reentry peer mentoring, violence prevention, and case management
Sobriety Works	\$201,482	Peer navigation services, including recruiting, training and supervising peer navigators stationed at the Probation Success Center
Volunteer Center of Santa Cruz County	\$100,000	Post-release community support for reentry in mid- and south-county areas, including benefits enrollment, service advocacy and access, and support for probation case plans

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

9. Community Education and Engagement

Community education and engagement is an essential element in creating long-term support for effective interventions. This includes developing and distributing information, facilitating public events, media advocacy, and engagement of key community members and sectors. It also involves outreach and involvement of individuals with lived experience in the criminal justice system as well as those who are crime survivors.

For 2022-2023, the Santa Cruz Community Corrections Partnership will contract for the following community education and engagement services:

<i>Provider</i>	<i>Funding Amount</i>	<i>Services</i>
United Way of Santa Cruz County	\$47,790	Community campaign to facilitate the CCP Shared Safety Work Group and coordinate the local implementation of the Blueprint for Shared Safety, with a focus on empowering crime survivors to be at the center for system-wide planning.

Outcome measures for this area will primarily be based on the number of people involved and engaged in planning and activities in the area of justice system reform and community-based support for positive reentry from incarceration.

E. Additional Materials

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

Probation Success Center Goals 2022-23 Draft v.1. Draft goals developed by PSC service providers in the areas of outreach and referrals, engagement, and participation, retention and transition, and supplementary services.

Shared Safety Workgroup Survivor System Navigation Workshops. Fliers and final reports from two workshops produced by the Shared Safety Workgroup to increase provider knowledge and plan for expanded service access and utilization.

Office for Victims of Crime TTAC Project Outline. Presentation materials from OVC technical assistance providers introducing the goals and timelines for a comprehensive community assessment of services for crime survivors.

Santa Cruz County Survivor System Mapping Project Overview. Overview of the Shared Safety Workgroup's survivor system mapping project, with a report on thirty local agencies and organizations providing services targeting the needs of crime survivors.

Trauma Recovery Center Overview. Report and presentation of research and site visits to identify various models and formats for trauma recovery centers.

Reconciliation Project: A Restorative Justice Program. Informational fliers for survivors of crime and people who caused harm presenting the availability, purpose, and process of the Reconciliation Project.

Reducing Revocations Challenge: Santa Cruz County Phase II Implementation Plan. Report from Research Development Associates to Arnold Ventures and CUNY ISLG including an overview of the local project, the key stakeholders, implementation steps and timelines, anticipated challenges, outcomes and impact, racial equity, and sustainability.

**Sample PSC
Weekly Schedule**

Santa Cruz County Probation *Success* Center

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

May 23 - 28, 2022

Day	Morning	Afternoon/Evening
Mon	9:00 – 12:00 Reentry Peer Navigator Walk-in/ Appointment 9:00 – 12:00 ReTurn Project with Tracy Kennedy 9:00 – 12:00 Barrios Unidos Walk-In/Appointment 10:00 – 12:00 COE Computer Lab with Virginia Hartman 10:30 - 12:00 Friends Outside Skills for Reentry with Katie Anaya 10:00 - 12:00 LCA Employment Class with Ofelia Ramirez and Mari Carmen Campos	1:00 – 4:00 Reentry Peer Navigator Walk-in/ Appointment 1:00 – 4:00 COE Computer Lab with Virginia Hartman 1:00 – 4:30 Barrios Unidos Walk-In/Appointment 1:00 – 3:00 MENTors with Deutron Kebebew 2:00 – 4:00 CAFES Victim Awareness and Community Impact with Fenix Bedoya 3:00 – 5:00 MENTors with Deutron Kebebew 5:00 – 6:30 Friends Outside Spanish Skills for Reentry (12 Carr St. Watsonville)
Tues	9:00 – 12:00 Reentry Peer Navigator Walk-in/ Appointment 9:00 – 12:00 ReTurn Project with Tracy Kennedy 9:00 – 12:00 MENTors Class Walk-in with Deutron Kebebew (Child Support/Family Court) 10:00 - 12:00 LCA Employment Class with Ofelia Ramirez and Mari Carmen Campos	1:00 – 4:00 Reentry Peer Navigator Walk-in/ Appointment 1:00 – 2:00 LCA Job Search Group 1:00 – 2:30 Friends Outside Skills for Reentry with Victor Medina and Katie Anaya 1:00 – 4:00 COE Computer Lab with Ismael Cruz 1:00 – 8:00 MENTors Class (Zoom) with Deutron Kebebew 2:00 – 3:30 LCA Employment Class (In Custody) 5:00 – 6:30 Friends Outside Skills for Reentry (12 Carr St. Watsonville) 5:00 – 7:00 Reentry Group with Sam Cunningham at Barrios Unidos 1817 Soquel Avenue
Wed	9:00 – 12:00 Reentry Peer Navigator Walk-in/ Appointment 9:00 – 12:00 CAFES Discharge Planners Walk-in/Appointment 9:00 – 12:00 COE Computer Lab with Virginia Hartman 10:00 - 11:30 CRC Domestic Violence Prevention with Fenix Bedoya (Zoom)	1:00 – 4:00 Reentry Peer Navigator Walk-in/ Appointment 1:00 – 4:00 COE Computer Lab with Virginia Hartman 1:00 – 4:00 Return Project with Brooke Giuffre 1:00 – 2:30 Friends Outside Skills for Reentry (Zoom) with Katie Anaya 2:00 – 8:00 MENTors Class with Deutron Kebebew (15 Madison Street in Watsonville) 4:00 – 5:30 Friends Outside Skills for Reentry Class with Katie Anaya (12 Carr Street, Watsonville)
Thurs	9:00 – 12:00 Reentry Peer Navigator Walk-in/ Appointment 9:00 – 1:00 MENTors Class (Zoom) with Deutron Kebebew 9:00 – 12:00 Barrios Unidos Walk-In/Appointment 9:00 – 12:00 COE HiSet Prep Class with Virginia Hartman 10:00 - 12:00 LCA Employment Class with Ofelia Ramirez and Mari Carmen Campos 10:30 - 12:00 Friends Outside Skills for Reentry with Katie Anaya 10:00 – 12:00 Return Project with Brooke Giuffre	1:00 – 4:00 Reentry Peer Navigator Walk-in/ Appointment 1:00 – 4:00 Friends Outside Reentry Support Phone Line (831-427-5078) or Drop-in (1740 17 th Avenue) 1:00 – 4:00 Return Project with Brooke Giuffre 1:00 – 4:00 COE Computer Lab with Virginia Hartman 1:00 – 4:30 Barrios Unidos Walk-In/Appointment 4:00 – 7:00 MENTors Class (Zoom) with Deutron Kebebew 7:00 – 9:30 MENTors Class (Zoom) with Deutron Kebebew
Fri	9:00 – 12:00 Reentry Peer Navigator Walk-in/ Appointment 9:00 -12:00 CAFES Discharge Planners Walk-in/ Appointment 9:00 – 12:00 COE Computer Lab with Virginia Hartman 10:00 – 12:00 LCA Employment Class with Ofelia Ramirez and Mari Carmen Campos	1:00 – 4:00 Reentry Peer Navigator Walk-in/ Appointment 1:00 – 2:00 LCA Job Search Group 1:00 – 4:00 COE Computer Lab with Virginia Hartman 1:00 – 8:00 MENTors Class (Zoom) with Deutron Kebebew 2:00 – 3:30 Encompass Anger Management Class (Zoom)
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

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

Welcome!

The Santa Cruz County Probation Success 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.

Adaptations to COVID-19 Safety Protocols

Hours and service availability at the PSC will change in response to State and County regulations and guidelines. This may include limited hours of operation; appointment-only services; limits on the number of clients allowed at a time in the center or in a given class; or the utilization of web-based or phone-based services. Call ahead to get more information about the current phase of opening.

Classes and Services

Reentry Service Peer Navigator. Assistance in 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 Anger Management Class. Evidence-based curriculum to increase self-control and non-violent problem-solving skills.

Encompass Discharge Planner. Support for community reentry from jail for individuals with substance use and behavioral health disorders

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

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

LCA Employment Class. Skills and interest self-assessment, resume writing and interviewing skills, workplace etiquette, and personal finance management. (Zoom)

LCA Job Search Class. Support for accessing online job search tools and individualized coaching for contacting employers, completing applications, and successful interviews.

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.

CRC Victim Awareness Education Workshop. Activities and curriculum to increase moral reasoning, self-control, and understanding the harm caused by criminal behavior.

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

Zoom Orientation Class. How to get online, engage, and get the most out of remote classes and services.

Probation Success Center Goals 2022-23 (Draft v.1)

Outreach and Referrals	Engagement and Participation	Retention and Transition	Supplementary Services	Time Frame
Every individual that enters 303 Water Street for a probation intake will be referred to visit the PSC as a part of intake	20% of all individuals on probation will at least visit and attend service orientation at the PSC (including the PSC video)	Host monthly resource and social hours as opportunity for interaction between participants, providers, and probation officers for community-building	Extend hours of operation at the PSC for evening and weekend sessions to accommodate working clients (conduct client surveys to determine specific days/times)	Q1 – Q3
Increase provider referrals by 10% from the average for the past 8 months	All PSC clients complete a Success Case Plan	Provide multiple types of incentives to increase engagement and participation at the PSC	Add new programming in the areas of mindfulness, mind-body connection, and personal wellness	Q1 – Q3
	Engagement of clients in the PSC from individual providers and collective impact team	Within program orientation address the PSC programming and providers information	Improve the effectiveness and efficiency of the Multi-Disciplinary Team (MDT) meetings and utilization for better services coordination for complex cases	Q1 – Q3
			Create a road map/service diagram to illustrate the range of services and possible pathways to success	Q1 – Q3

**Shared Safety Workgroup
Survivor System Navigation
Workshops**

Santa Cruz County
Community Corrections Partnership

Shared Safety Workgroup presents...

Do you work with victims/survivors of crime – to provide direct services, to make referrals, in navigating the system? If so, please consider attending this workshop.

Survivor System Navigation Workshop

February 23, 2022

3–5pm

Register:

<https://forms.gle/dDrL83uMfInAybb7A>

Workshop Topics Include:

- Brief Overviews on Victim's Bill of Rights & Financial Restitution
- Survivor System Navigation Mapping
- Survivor Survey Results: Barriers & Gaps
- Solutions Discussion for Better Meeting the Needs of Survivors of Crime

Workshop Objectives:

- Increase provider knowledge of survivor systems process & resources available
- Strategize on ways to increase access to & utilization of existing survivor services

Questions?



Please contact Sarah Emmert:
semmert@unitedwaysc.org



February 23, 2022
Santa Cruz County Community Corrections Partnership
Shared Safety Workgroup
Survivor of Crime System Workshop
FINAL REPORT

Overview

Based on the recommendations outlined in the Santa Cruz County Blueprint for Shared Safety: Survivors at the Center Phase 1 report (2020), the Community Corrections Partnership Shared Safety Workgroup hosted a 2-hour Survivor System Workshop February 23, 2022. Agenda items included: Santa Cruz County Shared Safety Overview; Story: Why supporting survivors in accessing resources & in navigating the system is important; Victim's Bill of Rights; Survivor System Mapping; Survivor-Related Criminal Justice System Processes; Survivor-Related Services; and Future Efforts.

Over 60 individuals registered and 38 attended the actual event.

The objectives of the workshop were to:

- Increase provider knowledge of survivor systems process & resources available
- Strategize on ways to increase access to & utilization of existing survivor services

The Workshop included the following presenters:

- Mary Lou Alejandrez, Santa Cruz Barrios Unidos
- Laura Espindola, Santa Cruz County District Attorney's Office
- Kristal Salcido, Santa Cruz County District Attorney's Office
- Monarch Services, Cassie Gazipura
- Lynn Boule, Walnut Avenue Family & Women's Center
- Lejla Bratovic, Conflict Resolution Center
- Sarah Emmert, United Way

Participating Organizations

- | | |
|---|--|
| 1. Community Action Board of Santa Cruz County | 8. Santa Cruz County Public Defender's Office |
| 2. Community | 9. Recovery Cafe |
| 3. Conflict Resolution Center | 10. Santa Cruz Barrios Unidos |
| 4. Santa Cruz County District Attorney's Office | 11. Santa Cruz County Office of Education |
| 5. Santa Cruz County Family & Children's Services | 12. Santa Cruz County for Safe and Inclusive Communities |
| 6. Monarch Services | 13. Set Free Monterey Bay |
| 7. Santa Cruz County Probation | 14. United Way |
| | 15. Walnut Avenue Family & Women's Center |

Breakout Group Discussion response themes to: Based on what you've heard today, what can you &/or your organization do to further support survivors (in accessing services, in navigating the system, etc.)

- improve collaboration & communication between agencies; referrals & warm handoffs
- support building trust between law enforcement and service providers
- increasing trauma-informed practices
- ensuring staff are connected with other agencies
- inviting other agencies to speak with staff about their services

Post-Event Survey Findings

- 100% of respondents indicated that they agreed or strongly agreed that the workshop increased their knowledge of survivor related criminal justice system processes.
- 100% of respondents indicated that they agreed or strongly agreed that the workshop increased their knowledge of survivor related services and resources

Responses to the question, “If we better support survivors of crime in accessing resources & in navigating the system, what is the potential outcome/impact?”



RECORDING: https://us02web.zoom.us/rec/play/lyqtQCEFFFb5MPrnSGcUb_0BYkyeSVO1NIUQ7OI5Z-UpJFXH2Y3wDwiTW3gg6gLGKbJpxvZLhE81aiDB.zcuYRlyOkhMPZhVE

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Santa Cruz County
Community Corrections Partnership

Shared Safety Workgroup presents...

Do you work with youth who are victims/survivors of crime - to provide direct services, to make referrals, in navigating the system? If so, please consider attending this workshop.

Youth Survivor System Navigation Workshop

March 29, 2022

3-5pm

Register:

<https://forms.gle/jxkF5YqvjXEAgXvc9>

Workshop Topics Include:

- Survivor System Navigation Mapping for YOUTH
- Youth Survivor Input Results: Barriers & Gaps
- Solutions Discussion for Better Meeting the Needs of Youth who are Survivors of Crime

Workshop Objectives:

- Increase provider knowledge of youth survivor systems process & resources available
- Increase interdisciplinary provider connections to better meet the needs of young survivors of crime

Questions?



Please contact Sarah Emmert:
semmert@unitedwaysc.org



March 29, 2022
Santa Cruz County Community Corrections Partnership
Shared Safety Workgroup
Young Survivor of Crime System Workshop
FINAL REPORT

Overview

Based on the recommendations outlined in the Santa Cruz County Blueprint for Shared Safety: Survivors at the Center Phase 1 report (2020), the Community Corrections Partnership Shared Safety Workgroup hosted a 2-hour Youth Survivor System Workshop March 29, 2022. Agenda items included: Santa Cruz County Shared Safety Overview; Story: Why supporting young survivors in accessing resources & in navigating the system is important; Family & Children Services; School Emergency Response Protocol; Young Survivor-Related Criminal Justice System Processes; Young Survivor-Related Services; and Future Efforts.

