

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 seeks to implement **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; and reduce disproportionate minority confinement. Many of the programs in the Juvenile Continuum of Services are designed to help meet the goals and objectives of the JDAI.

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 who 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 Victim Services Officer, 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.

Job Developer

In an effort to build competencies among youthful offenders and reinforce the importance of paying restitution by gaining employment, the Probation Officer in this position has established partnerships and linkages with the business community, Human Resource Agency's Career Works and other vocational development resource providers. Targeted youth receive "employability" training, job placement and support and assistance in paying restitution obligations. Funds are also available to support apprenticeships and volunteer service emergencies.

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.

Youth Garden

Established in 1998, the Watsonville Community Youth Garden was initiated in partnership with the UCSC extension Master Gardeners. This program provides a location for youth to perform community service while learning about organic, sustainable agricultural and small business practices.

Probation Internships

Established in 1997, in partnership with University of California at Santa Cruz, 15-20 juniors and seniors in psychology, sociology, and community studies provide program enrichment, support, mentoring and tutoring services to youthful offenders. Interns participate in weekly seminars in which they receive supervision and learn about research and innovative programs in juvenile justice.

SCPD Juvenile Diversion Program

The City and the County of Santa Cruz jointly fund an early intervention/diversion program located at the Santa Cruz Police Department and staffed by a Probation Officer. The Probation Officer screens all juvenile arrests made within the city limits and makes contact with all youth who have received a citation for a first, minor offense, such as possession of alcohol, petty theft, vandalism or battery. The Probation Officer determines how the cases will be handled based on the offense and a meeting with the minor and his/her parent or guardian or referred to a Neighborhood Accountability Board for handling. Interventions may include community service, educational classes, essays, and restitution to victims and/or family/individual counseling referrals. The purpose of this caseload is to divert youth from entering the formal probation/criminal justice system through early intervention. Beginning in 2001, the Juvenile Accountability Incentive Block Grant Program provided for additional services for youth on diversion.

Intake

The intake Probation Officers investigate juvenile offenders both in and out of custody and make determinations regarding how an arrest or a citation to the Probation Department will be handled. Risk assessments are made on arrested youth to determine if they can be released pending a court hearing or intake interview, or need to be detained pending a court hearing. Assessments are also completed to determine risk levels and the needs of youth in numerous domains (individual, peer, family and community). These assessments become the basics for a service plan. Intake officers assess the seriousness of the offense, individual and family situations and make referrals accordingly. They may use options such as community service hours, counseling, or essays as part of informal behavioral contracts which are monitored by Probation staff. Some early/minor offenders may be assigned to Teen Peer Court, Pacific Educational Services (educational classes) or diversion through the Watsonville and Santa Cruz Police Department or Youth Services. Serious crimes and/or minors who are repeat offenders are determined to need court action and are referred to the District Attorney for filing of charges.

Juvenile Hall

Youth are detained in Juvenile Hall for a variety of reasons. Some have been arrested for very serious violent offenses or are chronic offenders. Some are at high risk for hurting themselves or others due to emotional or drug-related problems. Some may not have parents to whom they can be released or may be waiting for a new placement. If a youth is detained by the court beyond ten days, a "needs assessment" is prepared by a Probation Aide to determine appropriate services to be provided within the institution. These may include mental health counseling, substance abuse counseling, anger management groups, a victim awareness program, life skills programs, job development programs and a pre-placement program. The case plan is discussed with the minor and shared with Juvenile Hall and Probation staff. Upon release from the Juvenile Hall, a report of the services each minor has received, as well as any recommendations that need follow up, is given to the Probation Officer.

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 minor makes all court hearings and does not reoffend or violate the home supervision 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.

Youth Community Restoration Program (Y-CORP) 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 Youth Community Restoration Program (Y-CORP) 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 Y-CORP 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 Y-CORP 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.

Court Investigation

When the District Attorney files a petition on behalf of a minor, pursuant to Section 281 of the Welfare and Institutions Code, the Probation Officer conducts an investigation and prepares a report for the court. The report addresses the background, current functioning, custody status and welfare of the minor and aids the court in making appropriate dispositions. Each recommendation made by the Probation Officer takes into consideration the following: the crime that has been committed; the harm done by the crime and what must occur to repair harm to the victim(s); the individual circumstances of the offender and what must occur to help change the behavior of the offender while holding him/her accountable.

The Probation Officer's recommendation to the court includes a variety of programs and services to the youth and their families.

Watsonville Juvenile Community Court (WJCC)

Watsonville Community Court was established in 1998. The target population for WJCC is residents of the Watsonville area under the age of 17. Referrals to this court come from the Juvenile Court in Santa Cruz, based on recommendations of Probation Officers who believe certain adolescents will benefit from receiving intensive services from providers in their community.

