

**SANTA CRUZ COUNTY  
PROBATION DEPARTMENT**

**CONTINUUM OF  
JUVENILE SERVICES**

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**SANTA CRUZ COUNTY PROBATION DEPARTMENT  
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## **MISSION STATEMENT**

The following mission and vision statement guides all of Santa Cruz County Probation services and programs.

*The Santa Cruz County Probation Department is committed to preventing crime and helping repair harm caused by crime. We promote:*

*Community Safety and Health  
Offender Accountability and Opportunity for a Positive Change  
Justice for Victims  
Respect and Fairness for All*

*Our vision is to be a leader and an active partner with the community in promoting safety and in building productive futures. We hold these values:*

*Integrity  
Excellence  
Compassion  
Creativity  
Respect  
Fairness*

## **SYSTEM OF CARE PHILOSOPHY**

Since 1989, the Santa Cruz County Probation Department has been a key partner, with Santa Cruz Children's Mental Health, in the California System of Care. The System of Care (SOC), was established by the Children's Mental Health Services Act to create a service delivery system that is community-based, comprehensive and distinguished by full integration of interagency partners. Services are provided to children and their families who are at risk of separation due to Court ordered out-of-home placement.

Essential values of System of Care are as follows:

- Family preservation – children shall be maintained in their homes with their families whenever possible;
- Least restrictive setting – when out-of-home placement is necessary, children must be placed in the least restrictive setting appropriate to their needs;
- Natural setting – children benefit most from mental health services provided in their natural environments, where they live and learn. These include home, school, foster home or a juvenile detention center;

- Interagency collaboration and coordinated service delivery system – the primary child serving agencies shall collaborate at the policy management and service levels to provide a coordinate, goal directed system of care for seriously emotionally disturbed children and their families;
- Family involvement – family participation is an integral part of assessment, evaluation, intervention and treatment;
- Cultural competence – service effectiveness is dependent upon both culturally relevant and competent service deliveries.

### **BALANCED AND RESTORATIVE JUSTICE**

All of the programs and services that follow were developed and implemented with these system of care values as fundamental guideposts. In addition, Probation seeks to provide programs that help youth repair the harm created by their crimes through providing services to victims and community members who have been impacted by crime. The department implements **Balanced and Restorative Justice Programs** that provide opportunities for youth to develop competencies that will help them to become self-reliant, productive citizens.

Balanced and Restorative Justice encompasses an alternative framework for the juvenile justice system that acknowledges three primary stakeholders: the *victim*, the *community* and the *offender*. This contrasts with existing justice principles of retribution and rehabilitation, in that it seeks to balance the distribution of resources among the three stakeholders. The goals of Balanced and Restorative Justice are *accountability*, *competency building* and *public safety*.

### **DETENTION REFORM**

In 1999, the Probation Department became a model site for the Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI). The Initiative seeks to eliminate unnecessary use of secure detention; utilize data-driven decision making; improve court processing; develop risk-based detention criteria; increase the use of community-based detention alternatives; improve conditions of confinement; reduce disproportionate minority confinement, and address inequities and needs of special populations. Many of the programs in the Juvenile Continuum of Services are designed to help meet the goals and objectives of the JDAI.

### **DMC-TAP**

Beginning January 1, 2007 the Probation Department was awarded a federal grant administered through the Corrections Standard Authority. The purpose of this grant is to deepen the local effort to reduce disproportionate minority contact (DMC). The grant is a three year project with a non competitive reapplication requirement each year. Probation contracts with the W. Haywood Burns Institute, who along with other expert consultants provide staff training on DMC and participate in a core working group that meets every two months. The Burns Institute also assists the department in performing a high level data analysis of how probation youth pass through key points in the juvenile justice system and help determine if decisions are equitably made for all

youth. Expert consultants also provide assistance integrating data elements, develop a data interface, conduct analysis, and provide reports of findings and outcomes associated with DMC reduction. In year three, key stakeholders in the community will be invited to join probation in furthering DMC work and some technical assistance will be provided to them as well.

## **RECLAIMING FUTURES**

Initiated in 2002, Reclaiming Futures is a five-year initiative funded by the Robert Wood Johnson Foundation to improve the System of Care for substance abusing youthful offenders. Santa Cruz County is one of 10 sites in the nation working on new approaches to helping teenagers who are caught in the cycle of drugs, alcohol and crime. The Santa Cruz effort is promoting new opportunities and standards of care for court wards that are deeply entrenched in the juvenile justice system and need intensive support.