Over 65 individuals registered and 46 attended the actual event.

The objectives of the workshop were to:

- Increase provider knowledge of youth survivor systems process & resources available
- Strategize on ways to increase access to & utilization of existing youth survivor services

The Workshop included the following presenters:

- Tommy Alejandre, UC Santa Cruz
- Julia Feldman, Santa Cruz County Probation
- Barabra Rizzieri, Santa Cruz County District Attorney's Office
- Clarita Cortes, Court Appointed Special Advocates
- Yesenia Lopez Duran & Will Brown, Encompass Community Services
- Maria Barranco, Monarch Services
- Nic Laflin, Walnut Ave. Family & Women's Center
- Alaya Vautier, Conflict Resolution Center
- Robin Luckett, Santa Cruz County Human Services Department
- Stan Einhorn, Children's Behavioral Health
- Sarah Emmert, United Way

Participating Organizations

- | | |
|--|--|
| 1. Community Action Board of Santa Cruz County | 11. Santa Cruz County District Attorney's Office |
| 2. Community | 12. Santa Cruz County Health Services Agency |
| 3. Conflict Resolution Center | 13. Santa Cruz County Juvenile Justice Delinquency Prevention Commission |
| 4. Encompass Community Services | 14. Santa Cruz County Probation |
| 5. MILPA Collective | 15. Santa Cruz County Public Defender's Office |
| 6. Monarch Services | 16. Santa Cruz County Office of Education |
| 7. Pajaro Valley Prevention & Student Assistance | 17. United Way |
| 8. Peace United Church of Christ | 18. Walnut Avenue Family & Women's Center |
| 9. Santa Cruz Barrios Unidos | |
| 10. Santa Cruz City Schools | |

Post-Event Survey Findings

- 87.5% of respondents indicated that they agreed or strongly agreed that the workshop increased their knowledge of survivor related criminal justice system processes.
- 100% of respondents indicated that they agreed or strongly agreed that the workshop increased their knowledge of survivor related services and resources
- 87.5% of respondents indicated that they agreed or strongly agreed that the workshop increased their knowledge of children and family services.
- 100% of respondents indicated that they agreed or strongly agreed that the workshop increased their knowledge of school emergency and response protocol

Responses to the question, “If we better support survivors of crime in accessing resources & in navigating the system, what is the potential outcome/impact?”



RECORDING:

https://us02web.zoom.us/rec/play/JBZljpTmKW8IAW8B-qCqz2_7Bs5_36CyWdQL5Uy0kwYd0sr5vMYuTT7_yiVS8PuVnRf_WR4SwFPMel6K.5ZMr-ieia69zfPry

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Links to Materials:

PPTs

- [Main ppt](#)
- [Criminal Justice System Processes ppt](#)

- Nonprofit Services
 - [CASA](#)
 - [Encompass VOCA](#)
 - [Monarch Services](#)
 - [Walnut Ave. Family & Women's Center](#)
 - [Conflict Resolution Center](#)
- [Family & Children's Services](#)

Resources & other links

- [Santa Cruz County's Shared Safety Survivors at the Center](#) report (2020)
- Tommy Alejandre
 - [UCSC article](#)
 - [Tommy's story aired nationally on Thanksgiving Day](#)
 - [Monsters Are Real](#) written by Tommy Alejandre
- [Survivor/Victim Resource List](#)
- [211 Crisis Assistance](#)
- [211 Legal Assistance](#)
- [Marsy's card Eng](#)
- [Marsy's card Span](#)
- [SKY Center Brochure](#)
- [Victims' Bill of Rights](#)
- [School Emergency Response Protocol](#)
- [Supporting Youth: Survivors' Perspectives on Housing, Harm Reduction, and Youth Engagement](#)

Office for Victims of Crime TTAC Project Outline

Santa Cruz Co. Survivor/Victim System Mapping

System Mapping Goals

- Outcomes
 - Short-term: Increase provider and survivor knowledge of resources available and how to navigate the survivor serving system (justice & non-justice)
 - Mid-range: Increase utilization of survivor resources
 - Long-term: increase survivor wellbeing
- Deliverables
 - Ensure that we have all the appropriate Victim's service/ resource taxonomy identified & in 211
 - Develop a visual system map & flow chart
 - Wishlist: develop/identify a tech platform upload existing survivor services user can develop an individualized flow chart to support them in navigating the survivor serving system

Survivor System Mapping Timeline

July	August	September	October	November	Dec.-February
<p>Work with OVC TTAC to identify a system mapping tool</p> <p>Compile all survivor serving resources</p>	<p>8/15 SSW Mtg - Review progress on project - Feedback on taxonomy</p>	<p>DATE TBD: Flowchart Session for Child/ Youth Serving System</p> <p>9/20 SSW Mtg - Review Child/ Youth Flowchart</p> <p>Decision on Tech Platform</p>	<p>10/17 SSW Mtg - Develop General/ Adult Flowchart - Identify Community Engagement Strategies (stakeholders & survivors)</p> <p>Community Engagement (system reps & survivors) on draft flowchart</p>	<p>Community Engagement (system reps & survivors) (cont)</p> <p>Date TBD SSW Mtg: -Making meaning of community input</p>	<p>Next steps for distributing system mapping products (flow charts, workshops, etc.)</p>

Mona Cadena, Office for Victims of Crime Training & Technical Assistance Consultant

Mona works with Equal Justice USA staff & partners to reduce the harm of the current system & build transformational solutions to violence. Her work supports campaigns and organizing to build community centered solutions to violence & create systemic solutions for safe communities. She uses her expertise in community-based organizing & policy change to provide training, strategic guidance, & hands-on assistance to state/local legislative campaigns across the country. Before joining EJUSA in 2019, Mona spent 10 years with Amnesty International, supporting human rights campaigners across the globe.



Tech Platforms & Taxonomy

- Search Tool Platforms
 - NY Multiple Systems Navigator Website
 - 211santacruzcounty.org
- Survivor/ Victim Services
 - What resources are available; what resources are missing
 - Inform development of flowchart
 - Data for potential tech platform

Breakout Groups

Directions

- **Please review Part 1 & respond to the questions - Service Categories and Areas of Service:**
 - What is missing - Would you add any Service Categories or Areas of Service?
 - What changes do you suggest be made to the language of the Service Categories or the areas of service? Please make alternate suggestions.
 - Should anything be removed?
- **Part 2 Geography:** Please rank the options (top to bottom) or indicate your group's choice.
- **Please review Part 3 - Types of Resources:** Are there any types of resources that need to be added?
- **Prepare to report back**
 - Select a note taker
 - Notice where you get stuck
 - Who is in this group?
- **Time: approx 20mins**

Next Steps

- Flowchart Development Session
 - Child & Young Survivor Serving System & Resources
 - Who has a role to play?
- September 20th, 3-5pm Shared Safety Workgroup Mtg
 - Review DRAFT Child/Young Survivor Flowchart



Training and Technical Assistance Requester Final Report

Thank you for taking the time to provide this overall assessment of the training and technical assistance (TTA) delivery you received. Its purpose is to:

- provide timely information to OVC TTAC
- gauge the impact of TTA deliverables
- and ensure high-quality TTA to victim service providers
- helps OVC TTAC make immediate improvements to our process
- complete regular reports to OVC
- identify opportunities to provide additional TTA.

NOTE: this final report is separate from the “OVC TTAC Requester Feedback” survey. Your responses to that survey are confidential and are returned directly to the OVC TTAC Research and Evaluation Team, and are *not* shared directly with the OVC TTAC RTTA Specialist.

Regarding the TTA request described below, please record your responses in each of the sections that follow and email to the OVC TTAC staff listed at the end of this report. All comments are welcome.

Name of Training or Technical Assistance	Community Mapping
Date	05/01/2022 – 09/15/2022
Location	Virtual
Requesting Organization	United Way Santa Cruz
Requester POC	Sarah Emmert
Consultants	Mona Cadena: monac@ejusa.org Marcella Benson-Quaziana: tbqgroup@aol.com
OVC TTAC RTTA Specialist	Tammi Slovinsky: tammi.slovinsky@ovcttac.org
Approved Activity Description	The United Way of Santa Cruz County requested two consultants to deliver Customized Technical Assistance (TA) on community mapping from May through September 2021. The TA will focus on mapping resources, gaps, and opportunities in victim services for its Santa Cruz County Shared Safety Workgroup. Approximately 50 participants in supervisory or leadership roles from law enforcement, probation, prosecution, public defenders, community-based advocates, and system-based advocates are expected to attend.
Approved Sessions and Learning Objectives	Community Mapping: A Process for Identifying Resources and Opportunities This webinar will provide an overview of a resource mapping process designed to enhance the capacity of victim services

	<p>programs and allied community partners to respond effectively to victims of crime. Participants will learn the steps involved in identifying resources, gaps, and opportunities in serving victims, with a focus on individuals from traditionally marginalized and underserved populations.</p> <p>As a result of this training, participants will be able to:</p> <ul style="list-style-type: none"> • Discuss at least two key steps of the community mapping process. • Integrate two Identify at least two current resources that support victims of crime in Santa Cruz into a community mapping template. • Define the concept of targeted universalism as it relates to victim services. <p>Community Mapping</p> <p>05/01/2021–09/15/2021</p> <p>Customized Technical Assistance</p> <p>Communities benefit from strategically mapping resources, gaps, and opportunities in order to provide high quality and culturally responsive services to victims of crime. The goal of this technical assistance is to facilitate meetings among system and community-based stakeholders including victims of crime to implement a community mapping tool. This technical assistance will provide an effective and efficient process to guide the mapping process for the Santa Cruz County Shared Safety Workgroup and identify strategies to meaningfully engage victims from traditionally marginalized and underserved communities in program planning and development. The virtual/remote technical assistance will include:</p> <ul style="list-style-type: none"> • Facilitated discussions with Shared Safety Workgroup members and victims of crime. • Support to develop community mapping documents. • Review and feedback on the components of the community mapping plan. <p>As a result of this training, participants will be able to:</p> <ul style="list-style-type: none"> • Implement community mapping to identify community assets, gaps, and opportunities.
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	<ul style="list-style-type: none"> • Implement a community mapping tool that identifies how victims navigate through the various victim-serving systems (criminal justice system, behavioral health, hospitals, housing, etc.) • Identify clear next steps to meaningfully engage community members from traditionally marginalized and underserved communities in victim services program planning and development.
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Please indicate the number of participants for each session:

Session/Meeting	Number of participants
Webinar: Community Mapping: A Process for Identifying Resources and Opportunities.	
Meeting 1, 2, etc...	

Santa Cruz County Survivor System Mapping Project Overview

The [Santa Cruz County Community Corrections Partnership Shared Safety Workgroup](#) is a collaborative that is working to better meet the needs of survivors and victims of crime. The Shared Safety Workgroup (SSW), which includes representation from justice, health, government, community members, service providers, and survivors of crime, has been coming together on a monthly basis since 2017 to grapple with complex issues and topics related to community safety and crime survivors/victims. For the SSW, *shared safety* involves centering survivors, viewing safety as wellbeing, emphasizing a public health approach, working to break the cycle of harm and make the system work. The SSW is supporting the implementation of recommendations identified in the [Santa Cruz County Shared Safety: Survivors at the Center report \(2020\)](#).

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

The goals of the System Mapping Project include:

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

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

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

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November 8, 2022

RE: Web-based Victims Services Search Tool

To: Interested Web Developers

The [Santa Cruz County Shared Safety Workgroup \(SSW\)](#) is a collaborative that is working to better meet the needs of survivors and victims of crime. For the SSW, *shared safety* involves centering survivors, viewing safety as well-being, emphasizing a public health approach, working to break the cycle of harm and make the system work.

As the SSW has engaged survivors of crime, Workgroup members have frequently heard how challenging and complex navigating the survivor-serving system is. The Shared Safety Workgroup (SSW) is partnering with the Department of Justice's Office for Victims of Crime Training and Technical Assistance Center (OVC TTAC) to conduct a comprehensive system mapping process for Santa Cruz County's survivor-serving system. This process will build off of the data that has already been collected through the [Survivors at the Center report \(2020\)](#) development process and the recent data gathered through the Survivor System Mapping Workshops which includes resources related to criminal justice, legal services, education, health, psychosocial supports, child welfare/family & children's services, shelter, financial resources, various non-profits, as well as alternatives to the traditional criminal justice system (e.g. restorative justice).

To ensure the success of the [System Mapping Project](#), we will need a client-facing interactive online tool that sorts and presents resources and pathways from a database of local survivor-serving system resources. This tool would ideally live on <https://www.211santacruzcounty.org/> but could be in a standalone site if need be. One way we've thought about sorting this information is through this [taxonomy](#), based on this [multisystems navigator search tool](#). As you will see in the document, some of the technical factors for sorting and presenting the data include:

- Demographic-specific resources — such as by age and gender — that should be sortable so that only applicable results show.
- If this then that statements — such as some resources requiring previous resources to be accessed before they're available, ideally shown to the user as a clear list based on priority order.
- Ability for staff to add and remove resources to keep the tool up to date.
- Dates for when resources are available should be clearly available both to the user and staff to sort by so that we can archive or if need be delete any resources that are no longer available.
- "quick search" links that allow people to sample the site using the most common search terms so that the majority of visitors can bypass entering their information.

The platform will list available resources and services but also include detailed information about each component such as processes, referrals, eligibility criteria, costs, waitlists, language, and

We ignite our community to give, advocate and volunteer so that our youth succeed in school and life, our residents are healthy and our families are financially independent

geographic access, availability of transportation and childcare, as well as the types of crimes and ages that the resources address.

The platform will be versatile and user-friendly, allowing the survivor themselves to use it and input their own information *or* case managers, system navigators, advocates, therapists, and anyone serving the individual to access and use the platform with ease. Making the system navigation for both survivor and service provider a more centralized and accessible experience.

The goal of the tech support platform is to ensure the survivor and service providers have access to detailed and comprehensive information for referrals and available resources handpicked for the individual in need of support.