These adolescents should have no history of serious violent offenses, serious gang affiliation or serious drug dependency. Parental involvement is required at court hearings and encouraged in developing treatment plans for their child. All individuals understand that there is a one-year commitment to the program with the possibility of early dismissal for excellent performance.

The adolescent works with the team (Probation and Pajaro Valley Prevention and Student Assistance) to develop a one-year plan, which addresses probation terms, individual goals, accountability to the community and restoration to the victims. Each referred minor and family is assessed for needs and services. Weekly services may include individual counseling, family counseling, drug and alcohol support/education groups, anger management groups, academic tutoring, mentoring and group activities.

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. Contacts may be made with youth at their school, the probation office, home, community and in court.

City of Santa Cruz Intensive Caseload

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.

Geographically-based Community Accountability Supervision Programs

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, Santa Cruz and the unincorporated areas of Live Oak and the mountain community. The 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.

Family Preservation Program

GROW – Home-based Family Preservation Program

This program was established in March 1997. The youth on this caseload generally have been through one or more of the intensive caseloads and are in danger of being removed from their homes and ordered into 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 Review

Committee, Probation Officers recommend to the court that certain minors be ordered into the Placement Prevention Program.

GROW is a wraparound, multi-system, treatment approach, aimed at keeping youth successfully on probation and in their own homes. There are 3 Probation Officers in this unit with each officer having a caseload of 15 youth. Each caseload is assigned two counseling staff from Youth Services, a community-based agency. Children's Mental Health offers supervision of the clinical program. Minors are provided with individualized programs such as anger management, drug treatment and victim awareness on an outpatient basis.

Out of Home Residential Placements and STAR Residential Treatment and Assessment Center

When all previous services have either been tried and have failed, or a youth's problems are too severe to be handled safely in their own homes, the court may remove them from home and order them into a 24-hour a day residential supervision program. These minors are referred to the Placement Review Committee, which decides whether out-of-home placement is needed and if so, which programs should be considered. The committee first evaluates the minor's suitability for the STAR Program, a short-term residential placement located on the grounds of the Juvenile Hall. This program can accommodate 16-18 residents. Children's Mental Health staff supervises this program with support services from Probation, the Health Services Agency, Drug and Alcohol Services and a full time school program through the County Office of Education. This program provides short-term residential care, stabilization, skill building and transitional planning.

If the youth is in need of longer-term care, the youth will be referred to one of a variety of foster homes/group homes/residential treatment facilities, depending on individual needs. While in placement, which may be in or out of Santa Cruz County, the wards are visited each month by the Probation Officer. Their placement plans are updated regularly and evaluated for appropriate services and length of stay required to reach treatment goals.

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 TANF funds.
 - ◆ 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 STAR/GROW Programs.
 - ◆ Placement Prevention Assessment Conference Team identifies arranges a family conference and assesses strengths, concerns and needs to form service goals.
4. Family Conferencing:
 - ◆ Partnership with Probation, Mental Health and Social Services, using Supportive Therapeutic Options (STOP) funding.
 - ◆ Provides strength-based family conferences with selected parents and youth at intake, and when Placement Prevention Services are warranted.
5. GROW Program Intensive Family Preservation:
 - ◆ 6 Clinicians/3 Probation Officers.
 - ◆ Community-based Clinicians supervised by Mental Health.
 - ◆ Intensive Wraparound Family Preservation model to prevent/reduce group home stays.
 - ◆ Funded by EPSDT, Title IV-E, TANF and county general funds.
 - ◆ Some services offered out of a community center, however, most services are field based.

6. STAR Residential Treatment and Assessment:
 - ◆ Began as a 12-bed, 6-month intensive alternative to group home placement in Juvenile Hall (AB377 Grant) in 1989.
 - ◆ Expanded to 18-beds and new facility with blended interagency/county/federal funds in 1994.
 - ◆ Redesigned in 2001 to add short-term residential treatment and assessment for substance abusing youthful offenders.

7. Residential Intensive Drug Treatment – Unity Care:
 - ◆ Partnership with a local 12-bed community care licensed group home (level 12) with on-grounds school.
 - ◆ One Probation Officer and one Mental Health Clinician work as a team with group home staff.
 - ◆ Program is enriched through MediCal funding (Day Treatment Rehabilitation Services).

8. After-Care Services:
 - ◆ Mental Health Clinicians and Probation Officers serve STAR and GROW graduates for up to one year after discharge to help adjustment, prevent recidivism.
 - ◆ AB 377 Grant/Probation/federal funds.

9. 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. These services are available to selected wards at Palomares and STAR residential programs.

10. 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 TANF funds provide clinical and wraparound services.

**SANTA CRUZ COUNTY
PROBATION DEPARTMENT**

**CONTINUUM OF
JUVENILE SERVICES**

July 1, 2003

**SANTA CRUZ COUNTY PROBATION DEPARTMENT
POST OFFICE BOX 1812
SANTA CRUZ, CA 95061**

(831) 454-3800