## **PROGRAM AND SERVICE SUMMARIES**

Some of the following programs and services were established in 1997/1998 with funding from the Federal Welfare Reform Act, as implemented in the State of California, and are services which support System of Care, Balanced Restorative Justice and Juvenile Detention Reform goals. Additional community-based supervision programs were added in 2001 with funding from the Crime Prevention Act 2000 and the Juvenile Accountability Incentive Block Grant Program. Also included are descriptions of basic probation services provided by the department.

### **Victim's Services**

Services include a Victim Impact Class, offered to youth in an effort to raise their level of awareness regarding the impact their delinquent acts have had upon their victims. The Victim/Offender Dialog program provides trained facilitators to expedite a direct dialog between victim and offender, if the victim chooses such a contact. Studies have shown that such contact provides a healing experience for the victim as well as an opportunity for victim and offender to develop a mutually agreed upon plan to address the harm caused by the crime. Victim Impact Panels offer group representation by victims to criminal justice professionals, community members and groups of offenders designed to raise awareness in the areas of victims' rights and concerns.

Interns from University of California at Santa Cruz (UCSC), under the direction of the Probation Department are periodically used to provide expanded assessment services in the area of victim impact to assist the Court in making disposition orders. Finally, interns provide assistance in securing Civil Judgments on outstanding restitution orders.

### **Neighborhood Accountability Boards**

First implemented in July 1999, community-based, citizen panels have been established in the five supervisory districts, providing opportunities for community members to take an active role in confronting and resolving the problem of juvenile crime within their own neighborhoods.

The program provides an effective alternative to prosecution of first time offenders by holding the minor accountable through a variety of sanctions including restitution, community service, education and counseling. Panels are conducted in Spanish as well as English.

### **Probation Internships**

Established in 1997, in partnership with University of California at Santa Cruz, juniors and seniors in psychology, sociology, and community studies provide program enrichment, support, mentoring and tutoring services to youthful offenders. Additionally, we have begun a partnership with San Jose State University, School of Social Work to provide Master Students an opportunity to provide direct service to youth and their families throughout various levels of probation continuum.

### **Home Supervision**

Home Supervision is used by the court in lieu of detention in the Juvenile Hall. In this program, the Probation Aide supervises minors, seven days a week, in their own homes. Home Visits, school visits and phone calls are made at various times during the day or evening. Each Probation Aide may supervise a maximum of 10 youth at one time. Youth may not leave home except to go to school, work, authorized treatment programs or other approved appointments if accompanied by their parents. This program normally lasts until final disposition.

### **Electronic Monitoring Program**

The Electronic Monitoring Program is a more intensive form of Home Supervision, in that the minors pending court are supervised electronically as well as through personal contact. Minors are fitted with a transmitter attached to their ankle by a strap, and a receiver is attached to the minor's phone. If the minor travels outside the home, the receiver reports this to a supervision center, which notifies Probation. The minors placed on this program would generally be in the Juvenile Hall pending court hearings, but are deemed to be safely placed at home with the reporting device and intensive supervision by the Probation Aides.

### **OASIS Detention Alternative Program**

Youth Services provides community-based wrap around services appropriate to the individual needs of youth on home supervision and electronic monitoring. The program assists families and youth during the time period of release from Juvenile Hall detention until the court disposition. Services are targeted to give families an increased understanding of the juvenile court process and the probation system. The primary goals of the program are to assure that the youth attend all court hearings and does not re-offend or violate the home supervision or electronic monitoring contract. The Youth Services counseling staff and probation staff have weekly case management meetings. Youth Services counselors attend court hearings, make home visits with youth and parents, and provide educational and recreational groups on Friday and Saturday.

## **Luna Evening Center**

Beginning in February 2005, the probation department opened an evening center to provide a community based response to violations of probation or new criminal offenses that provides assessment services, skill building activities, community service, educational, vocational and treatment services. Youth are ordered by the court to the program for a period of six to thirty days. A particular focus at the evening center is to respond to continued substance use and abuse. Drug and Alcohol Agency staff, Mental Health Clinicians, Probation Staff, and the Youth Community Restoration Program (YCRP) work jointly to provide programs from 4-8 PM, Monday through Friday and a 6 hour work day each Saturday.

## **Community Restoration Program (CRP) and Job Training Mentorship Project**

The Probation Department, in collaboration with the Santa Cruz County Planning Department, the Public Works Department and the Community Action Board (CAB), established the Community Restoration Program (CRP) as an alternative to commitment days in the Juvenile Hall.