For more information, please contact Sarah Emmert at semmert@unitedwaysc.org

Thank you in advance for your consideration,

Sarah Emmert
Director of Community Impact

**Santa Cruz County Community Corrections Partnership
 Shared Safety Workgroup
 Survivor Resources: Taxonomy of Local Services for Crime Survivors
 DRAFT v.1**

Agency Name	Conflict Resolution Center
Ages Served	18-59
Staff Language Capacity	English, Spanish, Other
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Mid County (Soquel, Capitola, Live Oak), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak), Santa Cruz Mountains (Scotts Valley, San Lorenzo Valley)
Crime types	Adult Physical Assault (includes aggravated and simple assault), Arson, Bullying (Verbal, Cyber, or Physical), Burglary, Domestic and/or Family Violence, DUI/DWI Incidents, Other: vehicular victimization (e. g. hit and run), Robbery, Teen dating victimization, Other
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Veteran, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency
Service modalities	In-person, Virtual
Service Types	Victim-Offender Dialogue or a Restorative Justice approach
Specific legal services	
Specific financial services	
Specific educational services	
Additional information	Regarding the question of what types of victims do we serve, we don't really differentiate who they are or what category they may fall into. It is not explicit that we serve those types of victims: it is just that we serve people who have been impacted by crime and who may want to participate in some way in a restorative justice process and they can be from wherever or be whomever. Regarding location of services: our office is in Santa Cruz, but we travel to wherever we need to in the county to be able to serve people best.

Agency Name	Community Bridges
Ages Served	18-59
Staff Language Capacity	English, Spanish
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Mid County (Soquel, Capitola, Live Oak), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak), Santa Cruz Mountains (Scotts Valley, San Lorenzo Valley)
Crime types	Other
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Veteran, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency

Service modalities	In-person, Virtual, Websites, Written documents, pamphlets
Service Types	Advocate, Case Manager, System Navigator, Basic needs, Immigration services, Legal services, Mental Health Services
Specific legal services	information about the mechanics of court proceedings, Support with gathering & providing relevant documentation
Specific financial services	
Specific educational services	Tutoring & homework support
Additional information	

Agency Name	Santa Cruz County United for Safe & Inclusive Communities
Ages Served	18-59
Staff Language Capacity	
Location of Services	
Crime types	Bullying (Verbal, Cyber, or Physical), Hate Crime: Racial/religious/gender/sexual orientation/other, Stalking/harassment
Characteristics of survivors served	Other
Service modalities	Written documents, pamphlets
Service Types	
Specific legal services	
Specific financial services	
Specific educational services	
Additional information	

Agency Name	Pajaro Valley Prevention and Student Assistance
Ages Served	Sometimes up to 21 years (MDT). Sometimes adults
Staff Language Capacity	English, Spanish, Mixteco
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos) & Monterey County

Crime types	We serve victims of assault, including sexual. We have a few victims of DV including adult/youth. Folks that have been impacted by a homicide including attempted homicide. Most currently with MDT survivors of car accidents that ended with fatalities.
Characteristics of survivors served	Currently under supervision (probation/parole)
Service modalities	In-person
Service Types	Advocate, Case Manager, System Navigator, Basic needs, Substance Use Resources, Mental Health Services, Support Groups
Specific legal services	
Specific financial services	Basic Needs, Costco gift cards, Family services, diapers
Specific educational services	implementation of attendance plans, educational interventions and supporting families with requesting services in through SELPA is there is suspicion of a learning disability.
Additional information	At times we are the first contact and support families connect with to victim witness so they can access their benefits and get linked to services. With the MDT grant with WPD we are able to serve adults. When a client is not linked to MDT, we can serve clients up to the age of 21.

Agency Name	The Compassionate Friends of Santa Cruz
Ages Served	
Staff Language Capacity	English
Location of Services	Santa Cruz Area (Santa Cruz City, Davenport, Live Oak)
Crime types	Other: vehicular victimization (e. g. hit and run), Survivors of homicide victims
Characteristics of survivors served	Other
Service modalities	In-person, Virtual, Websites, Written documents, pamphlets
Service Types	Support Groups
Specific legal services	
Specific financial services	
Specific educational services	
Additional information	Our monthly grief support group is ONLY for those age 18+ who have experienced the death - from any cause - of their child, or their grandchild, or their sibling. We also have an online group for age 14+ who have experienced the death of their sibling. We have no professional counselors; simply peer-to-peer bereavement support groups run by volunteers who have themselves lost a child or sibling.

Agency Name	Santa Cruz Police Department
Ages Served	
Staff Language Capacity	English, Spanish
Location of Services	
Crime types	Adult Physical Assault (includes aggravated and simple assault), Adult sexual assault, Adults sexually abused/assaulted as children, Child Physical Abuse or Neglect, Child Pornography, Child sexual abuse/assault, Domestic and/or Family Violence, DUI/DWI Incidents, Elder Abuse or Neglect, Hate Crime: Racial/religious/gender/sexual orientation/other, Human trafficking: labor, Human trafficking: sex, Kidnapping (non-custodial), Kidnapping (custodial), Mass violence (domestic/international), Other: vehicular victimization (e. g. hit and run), Robbery, Stalking/harassment, Survivors of homicide victims, Teen dating victimization, Terrorism (domestic/international)
Characteristics of survivors served	Other
Service modalities	In-person, Publications, Written documents, pamphlets
Service Types	Advocate, Case Manager, System Navigator, Legal services
Specific legal services	Information about Police and Investigation services, Help preparing Victim impact statements, information about the mechanics of court proceedings, Court accompaniment services, Support understanding in criminal justice processes, Filing police reports, Support with gathering & providing relevant documentation, U-Visas
Specific financial services	
Specific educational services	
Additional information	Location of services is ONLY within the city limits of Santa Cruz. It was not listed as an option.

Agency Name	Community Action Board of Santa Cruz County
Ages Served	18-59
Staff Language Capacity	English, Spanish
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos)
Crime types	Bullying (Verbal, Cyber, or Physical), Child sexual abuse/assault, DUI/DWI Incidents, Mass violence (domestic/international), Survivors of homicide victims, Teen dating victimization
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Victim with limited English proficiency
Service modalities	In-person, Virtual, Websites, Written documents, pamphlets

Service Types	Advocate, Case Manager, System Navigator, Basic needs, Immigration services, Legal services, Education Services (On-Campus Supports - Adult School), Support Groups
Specific legal services	
Specific financial services	
Specific educational services	Tutoring & homework support
Additional information	

Agency Name	Family and Children's Services
Ages Served	Senior
Staff Language Capacity	English, Spanish
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Mid County (Soquel, Capitola, Live Oak), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak), Santa Cruz Mountains (Scotts Valley, San Lorenzo Valley)
Crime types	Child Physical Abuse or Neglect, Child sexual abuse/assault
Characteristics of survivors served	
Service modalities	In-person, Virtual
Service Types	
Specific legal services	
Specific financial services	
Specific educational services	
Additional information	

Agency Name	CASA of Santa Cruz
Ages Served	Under 18 years
Staff Language Capacity	English, Spanish
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Mid County (Soquel, Capitola, Live Oak), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak), Santa Cruz Mountains (Scotts Valley, San Lorenzo Valley)

Crime types	Bullying (Verbal, Cyber, or Physical), Child Physical Abuse or Neglect, Child sexual abuse/assault, Domestic and/or Family Violence
Characteristics of survivors served	Currently under supervision (probation/parole), Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency
Service modalities	In-person, Virtual, Websites, Written documents, pamphlets
Service Types	Advocate, Case Manager, System Navigator
Specific legal services	
Specific financial services	support children and families in the Dependency System with financial needs on an as-needed basis
Specific educational services	
Additional information	We serve children age birth-21 and also support the families. We are opening up to serving youth in the Juvenile Justice system who have committed crimes in the county and are currently on probation/wards of the court.

Agency Name	Walnut Avenue Family & Women's Center
Ages Served	18-59
Staff Language Capacity	English, Spanish
Location of Services	Santa Cruz Area (Santa Cruz City, Davenport, Live Oak)
Crime types	Bullying (Verbal, Cyber, or Physical), Child Physical Abuse or Neglect, Child sexual abuse/assault, Domestic and/or Family Violence, Stalking/harassment, Teen dating victimization
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Veteran, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency, Other
Service modalities	In-person, Virtual, Hotlines, Websites, Written documents, pamphlets
Service Types	Advocate, Case Manager, System Navigator, Basic needs, Legal services, Financial, Mental Health Services, Victim-Offender Dialogue or a Restorative Justice approach, Support Groups, Child Care/Transportation to attend services or court proceedings
Specific legal services	Restraining Orders, Help preparing Victim impact statements, information about the mechanics of court proceedings, Court accompaniment services, Support understanding in criminal justice processes, Filing police reports, Support with gathering & providing relevant documentation, U-Visas
Specific financial services	
Specific educational services	
Additional information	With the legal services, we provide assistance with those things and help financially if a survivor wants to do a legal consult, but we do not employ lawyers As for demographics- we serve all ages and genders. As for shelter, we are not a shelter, but we do provide emergency overnight accommodations specifically for those fleeing domestic violence.

	Our youth services include crisis intervention and mentoring with youth who are crime survivors, but our mission is not directly related to working with child sexual abuse/assault or child abuse, but those youth can be matched with a mentor and their parents can as well.
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Agency Name	District Attorney's Office Victim Witness Assistance Program
Ages Served	18-59
Staff Language Capacity	English, Spanish, Other
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Mid County (Soquel, Capitola, Live Oak), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak), Santa Cruz Mountains (Scotts Valley, San Lorenzo Valley)
Crime types	Adult Physical Assault (includes aggravated and simple assault), Adult sexual assault, Adults sexually abused/assaulted as children, Arson, Bullying (Verbal, Cyber, or Physical), Burglary, Child Physical Abuse or Neglect, Child Pornography, Child sexual abuse/assault, Domestic and/or Family Violence, DUI/DWI Incidents, Elder Abuse or Neglect, Hate Crime: Racial/religious/gender/sexual orientation/other, Human trafficking: labor, Human trafficking: sex, Identity theft/fraud/financial crime, Kidnapping (non-custodial), Kidnapping (custodial), Mass violence (domestic/international), Other: vehicular victimization (e. g. hit and run), Robbery, Stalking/harassment, Survivors of homicide victims, Teen dating victimization, Terrorism (domestic/international), Other
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Veteran, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency, Other
Service modalities	In-person, Virtual, Publications, Websites, Written documents, pamphlets
Service Types	Advocate, Case Manager, System Navigator, Legal services, Child Care/Transportation to attend services or court proceedings
Specific legal services	Help preparing Victim impact statements, information about the mechanics of court proceedings, Court accompaniment services, Support understanding in criminal justice processes, Filing police reports, Support with gathering & providing relevant documentation
Specific financial services	Victim Compensation (VOCA), Financial restitution, Support with funeral expenses
Specific educational services	
Additional information	We provide support services; we help link victims to agencies or persons who can provide them a direct service.

Agency Name	Community Action Board of Santa Cruz County
Ages Served	Under 18 years, 18-59
Staff Language Capacity	English, Spanish, Mixteco
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos)
Crime types	Adult Physical Assault (includes aggravated and simple assault), Adult sexual assault, Adults sexually abused/assaulted as children, Bullying (Verbal, Cyber, or Physical), Burglary, Child Physical Abuse or Neglect, Child Pornography, Child sexual abuse/assault, Domestic and/or

	Family Violence, DUI/DWI Incidents, Hate Crime: Racial/religious/gender/sexual orientation/other, Identity theft/fraud/financial crime, Robbery, Survivors of homicide victims, Teen dating victimization
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency
Service modalities	In-person, Virtual
Service Types	Advocate, Case Manager, System Navigator, Basic needs, Immigration services, Education Services (On-Campus Supports - Adult School), Grief Counseling, Substance Use Resources, Shelter/Protective Care
Specific legal services	U-Visas
Specific financial services	
Specific educational services	Tutoring & homework support
Additional information	

Agency Name	Santa Cruz County Sheriff's Office
Ages Served	18-59
Staff Language Capacity	English, Spanish, Other
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Mid County (Soquel, Capitola, Live Oak), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak), Santa Cruz Mountains (Scotts Valley, San Lorenzo Valley)
Crime types	Adult Physical Assault (includes aggravated and simple assault), Adult sexual assault, Adults sexually abused/assaulted as children, Arson, Bullying (Verbal, Cyber, or Physical), Burglary, Child Physical Abuse or Neglect, Child Pornography, Child sexual abuse/assault, Domestic and/or Family Violence, DUI/DWI Incidents, Elder Abuse or Neglect, Hate Crime: Racial/religious/gender/sexual orientation/other, Human trafficking: labor, Human trafficking: sex, Identity theft/fraud/financial crime, Kidnapping (non-custodial), Kidnapping (custodial), Mass violence (domestic/international), Other: vehicular victimization (e. g. hit and run), Robbery, Stalking/harassment, Survivors of homicide victims, Teen dating victimization, Terrorism (domestic/international), Other
Characteristics of survivors served	Other
Service modalities	In-person, Websites
Service Types	Basic needs, Substance Use Resources
Specific legal services	Information about Police and Investigation services, Support understanding in criminal justice processes, Filing police reports
Specific financial services	
Specific educational services	

Additional information	
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Agency Name	Santa Cruz County Public Defender's Office
Ages Served	18-59
Staff Language Capacity	English, Spanish
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak)
Crime types	
Characteristics of survivors served	Currently under supervision (probation/parole), Undocumented, Other
Service modalities	In-person
Service Types	Advocate, Case Manager, System Navigator, Legal services
Specific legal services	Information about Police and Investigation services, Court accompaniment services, Support understanding in criminal justice processes
Specific financial services	
Specific educational services	
Additional information	

Agency Name	Santa Cruz County Probation
Ages Served	Under 18 years, 18-59
Staff Language Capacity	English, Spanish
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak), Santa Cruz Mountains (Scotts Valley, San Lorenzo Valley)
Crime types	Adult Physical Assault (includes aggravated and simple assault), Adult sexual assault, Adults sexually abused/assaulted as children, Arson, Bullying (Verbal, Cyber, or Physical), Burglary, Child Physical Abuse or Neglect, Child Pornography, Child sexual abuse/assault, Domestic and/or Family Violence, Elder Abuse or Neglect, Hate Crime: Racial/religious/gender/sexual orientation/other, Human trafficking: sex, Identity theft/fraud/financial crime, Kidnapping (non-custodial), Kidnapping (custodial), Other: vehicular victimization (e. g. hit and run), Robbery, Stalking/harassment, Survivors of homicide victims, Teen dating victimization, Terrorism (domestic/international)
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Veteran, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency

Service modalities	In-person, Publications, Written documents, pamphlets
Service Types	Advocate, Case Manager, System Navigator, Victim-Offender Dialogue, or a Restorative Justice approach
Specific legal services	Information about Police and Investigation services, Help preparing Victim impact statements, information about the mechanics of court proceedings, Support understanding in criminal justice processes, Support with gathering & providing relevant documentation
Specific financial services	Financial restitution
Specific educational services	
Additional information	

