

Santa Cruz County
Community Corrections Partnership

**Public Safety Realignment
Implementation Plan
2025-2026**

Submitted by:

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Community Corrections Partnership Membership, 2025-26

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

* Denotes membership in the CCP Executive Committee

A. Introduction and Background

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

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

The plan articulates core values and guiding principles that guide ongoing implementation and continuous improvement. This plan continues to direct the implementation and refinement of community corrections strategies and is updated annually with refinements informed by local outcome data, statewide research, and emerging opportunities.

The initial implementation plan also established a formula for allocation of AB109 funding, ensuring that administrative capacity—such as fiscal oversight, contract management, and data evaluation—was adequately supported. In May 2022, the CCP adjusted the administrative allocation to reflect the expanded scale and complexity of AB109 operations. The remaining funds continue to be distributed evenly among the three primary program areas: cost-effective alternatives to incarceration; evidence-based community supervision; and effective treatment and intervention services. This balanced framework remains the foundation for managing realignment resources and sustaining community corrections strategies in Santa Cruz County.

Major implementation highlights since 2011 have included:

- Initial Planning Work Groups. To guide early planning and increase community involvement, the CCP convened work groups of members and community representatives to focus on community supervision, intervention services, corrections management, community engagement, data and capacity building, and court processing. Using data and research, these groups developed a comprehensive model for addressing new responsibilities under AB109.
- Service Provider Network. A structured process was created to select qualified organizations to provide intervention services for the AB109 population, with service areas designed around criminogenic needs. A multi-year Request for Proposals cycle is now in place to promote continuous improvement and respond to emerging needs and opportunities. Contracts are refined annually based on service utilization and client outcomes.
- Program Self-Assessment and Continuous Improvement. Service providers engaged in structured self-assessment and improvement efforts with technical assistance from George Mason University's Center for Advancing Correctional Excellence. GMU researchers also worked

with the Probation Department on a jurisdictional assessment of the match between local 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. Probation participated in the Pew/MacArthur Results First initiative to analyze the cost-benefit of reform strategies and to expand the use of evidence-based programs and practices in both adult and juvenile probation.
- Substance Abuse Treatment Assessment and Referral. At providers' request, AB109 funding supported a new clinical position for assessment and referral, as well as a contract for jail-based court-ordered assessments. AB109 also funded a pilot project using Vivitrol (injectable Naltrexone) to improve outcomes for opioid users.
- Ongoing CCP Work Groups. Work group structures shifted over time to meet changing needs. Currently, the Shared Safety Work Group (formerly the Community Education and Engagement Work Group) is the only standing body, while service coordination occurs through operational meetings at the two Probation Success Centers.
- AB109 System Evaluation. Resource Development Associates (RDA) was selected to design and implement a comprehensive evaluation including data capacity, implementation, and outcomes. Findings indicated Santa Cruz County has achieved notable success in reducing recidivism among the AB109 population compared to other California jurisdictions. Recommendations emphasized strengthening referral processes and interagency communication.
- Records Clearance Services and Outreach. Following passage of California Proposition 47, the CCP authorized limited funds to support education and outreach efforts to increase the number of eligible individuals taking advantage of records clearance services to support reentry.
- Electronic Referral and Reporting System. In response to evaluation findings regarding existing systems for referrals, communication, and tracking client progress, the Probation Department implemented a web-based referral and reporting system linked to its electronic case management system. The new system greatly improved the flow of information during referral hand-off and allows tracking of individual client status and cumulative service exposure.
- Probation Success Centers: Co-location of AB109-Funded Services. To reduce logistical barriers, increase service access and engagement, and promote inter-agency communication and coordination, the CCP approved the establishment of the Probation Success Center downstairs from the Adult Probation Department office on Water Street in Santa Cruz, as well as the South County Success Center on Freedom Boulevard in Watsonville. These facilities have been the center of operations for most community-based services coordinated through AB109.
- Blueprint for Shared Safety. The CCP and its work groups adopted the Blueprint for Shared Safety, a research- and best practices-driven system framework developed by Californians for Safety and Justice. A key focus is the inclusion of crime survivors at the center of system planning. A two-year process went into adapting the framework locally, involving multiple community forums, focus groups, and community planning meetings that resulted in specific recommendations for local system improvement and reform.
- System Mapping for Services to Crime Survivors. The Shared Safety Work Group facilitated a multi-agency process for identifying the needs and service gaps in Santa Cruz County for survivors of crime. The needs assessment included focus groups, workshops, and support from

the Office for Victims of Crime Training and Technical Assistance Center to develop a data bank with detailed information regarding existing services. The group produced informational materials for crime survivors and agencies that serve them. Based on input from the community and service providers, the work group initiated a research and planning process to support the development of a local trauma recovery center to provide survivors with a one-stop location for support and service access.