Seven to ten minors work under supervision each weekend day (and some weekdays in the summer) on community restorative projects such as stream clearance, erosion control, planting and other activities that benefit the community. A minor works one day on CRP in lieu of one day in the Juvenile Hall. This program has been very successful and received an award from the Criminal Justice Council of Santa Cruz County for creating effective partnerships to solve juvenile crime problems and strengthen the community.

CAB, in partnership with local business, also operates the Job Training and Mentorship Project. This project provides training, subsidized employment and mentors for 25 youth who have previously successfully participated in the CRP program. Youth are matched with appropriate local businesses based on their interests and talents. Following successful completion of the training program, the businesses will hire participating staff.

## **Juvenile Supervision Programs**

### *Regular Supervision Caseloads North and South County of Santa Cruz*

These are traditional probation caseloads of 65 juveniles. The Probation Officers maintain regular contact with minors placed on probation by the court, and helps the youth to fulfill the orders of the court. Contacts may be made with youth at their school, the probation office, home, community and in Court.

### *City of Santa Cruz Intensive Caseload - SCPD*

Established in 1995, this probation caseload is funded by both the City and County of Santa Cruz to intensively supervise high-risk offenders living within the city limits of Santa Cruz. This Probation Officer is located at the Santa Cruz Police Department and works in collaboration with

the City of Santa Cruz to assess the major juvenile crime issues within the city. Close interactions and involvement with City Parks and Recreation, the City Council and the Santa Cruz City School Board provides pro-active prevention alternatives and programs, which help reduce crime. In 2001, the federal Juvenile Accountability Incentive Block Grant Program provided for the addition of youth development and family-focused services provided by La Familia Center, Community Action Board and the City of Santa Cruz.

#### *Safe Schools / TODOS Grant Caseload – PVPSA*

Pajaro Valley Prevention and Student Assistance, PVPSA, received a grant which included a Probation Officer to assist in enhancing student safety in the Pajaro Valley Unified School District, PVUSD. This probation officer provides field based probation supervision of youth enrolled in PVUSD, facilitates victim awareness groups and collaborates with PVPSA in arranging counseling services, community service options and other pro-active prevention alternatives to aid in reducing school suspensions and crime in schools.

#### *Geographically-based Community Accountability Supervision Programs (CAPS)*

Funded in 2001 by the California State Crime Prevention Act of 2000 and the Federal Juvenile Accountability Block Grant Incentive Program, the Community Accountability Program provides geographically based probation supervision services for four communities: City of Watsonville (2), City of Santa Cruz, the unincorporated areas of Live Oak and the mountain community. Each Probation Officer works closely with a wide array of community-based agencies, law enforcement and Family Resource Centers to develop individualized service plans and meet identified needs. Youth receive skill building curriculum and gain opportunities to fulfill restitution obligations.

#### *HRI (Healthy Returns Initiative)*

Funded in March 2005, HRI is a grant through the California Endowment and creates a partnership between Probation, Children's Mental Health, the Health Services Agency, the La Manzanita Community Resource Center and several other community based agencies. The goals of the program are to increase the physical and mental health of youth transitioning from Juvenile Hall or other out of home placement, back into the community. The funds provide for a Probation Officer, a Detention Nurse (who is community based), and a Certified Application Assistant to help families navigate the complicated health service benefits offered through the county and state.

#### *GirlZpace*

Funded by a Title II prevention and intervention grant, Santa Cruz County received funds in April 2007 to establish gender specific treatment and programming for girls in the Juvenile

Justice system. This includes several venues of GirlZpace, where the young women can participate in gender responsive services such as girls circle, parent/daughter mediation, sexual abuse survivor groups and a probation officer providing field-based supervision. The well established Girl's Task Force serves as an advisory board.

### **Placement Prevention Programs**

These programs were initially established in 1997 with general county funding. In 2004, services were expanded through the acquisition of SB163 Wraparound funding through the State of California. There are three Probation Officers in this unit with each officer having a caseload of up to 15 youth comprised of seven (7) Wraparound youth and eight (8) Family Preservation youth. The youth on these caseloads generally have been through one or more of the intensive caseloads and are in danger of being removed from their homes and ordered into an out-of-home placement due to their behavior in the community and/or continued criminal activity. Following a presentation to, and approval by, the Placement Screening Committee, Probation Officers recommend to the Court that certain minors be ordered into Placement Prevention Programs.