Agency Name	Santa Cruz Barrios Unidos
Ages Served	Under 18 years, 18-59, Senior
Staff Language Capacity	English, Spanish
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Mid County (Soquel, Capitola, Live Oak), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak), Santa Cruz Mountains (Scotts Valley, San Lorenzo Valley)
Crime types	Bullying (Verbal, Cyber, or Physical), Domestic and/or Family Violence, Mass violence (domestic/international), Stalking/harassment, Survivors of homicide victims, Teen dating victimization
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Veteran, Victim with limited English proficiency
Service modalities	In-person, Publications, Written documents, pamphlets
Service Types	Advocate, Case Manager, System Navigator, Education Services (On-Campus Supports - Adult School), Support Groups
Specific legal services	
Specific financial services	Space for funeral services case by case and t-shirts
Specific educational services	
Additional information	Santa Cruz Barrios Unidos

Agency Name	Set Free Monterey Bay
Ages Served	18-59
Staff Language Capacity	English

Location of Services	
Crime types	Human trafficking: sex
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, Undocumented, Veteran, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency
Service modalities	In-person, Virtual, Hotlines
Service Types	Advocate, Case Manager, System Navigator, Financial, Education Services (On-Campus Supports - Adult School), Substance Use Resources, Shelter/Protective Care, Mental Health Services, Medical Services
Specific legal services	Court accompaniment services, Record clearance to support obtaining victims services
Specific financial services	Victim Compensation (VOCA)
Specific educational services	Support with GED/High School Equivalency
Additional information	

Agency Name	County of Santa Cruz Adult Protective Services
Ages Served	18-59, Senior
Staff Language Capacity	English, Spanish, Mixteco, Other
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Mid County (Soquel, Capitola, Live Oak), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak), Santa Cruz Mountains (Scotts Valley, San Lorenzo Valley)
Crime types	Adult Physical Assault (includes aggravated and simple assault), Adult sexual assault, Adults sexually abused/assaulted as children, Arson, Bullying (Verbal, Cyber, or Physical), Burglary, Domestic and/or Family Violence, Elder Abuse or Neglect, Identity theft/fraud/financial crime, Stalking/harassment
Characteristics of survivors served	Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Veteran, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency
Service modalities	In-person, Hotlines, Publications, Videos, Websites, Written documents, pamphlets
Service Types	Advocate, Case Manager, System Navigator, Basic needs, Elder Resources
Specific legal services	
Specific financial services	
Specific educational services	
Additional information	APS involvement must be connected to a protective issue. It was difficult to answer many of these questions as there are nuances per responses.

Agency Name	Recovery Cafe Santa Cruz
Ages Served	18-59, Senior
Staff Language Capacity	English, Spanish
Location of Services	Santa Cruz Area (Santa Cruz City, Davenport, Live Oak)
Crime types	Adult Physical Assault (includes aggravated and simple assault), Adult sexual assault, Adults sexually abused/assaulted as children, Arson, Bullying (Verbal, Cyber, or Physical), Burglary, Child Physical Abuse or Neglect, Child Pornography, Child sexual abuse/assault, Domestic and/or Family Violence, DUI/DWI Incidents, Elder Abuse or Neglect, Hate Crime: Racial/religious/gender/sexual orientation/other, Human trafficking: labor, Human trafficking: sex, Identity theft/fraud/financial crime, Kidnapping (non-custodial), Kidnapping (custodial), Mass violence (domestic/international), Other: vehicular victimization (e. g. hit and run), Robbery, Stalking/harassment, Survivors of homicide victims, Teen dating victimization, Terrorism (domestic/international)
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Veteran, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency
Service modalities	In-person, Websites, Written documents, pamphlets
Service Types	Advocate, Case Manager, System Navigator, Basic needs, Elder Resources, Substance Use Resources, Mental Health Services, Support Groups
Specific legal services	
Specific financial services	
Specific educational services	
Additional information	We are open to anyone coming in sober on the day of attendance who is interested in being an ongoing member. We are always willing to give referrals to more specialized services to members and to one-time guests.

Agency Name	Catholic Charities Diocese of Monterey
Ages Served	Under 18 years, 18-59, Senior
Staff Language Capacity	English, Spanish, Other
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Mid County (Soquel, Capitola, Live Oak), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak)
Crime types	Adult Physical Assault (includes aggravated and simple assault), Adult sexual assault, Arson, Domestic and/or Family Violence, Elder Abuse or Neglect, Hate Crime: Racial/religious/gender/sexual orientation/other, Human trafficking: labor, Human trafficking: sex, Kidnapping (non-custodial), Kidnapping (custodial), Mass violence (domestic/international), Robbery, Survivors of homicide victims, Terrorism (domestic/international)
Characteristics of survivors served	Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Victim with limited English proficiency, Other

Service modalities	In-person, Websites
Service Types	Immigration services
Specific legal services	Help preparing Victim impact statements, U-Visas
Specific financial services	
Specific educational services	
Additional information	

Agency Name	Monarch Services
Ages Served	18-59
Staff Language Capacity	English, Spanish
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak)
Crime types	Adult Physical Assault (includes aggravated and simple assault), Adult sexual assault, Adults sexually abused/assaulted as children, Child Physical Abuse or Neglect, Child Pornography, Child sexual abuse/assault, Domestic and/or Family Violence, Human trafficking: labor, Human trafficking: sex, Stalking/harassment, Teen dating victimization
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Veteran, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency, Other
Service modalities	In-person, Virtual, Hotlines, Publications, Videos, Websites, Written documents, pamphlets
Service Types	Advocate, Case Manager, System Navigator, Immigration services, Legal services, Shelter/Protective Care, Support Groups
Specific legal services	Restraining Orders, Court accompaniment services, U-Visas
Specific financial services	
Specific educational services	
Additional information	

Agency Name	Health Services Agency - Children's behavioral Health
Ages Served	Under 18 years, 18-59
Staff Language Capacity	English, Spanish

Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak)
Crime types	Adult Physical Assault (includes aggravated and simple assault), Adult sexual assault, Adults sexually abused/assaulted as children, Arson, Bullying (Verbal, Cyber, or Physical), Burglary, Child Physical Abuse or Neglect, Child Pornography, Child sexual abuse/assault, Domestic and/or Family Violence, Hate Crime: Racial/religious/gender/sexual orientation/other, Human trafficking: labor, Human trafficking: sex, Kidnapping (non-custodial), Kidnapping (custodial), Mass violence (domestic/international), Other: vehicular victimization (e. g. hit and run), Robbery, Stalking/harassment, Survivors of homicide victims, Teen dating victimization, Terrorism (domestic/international)
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency
Service modalities	In-person, Virtual
Service Types	Advocate, Case Manager, System Navigator, Grief Counseling, Substance Use Resources, Mental Health Services
Specific legal services	
Specific financial services	
Specific educational services	
Additional information	Additionally, we/CBH primarily serve Medi-Cal beneficiaries with moderate-to-severe behavioral health needs. These needs may be linked to trauma (e.g., exposure to abuse, neglect; PTSD after car accident, etc.). Our services are not centered specifically to survivors/victims of crime, but most clients have a history of trauma. We do have direct referral "gates" from Family and Children's Services/Child Welfare and Juvenile Probation.

Agency Name	Santa Cruz County Office of Education
Ages Served	Under 18 years
Staff Language Capacity	English, Spanish, Mixteco, Other
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Mid County (Soquel, Capitola, Live Oak), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak), Santa Cruz Mountains (Scotts Valley, San Lorenzo Valley)
Crime types	Arson, Bullying (Verbal, Cyber, or Physical), Burglary, Child Physical Abuse or Neglect, Child Pornography, Child sexual abuse/assault, Domestic and/or Family Violence, DUI/DWI Incidents, Hate Crime: Racial/religious/gender/sexual orientation/other, Human trafficking: labor, Human trafficking: sex, Kidnapping (non-custodial), Kidnapping (custodial), Mass violence (domestic/international), Other: vehicular victimization (e. g. hit and run), Robbery, Stalking/harassment, Survivors of homicide victims, Teen dating victimization, Terrorism (domestic/international), Other
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency, Other
Service modalities	In-person, Virtual, Hotlines, Publications, Videos, Websites, Written documents, pamphlets
Service Types	Advocate, Case Manager, System Navigator, Basic needs, Education Services (On-Campus Supports - Adult School), Grief Counseling, Substance Use Resources, Shelter/Protective Care,

	Mental Health Services, Medical Services, Victim-Offender Dialogue or a Restorative Justice approach, Support Groups
Specific legal services	
Specific financial services	
Specific educational services	Tutoring & homework support, Credit accrual, Support with GED/High School Equivalency
Additional information	COE is working on creating Wellness Centers at all our High Schools in the County. Including health agencies, advocates, and nonprofits will hopefully create a safe environment for our students to report victimization, and access support, referrals, and services.

Agency Name	Encompass Community Services, TAY
Ages Served	Under 18 years, 18-59
Staff Language Capacity	English, Spanish
Location of Services	Santa Cruz Area (Santa Cruz City, Davenport, Live Oak)
Crime types	Adult Physical Assault (includes aggravated and simple assault), Adult sexual assault, Adults sexually abused/assaulted as children, Arson, Bullying (Verbal, Cyber, or Physical), Burglary, Child Physical Abuse or Neglect, Child Pornography, Child sexual abuse/assault, Domestic and/or Family Violence, DUI/DWI Incidents, Hate Crime: Racial/religious/gender/sexual orientation/other, Human trafficking: labor, Human trafficking: sex, Identity theft/fraud/financial crime, Kidnapping (non-custodial), Kidnapping (custodial), Mass violence (domestic/international), Other: vehicular victimization (e. g. hit and run), Robbery, Stalking/harassment, Survivors of homicide victims, Teen dating victimization, Terrorism (domestic/international)
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Veteran, Victim with disabilities: Cognitive/physical/mental
Service modalities	In-person, Virtual
Service Types	Advocate, Case Manager, System Navigator, Mental Health Services
Specific legal services	Information about Police and Investigation services, Help preparing Victim impact statements, information about the mechanics of court proceedings, Court accompaniment services, Support understanding in criminal justice processes, Filing police reports, Support with gathering & providing relevant documentation
Specific financial services	Victim Compensation (VOCA)
Specific educational services	
Additional information	

Agency Name	Volunteer Center of Santa Cruz County
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Ages Served	Under 18 years, 18-59, Senior
Staff Language Capacity	English, Spanish
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Mid County (Soquel, Capitola, Live Oak), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak), Santa Cruz Mountains (Scotts Valley, San Lorenzo Valley)
Crime types	Elder Abuse or Neglect
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Veteran, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency, Other
Service modalities	In-person, Virtual, Websites
Service Types	Education Services (On-Campus Supports - Adult School), Elder Resources, Mental Health Services
Specific legal services	
Specific financial services	
Specific educational services	Tutoring & homework support, Support with GED/High School Equivalency
Additional information	

Agency Name	California Rural Legal Assistance
Ages Served	Under 18 years, 18-59
Staff Language Capacity	English, Spanish, Other
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Mid County (Soquel, Capitola, Live Oak), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak), Santa Cruz Mountains (Scotts Valley, San Lorenzo Valley)
Crime types	Bullying (Verbal, Cyber, or Physical), Human trafficking: labor
Characteristics of survivors served	Experiencing Homelessness, LGBTQ+, Veteran, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency
Service modalities	In-person, Websites, Written documents, pamphlets
Service Types	Legal services
Specific legal services	
Specific financial services	
Specific educational services	

Additional information	we help with: education law, employment law, housing law, and income maintenance law
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Agency Name	Santa Cruz County Behavioral Health
Ages Served	18-59
Staff Language Capacity	
Location of Services	Santa Cruz Area (Santa Cruz City, Davenport, Live Oak)
Crime types	Adult Physical Assault (includes aggravated and simple assault), Adult sexual assault, Adults sexually abused/assaulted as children, Arson, Bullying (Verbal, Cyber, or Physical), Burglary, Child Physical Abuse or Neglect, Child Pornography, Child sexual abuse/assault, Domestic and/or Family Violence, DUI/DWI Incidents, Elder Abuse or Neglect, Hate Crime: Racial/religious/gender/sexual orientation/other, Human trafficking: labor, Human trafficking: sex, Kidnapping (non-custodial), Kidnapping (custodial), Mass violence (domestic/international), Other: vehicular victimization (e. g. hit and run), Robbery, Stalking/harassment, Survivors of homicide victims, Teen dating victimization, Terrorism (domestic/international), Other
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Veteran, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency, Other
Service modalities	In-person, Virtual, Hotlines, Videos, Websites, Written documents, pamphlets
Service Types	Advocate, Case Manager, System Navigator, Substance Use Resources, Shelter/Protective Care, Mental Health Services
Specific legal services	
Specific financial services	
Specific educational services	
Additional information	

Agency Name	Survivors Healing Center
Ages Served	18-59
Staff Language Capacity	English, Spanish
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Mid County (Soquel, Capitola, Live Oak), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak), Santa Cruz Mountains (Scotts Valley, San Lorenzo Valley)
Crime types	Child sexual abuse/assault
Characteristics of survivors served	Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Veteran, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency

Service modalities	Virtual, Publications, Websites
Service Types	Mental Health Services, Support Groups
Specific legal services	
Specific financial services	
Specific educational services	
Additional information	

Agency Name	County of Santa Cruz Department of Behavioral Health
Ages Served	Under 18 years, 18-59, Senior
Staff Language Capacity	English, Spanish
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Mid County (Soquel, Capitola, Live Oak), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak), Santa Cruz Mountains (Scotts Valley, San Lorenzo Valley)
Crime types	Adult Physical Assault (includes aggravated and simple assault), Adult sexual assault, Adults sexually abused/assaulted as children, Arson, Bullying (Verbal, Cyber, or Physical), Burglary, Child Physical Abuse or Neglect, Child Pornography, Child sexual abuse/assault, Domestic and/or Family Violence, DUI/DWI Incidents, Elder Abuse or Neglect, Hate Crime: Racial/religious/gender/sexual orientation/other, Human trafficking: labor, Human trafficking: sex, Identity theft/fraud/financial crime, Kidnapping (non-custodial), Kidnapping (custodial), Mass violence (domestic/international), Other: vehicular victimization (e. g. hit and run), Robbery, Stalking/harassment, Survivors of homicide victims, Teen dating victimization, Terrorism (domestic/international)
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Veteran, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency
Service modalities	In-person, Publications, Written documents, pamphlets
Service Types	Advocate, Case Manager, System Navigator, Basic needs, Substance Use Resources, Mental Health Services
Specific legal services	
Specific financial services	
Specific educational services	
Additional information	Our specific team conducts evaluations for psychiatric hospitalizations of adults and minors with behavioral health issues which also could have been victims of a crime. We offer referrals and resources to other agencies that provide direct support to victims, including Child Protective Services and Adult Protective Services, Victims Witness Program, and other counseling support services.