- Uptrust Communications System. The Probation Department implemented a messaging system to provide text message-based appointment and court date reminders, as well as communication between probationers and probation officers. The intention is to increase on-time attendance at critical monitoring and supervision events, and to reduce unnecessary warrants for failures to appear.
- Integration with CAFES. Coordinated Access for Empowering Success (CAFES) is a project funded by a competitive grant from the Board of State and Community Corrections, Proposition 47 Grant Program. The project provides assessment and services for individuals with low level offenses who have untreated behavioral health issues, including substance use disorders. CAFES services are coordinated through the success centers and CAFES clients are eligible for a variety of support services through AB109-funded programming. The integration between AB109 and CAFES greatly expands the reach of evidence-based services to reduce criminal recidivism among multiple levels of individuals involved in the criminal legal system. During FY2022-23 the County was awarded a second round of Proposition 47 funding to continue and expand this work, with support for diversion opportunities, the District Attorney's Neighborhood Court, and early legal representation for equity through the Public Defender's Office.
- Racial Equity Initiative. The Probation Department initiated an internal and stakeholder process for moving from commitment to action regarding racial equity in the criminal legal system. The Haywood Burns Institute provided foundational training and a co-design process that facilitated discussion among all staff regarding the values reflected in actual day-to-day practices of the system. These values exploration sessions explored the meaning of public safety, the role of probation, models of criminal legal intervention and their impact on communities of color.
- Reducing Revocations Challenge. Santa Cruz County continued the institutionalization and sustainability phase of the Reducing Revocations Challenge, originally funded by Arnold Ventures and administered through City University of New York's Institute for State and Local Governance. The goal of the initiative is to reduce the impact of probation on driving jail and prison admission rates, often in response to technical violations of court terms rather than new law violations. The local effort brought together line staff with area experts and researchers in a co-design process meant to effectively shift organizational culture and practices. Community involvement has included service providers, the Sheriff's Office, the District Attorney's Office, the Superior Court, the County Administrative Officer, the County Office of Education, the County Health and Human Services Department, as well as over a dozen adults currently on probation. The two major elements have included an incentives-based case management pilot for individuals with substance use terms; and promotion of a coaching model of probation supervision for multiple adult caseloads.
- Reconciliation Project. The Conflict Resolution Center of Santa Cruz County has worked with Probation to develop the Reconciliation Project, a pilot effort to extend the principles and practices of restorative justice to more serious cases where the person who caused harm has completed their legal sanctions and are ready to take responsibility for their actions, and where the crime survivor(s) are willing and able to benefit from engaging in a restorative justice

process. The pilot has processed a small number of cases, some of which resulted in direct communication, others which did not. Along with cases involving various persons crimes, the project was central in supporting a community-engaged restorative justice process following the defacement of the Black Lives Matter mural in Santa Cruz.

- Sequential Intercept Model. State Consultant Kevin O’Connell led the Community Corrections Partnership through a work session to update the Santa Cruz County Sequential Intercept Model and System/Program Map. The process clarified the processes and programs in each of the five primary stages of the local criminal legal system. Current priority initiatives were identified for Intercept 0 (Community Services) and Intercept 1 (Law Enforcement Response).
- Restorative Practices Forum. April 25, 2024, the SSW hosted *Healing our Communities Restorative Practices in Santa Cruz County*, with over 80 community members and system leaders in attendance. The objectives of the forum were to clarify the distinction between restorative justice programs and restorative practices, showcase existing restorative justice and practice models, provide a platform for lived experience experts to share their experiences with restorative justice, and foster community dialogues about opportunities to enhance restorative justice in the community.
- Bench Warrant Relief Event. In January of 2024 the Probation Department collaborated with the Public Defender, the District Attorney, the Superior Court, and the non-profit Community Action Board to produce a weekend event for individuals to clear outstanding bench warrants. The event responds to the growing backlog of cases – some years old – in which a bench warrant was issued and never recalled. Subsequent events were conducted in partnership with monthly outreach events from the Public Defender’s Clean Slate Project, and the District Attorney began a practice of evaluating old warrant cases that could safely be recalled.
- Trauma Recovery Center Report and Recommendations. A subcommittee of the Shared Safety Committee was convened, with representatives from multiple community non-profit service providers, the District Attorney’s Office, the Public Defender’s Office, local medical clinics, the Probation Department, and the County Administrative Office. This group identified gaps in current services, reviewed potential models for coordinated trauma survivor services, and evaluated the need and feasibility of establishing a local Trauma Recovery Center. While the subcommittee affirmed the need for a one-stop resource, significant challenges were identified in location and funding. At this time, the recommendation is to start by leveraging and expanding existing services by the local non-profit organizations represented on the subcommittee.

B. 2024 -25 Implementation Highlights

Service Network Revitalization. This year marked the renewal of the AB109 Service Provider Network, bringing in new programs, staffing, and partner agencies. Service agreements for AB109 services are established through a competitive Request for Proposals (RFP) process, which is renewed every four years. On February 13, 2024, the County released an RFP for AB109 services (23P3-014), with proposals due by March 15, 2024. A trained panel of twenty individuals, including representatives from law enforcement, the courts, probation, county departments, and community organizations, reviewed and scored the proposals. The panel’s recommendations were approved by the Community Corrections Partnership (CCP) in May, and the Board of Supervisors gave final approval for service agreements starting July 1, 2024.