#### *Family Preservation Program*

Youth are assigned a probation officer and an individual therapist from Children's Mental Health who provides intensive outpatient counseling services. Parents are expected to participate in counseling sessions and the development of their individualized treatment plan. One focus is to work on family issues with the goal of helping youth remain successful in the community while living at home. In this flexible model, individual counseling is provided with families being included in treatment, counseling and skill building sessions may involve several contacts per week, depending on the needs and availability of the youth and families.

Family therapy is available for families, if that is an identified goal in their treatment plan. Family Preservation therapists are able to provide services to youth involved in the Wraparound program. Family Preservation also provides services to youth who are over 18 years of age, youth with low criminality and high mental health needs and youth transitioning home from an out-of-home residential placement.

#### *Wraparound Program*

This is a multi-system, family driven, strength-based treatment approach, aimed at keeping youth successfully on probation and in their homes. Each probation officer is a team member in a Child and Family Team consisting of the youth, their family, a Children's Mental Health team facilitator, a family specialist (Substance Abuse Services clinician) a parent partner, and any other supports identified by the family. Wraparound supports values of teamwork, cultural awareness, communication and personal responsibility. Youth are active team members in the development of individualized, family-driven case plans and are encouraged to participate in programs such as anger management, drug treatment and victim awareness on an outpatient basis. Youth and parents are provided with other outpatient services such as individual skill

building activities, educational advocacy, substance abuse services, parent support and coaching sessions as well as linkages to community resources and activities for youth and families.

## **PROBATION / MENTAL HEALTH CONTINUUM**

As a System of Care County (SOC), Santa Cruz County Juvenile Justice Services are fully integrated with Children's Mental Health Services to create a full continuum of services for children and families who are at risk of out-of-home placement. The SOC is characterized by interagency planning councils at the policy and management levels, as well as multi-disciplinary teams at the case services delivery level. The following is a description of the programs in the integrated services system.

1. Juvenile Hall Mental Health Services / Court Services:
  - ◆ Total of (2) full-time Clinicians in Juvenile Hall provide assessment, treatment and crisis intervention.
  - ◆ Funding from a combination of Mental Health, Probation and Juvenile Probation funding.
  - ◆ Psychological testing and assessment is provided for the court pursuant to 741 of the Welfare and Institutions Code.
2. Juvenile Outpatient Services:
  - ◆ Clinicians partner with various Probation Officers work to provide early intervention and prevent out-of-home placement.
  - ◆ Clinicians and Probation Officers identify and serve probation wards with mental health issues at intake.
3. Pre-Placement Screening Committee and Placement Prevention Assessment Conference Team:
  - ◆ A Probation Screening Committee comprised of Mental Health and Probation staff screen all potential placements, and diverts appropriate youth to family preservation programs.
  - ◆ Placement Prevention Assessment Conference Team arranges a family meeting which assesses strengths, concerns and needs to form service goals.
4. Family Conferencing:
  - ◆ Provides strength-based family conferences with selected parents and youth at intake, and when Placement Prevention Services are warranted.
5. Evening Center
  - ◆ Partnership between Probation, Mental Health, and CRP
  - ◆ Provides probation violation response and relapse prevention services.
  - ◆ Assessment services, evidence-based curriculum, recreation, skill building and community service.
6. Placement Prevention Programs (SB163 and general funded Family Preservation and Wraparound Services):

- ◆ Partnership between Families, Family Partners, Probation Officers, and Mental Health Clinicians.
- ◆ Community-based Clinicians supervised by Mental Health.
- ◆ Intensive Wraparound model to prevent/reduce group home stays.
- ◆ Funded by EPSDT, Title IV-E, JPF and county general funds.
- ◆ Majority of services are field based with some services provided in the home.

7. After-Care Services:

- ◆ Mental Health Clinicians and Probation Officers serve family preservation graduates beyond 18 years of age after discharge to help adjustment and to prevent recidivism.
- ◆ AB 377 Grant/Probation/federal funds.

8. Therapeutic Behavioral Options:

- ◆ A range of short-term therapeutic services are provided to eligible court wards in residential care focused on resolution of target behaviors or symptoms which jeopardize the existing placement or which are a barrier to transitioning to a lower level of care.

9. Community-based Juvenile Justice Contractors:

- ◆ A variety of supportive programs NOT run through Mental Health (contracted to local non-profits, or run by Probation) provide additional support and resources to Mental Health/Probation.
- ◆ Examples: Juvenile Hall detention alternatives including community work programs and intensive Home Supervision with community-based partners, utilizing Juvenile Probation/Camp Funding, provide clinical services.