Agency Name	Santa Cruz Superior Court Self Help Center
Ages Served	Under 18 years, 18-59, Senior
Staff Language Capacity	English, Spanish
Location of Services	South County (Watsonville, Freedom, Corralitos, Aptos), Mid County (Soquel, Capitola, Live Oak), Santa Cruz Area (Santa Cruz City, Davenport, Live Oak)
Crime types	
Characteristics of survivors served	Currently under supervision (probation/parole), Experiencing Homelessness, Immigrant/refugees/asylum seekers, LGBTQ+, Undocumented, Veteran, Victim with disabilities: Cognitive/physical/mental, Victim with limited English proficiency
Service modalities	In-person, Virtual, Hotlines, Publications, Websites, Written documents, pamphlets
Service Types	Legal services
Specific legal services	Information about Police and Investigation services, Restraining Orders, information about the mechanics of court proceedings, Support understanding in criminal justice processes, Support with gathering & providing relevant documentation, Record clearance to support obtaining victims services
Specific financial services	
Specific educational services	
Additional information	Information for the public: phone 831-786-7200 option 4 or email selfhelp.information@santacruzcourt.org ; website: https://www.santacruz.courts.ca.gov/self-help

Trauma Recovery Center Overview

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

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

Unaddressed trauma can lead to chronic emotional distress, relationship problems, self-medicating (drugs & alcohol) = and challenges maintaining employment or housing (TRC: Addressing the Needs of Underserved Crime Survivors, 2020) Survivors can: be overwhelmed, have difficulty concentrating, have trouble making decisions, are dealing with physical pain, trying to avoid reminders of the trauma, have a stigma in accessing services, have a potential distrust of the system.

Outcomes: Improved health & wellbeing (TRC: Addressing the Needs of Underserved Crime Survivors, 2020)

- Reduced PTSD symptoms
- Reduced physical pain
- Improved sleep
- Decreased depression symptoms
- Increased measurement in quality of life
- Increase returning to work
- More likely to cooperate with law enforcement & District Attorney's Office
- Services are more cost-effective (reduce duplication, leverage services)
- Reduced disparities in # of victims' compensation applications filed by crime survivors who are younger, have less education, face housing challenges, or are homeless

Crimes: Violent

- Physical assault
- Domestic violence
- Sexual assault
- Gunshot
- Stabbing
- Family members who have lost a loved one to homicide
- Human trafficking

Potential Components/ Services

Clinical Evaluation (psychosocial) & Needs Assessment = individualized treatment & service plan. To be more specific, this includes therapy, trauma-informed flexible care, care coordination, advocacy, and psychiatry. Their therapy services

Despite higher rates of violence, people of color are less likely to receive services & support after experiencing violence

1:10 violent crime survivors receive direct assistance from a victim service agency (TRC: Addressing the Needs of Underserved Crime Survivors, 2020)

include individual and group therapy to provide crisis intervention through evidence-based and evidence-informed practices. Their trauma-informed flexible care includes meeting the clients where they're at, whether it be at the clinic, in their community, at home, or via telehealth. SF TRC care coordination includes assistance with food, clothing, shelter, accessing medical care, financial benefits, legal services, and more. Lastly, their psychiatry services provide clients with a medical evaluation, management, and follow-ups by a psychiatrist.

<i>Connections/referrals to</i>	<i>Legal Services/ Support in navigating CJS</i>
Housing/ Shelters	Anxiety / stress management strategies to support participation in CJ processes
Rape crisis	Filing police reports
Medical care	Step by step instruction of court proceedings
SUD treatment	Restraining orders
Food support	Advocate/case mgr. accompanies the client to court
Education	Support with gathering & providing relevant documentation
Vocational Services	Bridge communication w/ law enforcement
General Assistance	U-Visas
Health insurance	Support completing victims' compensation claims

Other various resources

- Peer-to-peer support
- Speakers Bureau: provides survivors w/ training and support to tell their story and advocate

Potential Staffing

- Clinicians: Psychotherapy/ Mental Health programing, case management, & outreach
 - Masters-level Social workers or LMFT
- Clinical psychiatrists/ psychologists
- Administrative support
- Agency Representatives
- Interns (social work, etc.)
- Those with lived experience

Trauma Recovery Centers in California

Ashly Banos

Overview

- TRC Model
- UC San Francisco, Trauma Recovery Center
- Alameda County, Family Justice Center
- Santa Clara County, Children's Advocacy Center
- Los Angeles, Miracles Counseling Center
- Discussion and questions
- Potential questions for TRCs
- Next Steps

What is a Trauma Recovery Center?

- One-stop centers to support victims of violent crime through recovery process
- Wide-ranging, comprehensive support, from mental health counseling and case management to navigating the justice system, help relocating - and more
- Confidential support in a trusted, community-centered environment



The TRC Model

- Survivor Centered Services
 - Overcoming Barriers
 - Advocacy and Support
 - Reducing Healthcare Disparities
 - Inclusive/ Non Skilled Services
 - Reaching Underserved Communities
 - Rejecting Stigmas
 - Cost-Effective Results
-

Why Trauma Recovery Centers?

- Work hand-in-hand with existing victims services and community resources. Traditional victims services are one of the biggest sources of referrals to TRCs.
- Serve people who do not go through the criminal justice system.
- Serve people of color and people experiencing homelessness at higher rates.
- Increases access to victim compensation for survivors who are young, and who have less education.



Why Trauma Recovery Centers?

- Serve survivors of a wider variety of crimes, including people experiencing community violence and family members who have lost loved ones to violence.
- Are more cost effective.
- Improve health and well-being of clients.

Preventing Repeat Victimization

- The data show that victims of violent crime are 4X as likely to be repeat crime victims and that more than $\frac{1}{3}$ of victims of violent crime have been repeatedly victimized.
- The comprehensive services provided by TRCs heal individuals, families, and communities, preventing repeat victimization and breaking cycles of crime and violence.

Impact of TRCs

Victims Experience Improvement in Health and Life Functioning

- **74%** show an improvement in mental health
 - **51%** show an improvement in physical health
 - **52%** show a decrease in alcohol use
 - PTSD symptoms decrease **46%**
 - Depression symptoms decrease **47%**
 - Impacts hold across different TRCs that have been studied
- TRC services cost a third less than usual care
- Increased cooperation with police – a **69%** increase in police reports filed.

Trauma Recovery Centers

Northern California

- Alameda County TRC - Family Justice Center
- West Contra Costa Family Justice Alliance
- Partnerships for Trauma Recovery, Berkeley
- Ruby's Place TRC, Castro Valley
- Solano TRC, Fairfield
- UC San Francisco TRC

Southern California

- Long Beach TRC
- Downtown Women's Center/Peace Over Violence, Los Angeles
- CSUN - Strength United, Northridge
- SafeHarbor-UCLA TRC, Torrance
- HOPICS/SSG TRC, Los Angeles
- Chadwick Center for Children & Families, San Diego
- Miracles Counseling Center TRC, Gardena
- Citrus Counseling Service, Redlands
- [Amanecer](#) Community Counseling Service (LA)
- Palomar Health Foundation, San Diego
- Olive View UCLA, Los Angeles
- A Quarter Blue, Orange County



Illinois

- Advocate TRC South, Chicago
- Advocate TRC North, Lake County
- OSF STRIVE TRC, Peoria
- OSF St. Anthony TRC, Rockford
- SIU Survivor Recovery Center (SIU) TRC, Springfield

Iowa

- Central Iowa TRC, Des Moines

Ohio

- Seven Hills TRC, Cincinnati
- May Dugan TRC, Cleveland
- MetroHealth TRC, Cleveland
- Brenda Glass TRC, Cleveland
- OhioHealth TRC, Columbus
- OSU-STAR, Columbus
- Citilookout TRC, Springfield
- Mercy Health TRC, Toledo

Pennsylvania

- Central PA Center for Trauma & Healing - TRC, Harrisburg

New Jersey

- Jersey City Medical Center TRC, Jersey City
- Newark Community Street Team TRC, Newark
- University Hospital TRC, Newark
- CarePlus TRC, Bergen County

Georgia

- Grady Hospital TRC, Atlanta

Florida

- Thriving Mind South Florida Trauma Recovery Network

39 TRCs Nationally (as of 7.1.2021)

TRC Funding in California

California Victim Compensation Board

<https://victims.ca.gov/board/grant-opportunities/>

- A new TRC NOFA is released every year
- TRCs are funded for 2-year grant cycles

In 2016: AB1384 Defined the Core Elements of a TRC

Serving Survivors of All Types of Violent Crime	Clinical Case Management
Assertive Outreach and Engagement with Underserved Populations	Inclusive Treatment of Clients Facing Complex Issues
Comprehensive Mental Health and Support Services	Use of Trauma-Informed, Evidence-Based Practices
Multidisciplinary Team	Goal Driven
Coordinated Care Tailored to Individual Needs	Accountable Services
All Are Welcome	

Goal Driven and Accountable Services

- Treatment is holistic
- Services are targeted
- Goals are set collaboratively
- Treatment is short-term and episodic, with possible extensions as needed
- This preserves treatment slots for acute survivors of violence

All Are Welcome

- Services are provided regardless of immigration status
- Programs are organized and services delivered using a trauma-informed / healing-centered and culturally humble framework



National Alliance of Trauma Recovery Centers

- Technical assistance
- Training
- Advocates

The UC San Francisco Trauma Recovery Center Manual:

A Model for Removing Barriers to Care and
Transforming Services for
Survivors of Violent Crime

Edited by Stacey Wiggall, LCSW and Alicia Boccellari, Ph.D.

UC San Francisco, Trauma Recovery Center

“Serving adult survivors of traumatic loss, we provide interpersonal violence and respectful, , and effective mental hecompassionatealth and support services”

Est. 2001

Lead Agency

- Zuckerberg SF General Hospital

Funding

- California Victim Compensation Board (CalVCB)
- Designed the pilot for fee-for-service care reimbursed by victim restitution funds.
- State-grant funded

Collab Partners

- Zuckerberg San Francisco General Hospital
 - University of California, San Francisco
 - San Francisco Department of Public Health
 - California Victim Compensation Board
-

TRC Model and Services

- Survivors of physical assault
- Sexual assault
- Community violence
- Domestic violence
- Police brutality
- Lost a loved one to homicide
- Therapy
- Trauma informed flexible care
- Care coordination
- Advocacy
- Psychiatry

Alameda County Family Justice Center

“To ensure the safety, healing, and self-empowerment of victims of domestic violence and their children, of victims of sexual assault and exploitation, human trafficking, child abuse, stalking, and elder and dependent adult abuse through easily accessible, coordinated, comprehensive and culturally sensitive services.

We advocate for and construct a future where there is zero tolerance for all forms of interpersonal violence in Alameda County.”

Est. 2016

Lead Agency

Alameda District Attorney's Office

Funding

- Victims Compensation Program which helps pay bills and expenses plus lost income that result from certain violent crimes.
- In Collaboration with the DOJ (Department of Justice) Ruby's Place (another SF organization) helps fund the ACFJC. They recieved the Department of Justice, Office for Victims of Crime, Human Trafficking Services grant.

Collab Partners

- 30 onsite and 50 offsite partners
- DeafHope
- A Safe Place
- Safe Alternatives to Violent Environment

TRC Model and Services

- Victims of domestic violence
- Sexual assault
- Human trafficking
- Child and elder abuse
- Dependant adult abuse
- Commerically sexually exploited minors
- Stalking
- crisis intervention
- emergency shelter
- counseling for adults and children
- case management
- legal assistance and information
- housing assistance
- self-sufficiency programs
- children's programs
- law enforcement investigation
- trauma recovery services

District Attorney's Family Justice Center Youth Empowerment Program (YEP)

- For children of all ages in Alameda County
 - Victims of interpersonal violence
 - Parents/ guardians who are victims of interpersonal violence
 - Kidzone
 - 123Read
 - Camp Hope America
-

Santa Clara County, Children's Advocacy Center

“At the Children's Advocacy Center (CAC) of Santa Clara County, we help young survivors of abuse, assault, and neglect heal from their painful experiences. Our staff is trained to understand the impact of trauma on survivors of all ages, cultures, and religious faiths. We treat each child and every family with respect and compassion.”

Lead Agency

Santa Clara Valley Medical Center

Funding

- Santa Clara's Children's Trust Fund
- State and county funding

Community Partners

- Community Solutions
 - Uplift Family Services
 - YWCA Golden Gate Silicon Valley
 - Next Door Solutions
 - 16 Law Enforcement and Public Safety Partners
-

TRC Models and Services

- Survivors of sexual assault
- Survivors of abuse
- Survivors of neglect
- Forensic interviews
- Medical exams
- Victim services and advocacy
- Mental health
- Training and professional Development

Miracles Counseling Center, Trauma Recovery Center

“ Empower individuals to reach their full potential by instilling hope and offering opportunities for growth, healing, and wellbeing”

Lead Agency

Miracles Counseling Center

Funding

- California Victims Compensation Board

Collab Partners

TRC Model and Services

- Domestic Violence
- Child Abuse, Rape and Sexual Assault,
- Human Trafficking
- Stalking
- Homeless adults, youth, and families
- survivors of crime and abuse of hate crimes
- and community violence.
- Case management
- Individual therapy
- Group therapy
- Psychiatric services
- Substance abuse

Thank You

Discussion

1. Questions about TRCs as a whole?
2. Questions about specific models showcased?
3. Shared Safety Workgroup members interested in [Virtual] Site Visits

Alameda County, Family Justice Center
Wednesday, September 14th 9am

Potential Questions to Pose to Existing Models

1. Funding Sources
2. Role of Community-based Orgs/Community Partners
3. Children's Services vs Adult's Services

Next Steps

1. September: Schedule Site Visits with 2-3 models
2. Finalize Questions to pose during Site Visits
3. Meeting to Develop Outline for Santa Cruz Co. Model

Is a restorative justice process right for you?

What is a restorative justice process?

- An opportunity to safely communicate with the person who caused you harm.
- A way for the person(s) who caused you harm to take accountability for what they have done and make amends, if or when possible.

Why would I take part?

- Ask the person who caused you harm any questions that you may have
- Share the impacts and harms of the crime
- Allow the person who caused you harm to express remorse and make amends directly to you
- 85% of people who take part find it helpful for their healing process*

*Restorative Justice Council, "Restorative Justice Works", 2015



"I felt respected and well heard. The meeting was safe and everyone was being honest with each other. The best part was (the offender) saying he was sorry. I learned that he is a different person and he was being mature."

- Survivor of crime

How will I know what to do?

- Process is led by a facilitator who supports and prepares you and makes sure that it is safe.
- Facilitator will talk you through the process, answer any questions and explain what will happen every step of the way before you meet for a dialogue.
- It is entirely up to you to decide whether to go through with it. You can drop out at any time.

Is restorative justice safe?

- Yes. Facilitator will make sure the conversation is respectful and productive with no harsh or violent language.
- You would never be left alone with the person who caused you harm .
- You are encouraged to include support people in the process (family, friends, etc can be present).
- You have choice in every step of the process.

**Want to learn more? Contact Alaya Vautier, Restorative Justice Programs Director:
alaya@crsantacruz.org or (831) 475-6117, ext 403**

Conflict Resolution Center of Santa Cruz County - www.crsantacruz.org

Is a restorative justice process right for you?

What is a restorative justice process?

- A voluntary opportunity to meet or communicate with the person(s) who you caused harm to talk about what happened, take accountability and express remorse in a safe and facilitated dialogue

Why would I take part?

- An opportunity to express remorse and make amends, where possible
- An opportunity to show your humanity and good qualities
- To take accountability, which can be healing and transformative
- To be reintegrated into the greater community



"There is value in getting this off my chest, to see you (person who harmed me) and talk to you. Now I really do have closure in talking to you, the person who did it. I was reluctant to participate, but at the end of the day I'm glad I did this. It is one of the best meetings I've had."

- Survivor of crime

How will I know what to do?

- Process is led by a facilitator who supports and you and makes sure that it is safe.
- Facilitator will talk you through the process, answer any questions and explain what will happen every step of the way before we meet for a dialogue.
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Santa Cruz County Phase II Implementation Plan

1. Overview of the Strategy

Signed into law in September 2020, California Assembly Bill (AB) 1950 shortens the length of probation in most misdemeanor cases to one year and most felony cases to two years. While the changes made under AB 1950 took effect January 1, 2021, SCCPD implemented the changes immediately. These reforms helped to lessen the reach of probation by reducing the length of time individuals spend under community supervision, which is projected to result in reduced numbers of individuals on probation. Within this landscape, SCCPD has a distinct opportunity to not only reduce the number of individuals under their supervision, but to also improve their experiences and outcomes of these individuals. To this end, **SCCPD is building on culture change work that has already begun by examining the Department's purpose and the extent to which current policies and practices are in alignment with this purpose.** One component of the work includes the **development of an incentive-based case management pilot for individuals with substance use terms.** This pilot provides an opportunity to rethink how the Department approaches case management generally, and how it uses drug testing more specifically. Rather than a tool to punish drug use, the pilot will focus on positive reinforcements to incentivize and support reductions in drug use. Findings from the pilot will be used to inform department policies and practices and support the desired culture shift.

These strategies were developed in direct response to the Santa Cruz County Action Research Team's findings in Phase I of the Reducing Revocations Challenge, which found inconsistencies in probation officer philosophies and practices directly impacting how officers work with clients, decisions about when to file formal violations, and sentencing recommendations. For example, some officers often take a punitive approach in addressing noncompliance of Probation clients that are assessed as high-risk. Since Black individuals are more likely to have high risk scores, utilizing risk to determine outcomes can exacerbate racial disparities and result in Black individuals further penetrating the justice system. Additionally, populations with substance use disorders, mental illness, and housing instability appear to have higher rates of violations because of barriers, needs, biases, and common practices that impact these vulnerable groups more significantly than other populations. These findings indicate a need for Santa Cruz to develop greater consensus around the purpose of probation—as well as ensure that all policies and practices align with the Department's agreed upon purpose—to create more consistency in probation officer approaches. **The team also found that a large proportion (40%) of formal violations in 2019 were filed for technical violations of probation terms that typically demonstrated a lack of engagement with probation or drug treatment, and not necessarily a grave public safety risk.** Over half (62%) of adults actively supervised by probation in 2019 had specific terms relates to alcohol or drug use, testing, and/or programming. After accounting for differences across demographic characteristics and risk level, these individuals were more than twice as likely as others on probation to be convicted of a formal violation. The incentive-based case management pilot will focus on reducing formal violations for this population and promoting positive outcomes, such as increased reporting and engagement in treatment services.

The two primary components of the proposed strategy are described in greater detail below.

Examination of Purpose, Policy, and Practice

SCCPD is undertaking a co-design process where work sessions will draw from Phase 1 findings to revisit SCCPD's purpose and practices through the collective engagement of probation staff, individuals under probation supervision, and system partners. Phase 1 findings suggested three opportunities for improvement that can be framed by the following questions that the co-design team will explore:



1. What will it take to reduce probation violations and revocations to create more success on probation?
2. How do we maintain consistency in our approaches and ensure day-to-day practices support reductions in violations and revocations?
3. How do we reduce violation and revocation rates for Black clients¹ and for vulnerable populations, including individuals with mental illness, those who are unhoused, and those suffering from substance use and addiction?

This strategy seeks transformational change through a shift in organizational culture. As a part of this strategy, the Santa Cruz team will hold a retreat that includes probation staff, people with lived experience on probation, and cross-system stakeholders (e.g., representatives from the Santa Cruz Superior Court, District Attorney's Office, Public Defender's Office, and service providers) that is centered on examining probation's purpose and their daily practices. The retreat will provide an opportunity for cross-system stakeholders to describe what probation's purpose should be from their perspective, and identify policies and practices to stop, start, continue, or refine so that they are in alignment with the Department's purpose. We believe this process of introspection and the development of a workplan consisting of policies and practices to stop, start, continue, and refine can keep SCCPD on a path they are already on, where placing people in jail for violating the terms of their probation is not the norm and emphasis is placed on building supportive relationships with adults under probation supervision.

The *Examination of Purpose, Policy, and Practice* is expected to address the inconsistencies in probation officer approach identified in Phase 1 of the Reducing Revocations Challenge (RRC). As described in Santa Cruz's RRC Phase I report:

“Some probation officers focused on developing relationships with clients built around assistance and providing greater opportunities for success, including referrals to a wider array of services. Other probation officers focused more on compliance to court mandates. These factors resulted in discrepancies around when to file formal violations and sentencing recommendations made to the court. While almost all probation officers expressed that the Department leads with a rehabilitative approach, our findings suggested that formal violations are often filed for reasons that suggest a lack of engagement with probation or drug treatment rather than a grave public safety risk.”

Specifically, the examination of probation's purpose will focus on the extent to which SCCPD utilizes an assistance versus compliance orientation. The objective is to continue to move the Department towards an assistance model where policies and practices aim to increase engagement and trust with probation officers and reduce the number of warrants and formal violations filed. Developing greater consensus around the purpose of probation, as well as ensuring that policies and practices align with this purpose, will help create more consistency in probation officer approaches, increase engagement of adults under probation supervision with their probation officer, and reduce the number of probation violations that are filed, especially for technical violations related to a lack of probation engagement, failure to participate/complete treatment, or failure to abstain from a controlled substance.

¹ In 2019, revocation rates for Black individuals under probation supervision were slightly higher than White individuals (27% compared to 24%). Hispanic/Latinx individuals had slightly lower revocation rates than White individuals (20% compared to 24%). Race was not found to be statistically significant in predicting likelihood of recidivism in a logistic regression model including risk level, caseload type, probation terms, and other demographic characteristics. Black individuals represent approximately 5% of the Santa Cruz probation population.



A component of this work will also ask staff to identify the extent to which they perceive racial equity is a priority of the Department (e.g., questions to gauge this are included in a survey of probation practices and will be explicitly discuss during the retreat) and seek to create more opportunities and spaces within the Department to review data and identify and implement solutions to address racial equity issues.

As a workplan to stop, start, continue, or refine policies is implemented, these will likely have targeted impacts related to Phase 1 research. For instance, in 2019, individuals who were identified on high-risk caseloads, or assessed as high risk on the CAIS, had higher formal violation rates than those on general supervision caseloads or adults assessed as low or medium risk on the CAIS. We expect that a shift where probation officers focus on utilizing risk to drive case management strategies and resources allocated to support adults under their supervision—rather than using risk to determine punitive responses to behavior—will reduce formal violations filed on high-risk populations for technical violations.

Incentive-Based Case Management Pilot for Individuals with Substance Use Terms

Details of the *Incentive-Based Case Management Pilot* are being co-designed by probation staff, leadership, and a peer navigator.² At its core, the pilot seeks to remove resistance among individuals under community supervision from engaging with their probation officer and establish probation as a change agent facilitating intrinsic change through supportive relationships. Through the pilot, drug testing will be used as a mechanism to provide positive reinforcements to reduce drug use by incentivizing negative tests.

The primary components of the pilot will be the centered around a shift in drug testing practice and responses to drug tests, as well as increased utilization of incentives to drive behavior change. The pilot includes a dedicated budget for increasing the use of incentives, which will be selected based on input from the co-design team and individuals under probation supervision. All negative drug tests will result in the provision of incentives. Potential incentives that will be offered include ongoing verbal support and praise, attending court with clients to advocate for the removal of specific probation terms or informal probation, gift cards, gym memberships, and reducing the length of supervision, among other incentive options based on the suggestions of people under probation supervision. Positive tests should not result in technical violations; instead, probation officers would use this as an opportunity to build trust by providing support, resources, and program referrals to clients.³ The pilot provides SCCPD an opportunity to integrate a case management framework that incentivizes clients to seek support from their probation officer when they are struggling with drug use, rather than run from them for fear of a violation that may result in jail. In addition to shifting the response to drug testing, the co-design team will determine under what conditions, if any, it is appropriate to file a formal violation for behavior that is not in compliance with the terms of probation, but otherwise is not criminal behavior (e.g., failure to report, not engaging in substance use treatment).

The *Incentive-Based Case Management Pilot* is expected to address two areas identified in Phase 1 of the RRC. Specifically, the ART found that individuals with probation terms related to substance or alcohol use comprised over 60% of adults under community supervision in 2019. Approximately 29% of these individuals were convicted of a formal violation compared to just 11% of adults without these supervision

² Peer Navigators assist probation clients at the Probation Service Center (PSC) with accessing services in the community. Peers provide a client-centered approach to accessing and participating in services; they also provide peer support, mentoring, and motivation to support people under probation supervision engage with and complete services.

³ While the intent of the pilot is to remove any sanctions for positive drug tests, the co-design team is currently examining whether there may be any exemptions to this policy (e.g., individuals who have committed violent crimes while under the influence).



terms. Additionally, a significant proportion of formal violations filed with the court were for technical violations related to substance use and/or programming. Among 110 petitions filed that did not include a new criminal offense, 42% were filed for failure to report to probation and 36% were related to substance use and programming, including failure to participate in programming/treatment, failure to complete treatment/programming, failure to abstain from a controlled substance, and failure to test.

Over the course of the grant period, the pilot will also integrate additional training and strategies to strengthen case management. These strategies will be informed by the *Examination of Purpose, Policy, and Practice* phase and will likely include focus on case planning processes, motivational interviewing, communication with service providers, and communication with clients' family members and natural supports. In this way, pilot will serve as a venue to integrate and refine new organizational practices before rolling them out to the whole Department.

2. Description of Key Stakeholders

Probation Clients and other Community Stakeholders. The activities below reflect the different strategies whereby probation clients, service provider staff, and other community stakeholders will participate in strategy planning and implementation.

- As part of the *Examination of Purpose, Policy, and Practice*, a survey will be developed and shared with probation officers and individuals on probation to gather data on probation practices. This survey will be readministered in 2023 in order to identify any changes in practices. Findings from focus groups with probation clients in Phase 1 are being used to inform the development of the survey. In addition, peer navigators from Sobriety Work Reentry Service Peer Navigator program worked with their clients to ask them about their experiences with probation officers, including what their interactions consist of when they meet with their probation officer and what, if anything, from their interactions with Probation is helpful or challenging. Peer navigators also asked probation clients if they had ever had a warrant issued or probation violation for not having contact with their probation officer, and if so why they did not have contact with their probation officer. Responses to these questions are being used to inform development of the survey and content for the staff retreat.
- Service provider staff, probation officers, and peer navigators will recruit current probation clients (and former clients, if possible) to complete the survey of probation practices so that the experiences of adults under probation are at the forefront of conversations about probation officer practices and their alignment with the Department's purpose. SCCPD is also working to identify whether Uprust, an app that allows probation officers and clients to send messages with each other, can be used to invite clients to take the survey. The Probation Department will not have access to individual survey responses, which we hope will encourage honest responses and prevent current clients from feeling concerned that they could be penalized for sharing negative experiences or perceptions of probation. Gift card incentives will be provided for probation clients who complete the survey. Individuals who complete the survey will be given the option to provide their contact information (e.g., email address, phone number) to RDA in order to receive updates about implementation and ongoing opportunities for participation, including attending the retreat. The survey will be translated to Spanish for monolingual Spanish speakers.



- The research team will conduct focus groups with individuals under probation supervision and, potentially, individuals incarcerated in the county jail for a probation violation⁴ to get additional insight from individuals with lived experience of being under provider supervision and, in some cases, receiving a probation violation. Focus groups with probation clients will focus on their experiences on probation, exploring the degree to which they trust and feel supported by their probation officers. Interviews with individuals in jail will focus on why they disengaged from probation and what would have helped increase trust and engagement in probation. Information from interviews and focus groups will be de-identified and analyzed and shared with the co-design teams and at the retreat. Individuals who participate in focus groups will be given the option to provide their contact information (e.g., email address, phone number) to RDA in order to receive updates about implementation and ongoing opportunities for participation, including attending the retreat.
- Individuals under probation supervision who take the survey or participate in focus groups and elect to share their contact information will also be invited to take a follow-up survey and/or participate in a follow-up focus group in 2023. These will focus on identifying whether clients have observed any shifts in probation practices and, if so, the impact of those changes. Gift card incentives will be provided for probation clients who participate in these focus group(s).
- Service provider staff, peer navigators, and probation clients (including former clients, if possible) will be invited to participate in a retreat to examine what various community stakeholders, including probation staff, believe probation's purpose should be. In order to support individuals with lived experience on probation to attend the retreat, food and childcare will be provided at the meeting so that these are not barriers to attendance. As noted above, individuals who participated in the survey and focus groups and elect to share their contact information will be invited to the retreat. Additionally, a flyer about the retreat will be posted in the Probation Department's offices and at the offices of community-based organizations who serve individuals under probation supervision. Last, SCCPD is also working to identify whether Uprust can be used to invite clients to the retreat. Individuals who participate in the retreat will be given the option to provide their contact information (e.g., email address, phone number) to RDA so that they can receive a written update about the outcomes of the retreat.

Substance Use Providers. Agencies such as Janus of Santa Cruz and Encompass provide an array of substance use treatment services, including peer support models. At the retreat, service provider staff will provide their insights on the purpose of probation and how to best promote rehabilitation among individuals under probation supervision. For the *Incentive-Based Case Management Pilot* the co-design team will seek input from service providers about how probation officers and service provider staff can increase coordination and collaboration to support clients who are struggling to engage with services. Based on these discussions, the co-design team may choose to integrate new practices such as a collaborative case management approach or formal mechanisms for real time communication between probation officers and service provider staff over the course of the pilot.

Santa Cruz Superior Court, District Attorney, and Public Defender's Office. Judges and representatives from the District Attorney's Office and Public Defender's Office will be invited to the retreat to participate in a process to examine what probation's purpose should be and the extent to which current practices are aligned with these purposes. Prior to and after the retreat, SCCPD will also engage cross-system justice

⁴ The research team will be working with the Sheriff's Office to identify whether it will be possible to conduct interviews in the jail.



partners to provide updates on implementation of the strategies and preliminary outcomes. One space SCCPD may share updates is the Community Corrections Partnership (CCP) meeting. The CCP is a cross system body that is chaired by the Probation Chief, with representatives from the Court, DA's Office, Public Defender's Office, Sheriff's Office, Police, and Behavioral and Health Care Services, among others.

3. Key Implementation Steps

The following sections provide a detailed overview of the co-design processes and implementation steps for SCCPD's Phase 2 strategies. In addition to the two strategies described below, a data collection co-design team is meeting to develop new fields to capture violation hearing information in the Department's case management system. Each of these data elements (described in the data limitations section on pages 12-13) are imperative for ensuring a data driven approach and this component of the work is being prioritized not just for grant purposes, but to ensure SCCPD has consistent and accurate data.

Strategy 1: Examination of Purpose, Policy, and Practice

Convene Purpose, Policy, and Practice (PPP) Co-Design Team (Jan '22 – Feb '22)

The Santa Cruz team identified two leads for this co-design team: Chief Fernando Giraldo and Assistant Adult Division Director (AADD) Natalie Burns. Five probation officers were recruited to join Chief Giraldo and AADD Burns on the team. At the kickoff meeting, the team reviewed the goals of the Reducing Revocations Challenge; the Phase 1 research that led to the Phase 2 strategies; and an overview of the work that will be completed over the grant period. To begin the conversation about probation's purpose, the team responded to the following prompt: *"Years down the line, if you run into someone you supervised, what do you want them to remember about you?"* We utilized this prompt to help remind team members about what brought them to the work, which in one way or another, everyone agreed was to help people. This was an important jumping off point to move the co-design group toward re-examining the Department's purpose and refining policies and practices from a control to assistance orientation.

PPP Co-Design Team Meeting #2 - Review of Common Probation Practices and Survey Input (Mar '22)

In preparation for Meeting #2, probation officers on the co-design team took notes on the activities they perform each day, as well as observations of their colleagues' actions. They were asked to think about the main purpose and/or goal of each activity, where it took place, and how frequently that type of activity takes place. In addition, they were asked to note how probation officers interact with clients, what activities they spend time doing when they are not with clients, and the types of trainings they receive. Using this information the group participated in a Jamboard activity and discussion to identify the probation officer tasks and activities. The group shared workload challenges that they feel limit the frequency of specific practices, such as utilizing motivational interviewing techniques to build rapport with clients.

Stemming from this discussion, the survey of probation practices (see below) will include questions about what probation officers perceive they are held accountable for by their supervisor and the Department, particularly as in relation to performance reviews and other ways of measuring officer performance. This will allow us to examine the extent to which the Department is placing emphasis on areas that are aligned with an assistance orientation versus control orientation.

Develop Online Survey of Probation Practices (May -Jun '22)

A key component of the *Examination of Purpose, Policy, and Practice* is the development of a survey of probation practices. With direct input from probation officers and individuals with lived experience under



probation supervision, the research team is developing a predominantly Likert-scale survey for probation officers to better understand (1) how probation officers spend their time, (2) how probation officers want to spend their time, (3) what probation officers feel accountable for, (4) probation officer's view of the purpose of probation and the qualities that make officers effective, and (5) probation officer and Department practices.

In addition to the survey for probation officers, the research team is developing a predominantly Likert-scale survey for probation clients to understand their (1) experiences on probation, (2) view of the purpose of probation, (3) qualities that make officers effective, and (4) observations of probation officer and Department practices.

PPP Co-Design Meeting #3 – Combined Meeting with Pilot Co-Design Team (Jun '22)

Dr. Brian Lovins, in collaboration with the Santa Cruz team, will facilitate a combined meeting with the PPP and Case Management Pilot Co-Design Teams. Dr. Brian Lovins is a principal for Justice System Partners and currently the president of the American Probation and Parole Association (APPA). At this meeting, Dr. Brian Lovins will facilitate a discussion on probation's purpose and role; the failures the field has experienced from implementation of a compliance driven model; moving from a referee to coaching case management approach; and effective substance use and behavioral change models.

The meeting will culminate in an activity where co-design team members are asked to brainstorm interventions to policy and practice that would support a framework for using drug testing and incentives to reduce warrants and increase client engagement. Findings from this activity will be used to begin to define pilot interventions at the next *Incentive-Based Case Management Pilot* co-design meeting. In addition, any policies that can be implemented department-wide based on this discussion will be prioritized.

PPP Co-Design Team Meeting #4 - Review Survey Draft and Provide Feedback (Jun '22)

In June, the research team will bring a draft of the survey of probation practice to the PPP co-design team for feedback. The co-design team will provide targeted feedback on whether appropriate probation officer activities are included in the survey, as well as the clarity of the questions.

Administer and Analyze Online Survey of Probation Practices (Jul '22 – Aug '22)

Surveys will be integrated into the Alchemer (formerly SurveyGizmo) platform and individuals with lived experience will be offered gift card incentives for completing the survey. As noted in more detail on page four, recruitment will be conducted by service provider staff, probation officers, and peer navigators and, ideally, the Uptrust app. The survey will be administered to probation officers and individuals with lived experience to capture both perspectives. Analysis will include descriptive statistics to identify trends and comparisons across stakeholder groups. Insights from each perspective will be valuable for examining the extent to which probation practices are aligned with the Department's purpose and vision to continue moving to a model of assistance.

In-Person Probation Staff and Stakeholder Retreat (Sep '22)

The Santa Cruz team, in partnership with subject matter expert Dr. Brian Lovins, will facilitate an in-person retreat that includes probation staff, people with lived experience on probation, and cross-system stakeholders including judges and representatives from the District Attorney and Public Defender's Office that is centered on examining probation's purpose and their daily practices. During the retreat there will



be an opportunity for cross-system partners to discuss what they believe probation's purpose should be and identify policies and practices SCCPD should consider stopping (e.g., using risk scores to determine responses to noncompliance, filing formal violations for individuals struggling to complete programming), starting (e.g., developing individualized case plans co-developed with clients), continuing (e.g., making referrals to services to support individuals under probation supervision), and refining (e.g. utilization of incentives) to keep moving towards an assistance-oriented approach to promote client success and public safety. Food and childcare will be provided during the retreat to remove as many barriers as possible to encourage participation among community stakeholders.

PPP Co-Design Team Meeting #5 - Recommend Practices to Stop, Start, Continue, and Refine (Sep '22)

Based on discussions in previous co-design team meetings and the retreat, the PPP co-design team will review notes from the retreat to develop a document summarizing the purposes of the Department. Based on these, the team will develop a workplan of policies and practices to stop, start, continue, or refine to achieve the stated purposes.

Finalize Policy and Practice Workplan to Submit to Leadership (Oct '22)

The Santa Cruz team will draft a workplan based on meeting #5's discussion identifying policies and practices to stop, start, continue, or refine to achieve the Department's purpose. The co-design team will help develop, provide feedback, and finalize the document that includes recommendations and steps for implementation.

Implement Updated Policies and Practices (Oct '22 – Sep '23)

Based on the PPP co-design team workplan, leadership will determine practices to stop, start, continue, and refine. Based on the workplan, some updated policies and practices will be implemented immediately, while others may be medium- or long-term strategies. Policies and practices that do not require cross-system coordination or increased use of resources, such as eliminating the use of risk scores to determine responses to noncompliance, will be prioritized for immediate implementation through updated trainings and formal guidance surrounding how risk scores should be interpreted and utilized by staff. Another policy or practice that could be identified and implemented immediately would be the regular review of Department data related to racial equity. Through these reviews, SCCPD staff would identify, discuss, and seek to resolve racial disparities in areas such as successful completions of probation and probation violations, if found.

Policies or practices that require increased system coordination will take longer to implement, such as the removal or revision of terms related to substance use and programming, or larger scale shifts in how probation officers do their jobs (e.g., requiring probation officers develop individualized case plans that are co-developed with clients and utilized to drive case management and build rapport). Implementation of these policies and practices will be prioritized based on the estimated impact the policy will have on shifting the culture towards an assistance orientation, increasing the success of adults under probation supervision in Santa Cruz, and increasing or maintaining racial equity across outcomes among adults under probation supervision. The PPP team will support implementation by either continuing to meet as a full team or breaking into different committees to support the implementation of specific policies and practices.

When new policies or practices are implemented the Santa Cruz Team may update impact assessment metrics to include any target populations that will be impacted by newly implemented policies or practices.



Strategy 2: Incentive-Based Case Management Pilot for Individuals with Substance Use Terms

Case Management Pilot and Co-Design Team Planning (Feb '22 – Mar '22)

The Santa Cruz team identified two leads for the case management pilot co-design team: AADD Yolanda James-Sevilla and AADD Jose Flores. Eight probation officers representing a variety of client caseloads (e.g., general supervision, PRCS, intensive) and the Peer Navigation Lead were recruited to join the co-design team. A co-design team kickoff meeting, described in greater detail below, was held in mid-April.

The AADD's met with the consultant team multiples times prior to the Pilot co-design team kickoff meeting. In these meetings they reviewed drug testing data to provide context about the amount of testing that occurred from 2019 through 2021. The data demonstrate that drug testing dropped drastically during COVID, from 2,322 drug tests in 2019, to 640 in 2020, and 337 in 2021. Approximately 60% of tests resulted in a positive drug test (57% in 2019, 64% in 2020, and 61% in 2021) across the three years. Among positive tests, 58% were for marijuana use only. While marijuana is legal to consume in California, it is still considered a violation of probation terms.

Convene Case Management Pilot Co-Design Team (Apr '22)

The *Incentive-Based Case Management Pilot* co-design team kickoff meeting included a review of the main problems the RRC seeks to address; an overview of the Phase 1 research that led to the development of the pilot; a review of drug testing data (including the number of tests, and outcomes by drug type); and an overview of the work the team will complete over the grant period.

The meeting began with committee members responding to the prompt, *“As an organization, and as individual probation officers, what do you want to accomplish with people who have substance use disorders?”* Almost everyone highlighted goals aimed towards increasing the type and quality of support they and the County provide for these individuals to help them successfully overcome addiction and complete probation. This prompt helped to center everyone around the values they bring the work and some of the goals of the pilot.

After reviewing information from Phase 1 and drug testing data, the co-design team members answered the following questions using Jamboard:

- *What was interesting or surprising about the data we reviewed? Were there any takeaways?*
- *Do you see a need to go back to more drug testing? Why or why not?*
- *How do you determine when to drug test?*
- *What do you do when you get a positive drug test? What do you do when you get a negative test?*
- *What could we do to sustain reductions and further reduce technical and/or other probation violations for individuals with drug testing terms (including positive drug tests, absconding)?*

Pilot Co-Design Team Meeting #2 – Reviewing the Co-Design Process and Concepts to Research (May '22)

Dr. Sarah Walker, Director of the CoLab, is an expert in co-design and leader in the field who focuses on evidence translation and knowledge exchange that improve system and policymaking, especially in behavioral health. With support from the Santa Cruz team, Dr. Sarah Walker co-facilitated a meeting to describe some of the key elements of a co-design process, highlighting that co-design processes typically yield products that are more valued and enduring because participants' involvement leads to buy-in and sustainability of developed innovations. At this meeting, the team completed an exercise to identify some



of the key concepts co-design team members have interest in learning more about as the pilot evolves (e.g., harm reduction treatment approaches that are not abstinence only, Medically Assisted Treatment, behavior change models/best practices). The CoLab will run an evidence review of two or three concepts the co-design team prioritizes for review.

Pilot Co-Design Team Meeting #3 - Combined Meeting with PPP Co-Design Team (Jun '22)

(see description of PPP Co-Design Meeting #3 on page 7 for information about this combined meeting)

Pilot Co-Design Team Meeting #4 – Begin to Define Drug Testing, Incentive, and Violation Structure for Pilot (June '22)

This meeting builds directly on the activity completed at the end of the *Combined Meeting with the PPP Co-Design Team*, where co-design team members will be asked to brainstorm interventions to policy and practice that would support a framework for using drug testing and incentives to reduce warrants and increase client engagement. During this meeting, co-design team members will build on findings from the previous activity to determine drug testing practices and the use of incentives, which are the key elements for pilot implementation.

This will include determining criteria such as whether drug testing will be mandatory or voluntary and how will testing be different in the pilot than for other clients under probation supervision. When considering the incentive structure, the co-design team will determine criteria such as the types of incentives, the behaviors that should result in the provision of incentives, and other opportunities when probation officers should use discretion about the types and amounts of incentives to offer clients.

At this meeting the co-design team will begin to brainstorm under what conditions, if any, it is appropriate to file a formal violation for behavior that is not in compliance with probation terms, but otherwise is not criminal behavior (e.g., not reporting to probation, not engaging in substance use treatment). If the pilot can eliminate or drastically reduce formal violations filed for technical violations only, there is an opportunity to reduce revocations by up to 40% when the pilot is scaled department-wide, given data from Phase 1 that demonstrated approximately 40% of all revocations were for formal violations filed for technical violations of probation terms, not new criminal offenses.

Leadership Vetting (Jun-July '22)

After Pilot Co-Design Team Meeting #4, the co-design team leads will meet with leadership to vet the preliminary drug testing, incentive, and violation structure for the pilot. During this period, the co-design team leads will also recruit two probation officers to be the implementation leads. The preliminary plan is to recruit two probation officers with different caseload types across different regions of the County – one officer with a general supervision caseload in South County, where there is a large Hispanic/Latinx population, and another probation officer with an intensive supervision caseload in North County. Under these circumstances, the pilot participants would include all individuals on their caseloads with SUD terms, which will be confirmed Chief Giraldo and the Adult Division Directors.

Pilot Co-Design Team Meeting #5 – Finalize Drug Testing, Incentive, and Violation Structure for Pilot (Jul '22)

After developing preliminary guidance for the pilot and vetting this with Department leadership, the final drug testing, incentive, and violation structure will be agreed upon at this meeting, with any outstanding issues to be resolved identified at this time. In addition, eligibility criteria, the role of SCCPD leadership, and engagement with the court and other system partners will be discussed during this meeting, as will future elements to consider for integration into the pilot (e.g., individualized case plan development;



increased communication and partnership with service providers). Discussing potential future pilot elements to integrate will provide a backbone for ongoing co-design team meetings that are described in greater detail below.

Develop Pilot Documentation and Train Pilot Implementation Staff (Jul '22 – Aug '22)

With support from the Santa Cruz team, the co-design team leads will develop an overview of the pilot policies and guidelines, including an overview of data collection processes. The Santa Cruz team will begin to develop pilot documentation in May during to the co-design development process and finalize the documentation in July and August. Training schedules and materials for these probation officers and their supervisors will be developed and administered during this phase as well.

Pilot Co-Design Team Meeting #6 - Review of the Final Model with Department Leadership (Aug '22)

The co-design team and leadership will review the final documentation for the pilot at this meeting. This meeting will provide leadership an opportunity to demonstrate their support for the pilot and their commitment to support the probation officers and supervisors implementing the model no matter what occurs during implementation (e.g., a client on their caseload commits a violent crime). It is critical for line staff to know that if they implement the pilot as expected, leadership will support them publicly and privately so that accountability lies with leadership, not individual probation officers, which will allow them the freedom to try more alternatives to filing formal violations when individuals are struggling with addiction and not in compliance with all terms of their probation.

Implement Case Management Pilot (Sep '22 – Sep '23)

SCCPD plans for probation officers to begin implementing the pilot in September 2022. During this time clear guidelines for drug testing, the use of incentives, and criteria for when to file formal violations will be in place. We anticipate that implementing probation officers, supervisors, and co-design team leads will meet monthly for the duration of the pilot to discuss implementation successes and challenges. The co-design team will meet quarterly, at a minimum, to discuss potential model refinements and integration of new strategies based on the rapid evidence review the CoLab conducts; the *Examination of Purpose, Policy, and Practice*; and pilot implementation successes and challenges. New strategies would likely focus on case planning processes, motivational interviewing, communication with service providers, and communication with clients' family members and natural supports. In this way, pilot will serve as a venue to integrate and refine new organizational practices before rolling them out to the whole Department.

4. Anticipated Challenges

Probation Staff Buy-In. Obtaining buy-in across all probation staff for the *Examination of Purpose, Policy, and Practice* so that case management approaches shift and are aligned with new policies and practices will be an ongoing priority. To ensure probation staff are driving the change process, co-design teams that include leadership, supervisors, and staff will meet monthly from April through August 2022 to guide the development and implementation of each strategy. Co-design processes support greater buy-in and sustainability for innovative approaches because the people implementing the approaches are also those who designed them. As a part of the co-design process, we are bringing in experts from the field (e.g., Brian Lovins and Sarah Walker) to identify challenges with the traditional compliance-based supervision approach as well as research and on-the-ground success stories of incentive-based and assistance-oriented supervision models. We hope that this will help cultivate buy-in and leadership in the organizational change effort and ultimately result in co-design team members serving as champions.



Publicly acknowledging (e.g., email shoutouts or an officer of the month award to highlight assistance-oriented activities) staff who embrace the direction the Department is heading also serves to demonstrate the values of the Department. This helps to create buy-in and supports the sustainability of these changes. Currently, SCCPD is hiring both managers and line staff. The hiring announcement has been updated with language regarding equity and alignment with an assistance-oriented approach. As part of the interview process, candidates are asked to speak about their views on the role of probation and their experience with any efforts or initiatives to implement assistance-oriented practices and policies. During the oral interview, SCCPD's efforts to adopt and engrain an assistance-oriented approach are discussed and candidates are encouraged to be part of this shift. For example, the oral interview for supervisors includes the following questions:

- What does it mean to “center equity” in probation practices? Tell us how you would work with staff to provide equitable opportunities for the success of those we serve?
- The practice of probation is evolving, and change can be challenging to many - which sometimes reflects staff aren't aligned with equitable and data driven practices and results in disparate responses, revocations and/or custody recommendations. What information would you need and how would you lead staff to align their responses, decisions, and actions to achieve equitable practices and positive outcomes?

SCCPD is also looking into pairing new hires with selected mentors who are trained to provide coaching and mentorship on how to implement a case management approach in alignment with Departmental values and expectations.

Judicial Buy-In. While SCCPD does not require approval from the Court to implement the pilot or adjust its policies and practices, judicial buy-in will help reinforce these changes and support scaling of the pilot. The judge most supportive and engaged in the Reducing Revocations Challenge Phase I and other SCCPD initiatives retired in the last year. With several new judges on the bench, SCCPD identified two judges that appear to be most amenable to the Phase 2 strategies, and potential alignment between Phase 2 strategies and other court efforts as implementation moves forward (e.g., revision and/or removal of certain probation terms). There are several forums and venues that SCCPD plans to use to “bring along” judges, including the Court Partners Meeting and Pretrial Stakeholder Advisory Committee.

The Santa Cruz team also is planning to strategically use the retreat, which will be co-facilitated by Brian Lovins, to generate judicial buy-in by having judges participate in group discussions and/or activities with probation staff, service provider staff, and people with lived experience to hear what they believe probation's purpose should be, and the policies and practices that should be stopped, started, continued, or refined to align with an assistance-oriented approach to probation supervision. We anticipate that there will be strong support for removing or revising certain terms that mandate drug testing and/or the completion of substance use treatment as a condition of probation. We hope having judges present and participating in these conversations will generate buy-in for considering changes to terms that could increase the success of individuals under probation supervision.

Data Limitations. Data collection on formal violations is not reliably available through the court, and data entry by probation officer's in SCCPD's case management system has been inconsistent. For Phase 2 of the RRC, SCCPD is developing new fields in their case management system to capture the key data elements to be tracked for the grant. The Santa Cruz team is currently co-designing a “violation hearing event” in the case management system that includes all data elements required for reporting on performance metrics and the impact assessment.⁵ In addition, the Santa Cruz team is working on updating

⁵ The *Violation Hearing Event* captures 1) violation hearing information including the arraignment date, sentencing date, and name of the PO alleging a violation; 2) the basis for the violation including whether there is an alleged new



data entry options for incentives. Currently, incentives are documented through freeform notes that are not consistently entered. We are moving to a drop-down data field and developing training guidance for probation officers who will implement the *Incentive-Based Case Management Pilot*. Finally, while fields to track probation exits exist, the Santa Cruz team is also working on reviewing the exit options and developing a training to clarify how probation officers should enter these data, and which entries indicate successful, unsuccessful, or neutral probation exits.

To ensure data entry for the grant, on a monthly basis supervisors will run a report on all Violation Hearing Events to ensure the outcome data are updated for all filed petitions. Required quarterly reports will also provide a natural quality assurance process because data on probation violations and revocations will be reviewed and aggregated quarterly.

5. Outcomes and Impacts

SCCPD expects that the co-design process examining probation's purpose, policies, and practices will eventually result in 1) greater consistency in probation officer approaches, 2) increased engagement with Probation among probation clients, and 3) reductions in the number of formal violations filed. In addition, SCCPD hypothesizes that the pilot will result in increased engagement with probation and substance use services, and fewer formal violations, especially those related to reporting to probation, failure to participate/complete programming, and failure to abstain from drug use. Both qualitative and quantitative data will be utilized to measure successful implementation of the strategies (see detail in following sections).

Examination of Purpose, Policy, and Practice

The research team will assess successful implementation of this strategy, in part, based on performance metrics that measure formal violations that are a result of technical violations only. Because this strategy seeks transformational change through a shift in organizational culture, we do not anticipate a steep decline in formal violations early in implementation because this is a change process that will take time and be ongoing through the grant period and beyond. However, we do expect to see reduced numbers of formal violations, especially for technical violations, over time. The research team will examine changes in violation rates compared to 2019 and over time during the grant period, paying special attention to whether implementation of updated policies and practices result in targeted reductions for specific populations (e.g., fewer violations filed for high-risk clients for technical violations) or result in disparate impacts across racial/ethnic groups. We will examine additional departmental data (e.g., # of individualized case plans developed) based on specific policies or practices implemented through this strategy and data availability.

In addition to examining violation rates, interviews and focus groups with probation clients, staff, and supervisors will examine the extent to which individuals under probation supervision feel supported by their probation officers, as well as the extent to which probation officers and supervisors exhibit an assistance-oriented case management approach. The research team will administer the survey of probation practices to probation officers twice, once in July of 2022 and again in July of 2023, to examine what, if any, changes exist in self-reported perceptions of (1) how probation officers spend their time, (2) how probation officers want to spend their time, (3) what probation officers feel accountable for, (4)

felony, misdemeanor, infraction, and/or technical violation; 3) alleged technical reasons related to programming, protective or restraining orders, reporting history, substance use; or some other technical violation and 4) court decision information including the violation outcome (e.g., admitted/found true, dismissed, or withdrawn), probation status, custody time imposed, pre-hearing custody-time, time tolled, whether terms were modified, and whether the court decision was the same, more, or less punitive the POs recommendation.



probation officer's view of the purpose of probation and the qualities that make officers effective, and (5) probation officer and Department practices. The client survey will also be administered twice, in July of 2022 and 2023, to examine changes in client-reported (1) experiences on probation, (2) view of the purpose of probation, (3) qualities that make officers effective, and (4) observations of probation officer and Department practices.

Incentive-Based Case Management Pilot for Individuals with Substance Use Terms

The research team will assess pilot implementation and outcomes on a quarterly basis based on the performance metrics developed during implementation planning. To inform the final assessment and policy brief, the research team will conduct a mixed-methods process and outcome evaluation of the pilot. Interviews and focus groups with pilot participants; probation officers and supervisors implementing the pilot; SCCPD leadership, service provider staff; and other relevant stakeholders will be used to understand the extent to which the pilot helped to change probation officer case management approaches and improve experiences for adults under probation supervision, recovery outcomes, coordination and collaboration between probation officers and service provider staff, and public safety. The research team will collect quantitative data on drug tests, incentives provided to participants, and all formal violations filed among pilot participants to measure the extent to which the pilot reduces drug testing, or the rate of positive drug tests; formal violation rates; and whether increased use of certain incentives are associated with successful client outcomes. In addition to looking at overall changes in violations, data will be analyzed to identify the degree to which reductions in violations are seen across racial/groups, particularly Black individuals. Descriptive and inferential statistics will be used to examine the extent to which participation in the pilot and receipt of incentives reduces violations for reasons such as failure to report to probation, failure to drug test, failed drug tests, and failure to enroll and/or complete program treatment.

Please see Appendix B. RRC Phase II Impact Assessment and Appendix D. RRC Phase II Performance Metrics for a detailed overview of outcome measures.

6. Racial Equity

Examination of Purpose, Policy, and Practice

As noted previously, the *Examination of Purpose, Policy, and Practice* seeks transformational change through a shift in organizational culture as well as shifts in policy and practice. The work will continue to ask questions about the extent to which SCCPD's daily practices support the Department's commitment to racial equity. The survey of probation practices will explore the extent to which racial equity is a priority of the Department, and whether there are formal and informal spaces where issues of racial equity are identified and used to develop solutions. As a part of this strategy, findings from the probation practices survey will be included in the retreat that includes probation staff, individuals with lived experience on probation, and cross-system stakeholders. The retreat will center on examining probation's purpose and the extent to which their purposes are aligned with daily practice.

In Santa Cruz, Black adults are disproportionately assessed as high risk (53% compared to 36% of White population and 30% of Hispanic/Latinx population) and/or represented on high-risk caseloads (e.g., post release community supervision).⁶ One component of this work will focus on promoting client success and

⁶ Individuals released from state prison on post release community supervision (PRCS) would not have been under the Probation Department's supervision prior to October 1, 2011, when Assembly Bill (AB) 109 Realignment was enacted. This legislation transferred the responsibility for individuals incarcerated in state prisons from the state to the county.



re-examining how risk scores are utilized to drive case management practices and allocate resources, rather than determine responses to noncompliance. This is imperative because individuals assessed as high risk on the CAIS or on high-risk caseloads (e.g. PRCS) had higher revocation rates in 2019 than other adults under probation supervision (33% and 36% respectively, compared to 22% overall). According to probation staff, risk played a large role in determining when to file formal violations for noncompliance with probation terms as well.

Since Black individuals were found to have slightly higher rates of revocations than White individuals, probation staff will explore a sample of probation violations filed for black adults under probation supervision to see if there are factors that appear to drive violations for black adults under probation supervision, in addition to those identified in Phase 1.

Policy and practice shifts stemming from the *Examination of Purpose, Policy, and Practice* will be formally integrated after a series of meetings with the co-design team and retreat. We anticipate some shifts in probation officer practices before formal shifts in policy and practice are implemented, however targeted outcomes for specific target populations will not be measures until formal shifts in policy and practice take place.

Incentive-Based Case Management Pilot for Individuals with Substance Use Disorders

The pilot will seek to reduce technical violations among adults under probation supervision with substance use terms related to reporting to probation, engaging with or completing programming, and drug use. In 2019, there were 1,076 adults under probation supervision who had terms related to substance use (61% of all adults under probation supervision). A higher proportion of White adults under probation supervision had these terms (68%) than Black (57%) or Hispanic/Latinx (55%) adults. Across race categories, individuals were convicted of formal violations at nearly equal rates (29-31%). This suggests that the *Incentive-Based Case Management Pilot* may impact a greater proportion of White than Black or Hispanic/Latinx adults under probation supervision, which could result in lowering violation and revocation rates overall and slightly increasing racial disparities. In order to mitigate this affect, the codesign team will review the racial/ethnic demographics of probation officers' caseloads to help inform the selection of probation officers to participate in the pilot. Currently, the preliminary plan is to select one officer with a general supervision caseload in South County, where there is a large Hispanic/Latinx population, and another probation officer with an intensive supervision caseload (which Phase 1 data suggests Black adults are more likely to be on) in North County.

7. Sustainability

The *Examination of Purpose, Policy, and Practice* strategy seeks transformational change through a shift in organizational culture, as well as the development of a workplan identifying policies and practices to stop, start, continue, and refine. Policy and practice changes—which do not require funding—that occur as a result of this project will sustain the work. SCCPD will identify the best methods to institutionalize changes, which may include incorporation into written procedures, trainings, data collection, and performance reviews.

As noted above, the Department has already updated hiring announcements with language regarding equity and alignment with an assistance-oriented approach, and as a part of the interview process, candidates are asked to speak about their views on the role of probation and their experience with any efforts or initiatives to implement assistance-oriented practices and policies. SCCPD is also looking into pairing new hires with selected mentors who are trained to provide coaching and mentorship in alignment with Departmental values and expectations as well.



To support sustainability and expansion of the *Incentive-Based Case Management Pilot*, one area of focus is to identify incentives that are not costly. Some incentives that do not require funding include ongoing verbal support and praise, attending court with clients to advocate for the removal of specific probation terms or informal probation, and reducing the length of supervision. In addition, for those incentives that do require funds, reduced drug testing has resulted in costs savings, some of which will support the Department's incentive budget on an ongoing basis. SCCPD does not plan to increase drug testing rates back to pre-pandemic rates, so these are costs savings that the Department can expect to see into the future.