The primary AB109-funded provider organizations in 2024-25 included the following:

- Conflict Resolution Center of Santa Cruz County
- Encompass Community Services
- Goodwill Central Coast
- Janus of Santa Cruz
- Justsolve
- MENTors Driving Change for Boys, Men, and Dads
- Monarch Services
- New Life Community Services
- Santa Cruz Barrios Unidos
- Santa Cruz County District Attorney (Neighborhood Court)
- Santa Cruz County Health Services Agency (Substance Use Treatment)
- Santa Cruz County Office of Education
- Santa Cruz County Public Defender (Early Representation)
- Streets2Schools
- Uptrust Inc.
- Volunteer Center of Santa Cruz County

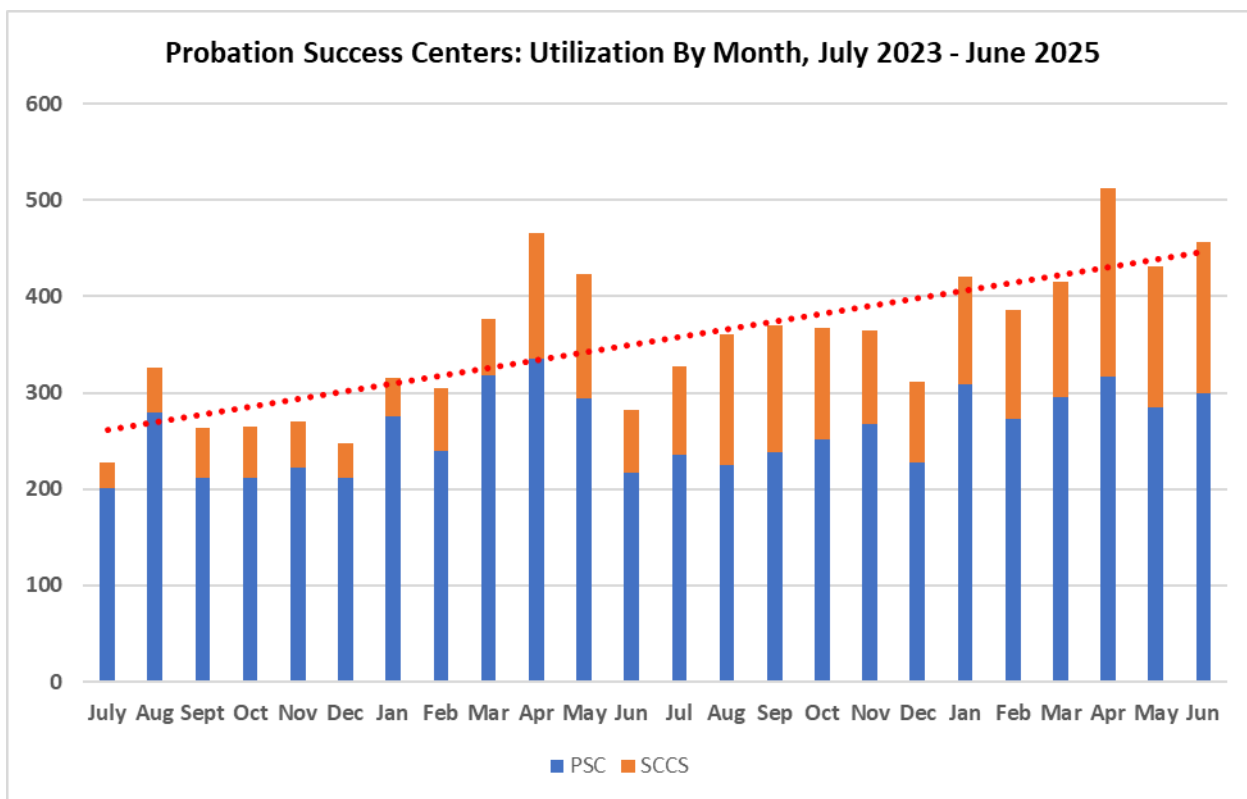
New service agreements were developed and approved by the Board of Supervisors, leading to the launch of services at both the Probation Success Centers and the County's jail facilities. The Probation Department convened a weekly Multi-Disciplinary Team (MDT) to manage complex cases, while additional meetings coordinated services for individuals deemed releasable to programming by the Courts.

Allied Initiatives. This year, there was a continued emphasis on strengthening coordination between the AB109 service provider network and other service initiatives. This included CalAIM assessments and services, the Coaching Model of the Reducing Revocations Challenge, and treatment and housing support available through CAFES Cohort III (Prop 47) and the newly funded Cohort IV grant awarded to the Health Services Agency. AB109 funds helped sustain and expand initiatives tied to the criminal justice system, such as diversion programs through the District Attorney's Office and early representation for indigent clients through the Public Defender.

DV and DUI Service Funding. In alignment with the AB372 Domestic Violence Pilot, AB109 funding covers the full cost of class fees for batterer intervention programs, alleviating the financial burden on families of individuals convicted of intimate partner violence. A similar model has been implemented to support class fees for low-income individuals with DUI convictions, whose driver's licenses have been suspended. Both models aim to maintain accountability, encourage rehabilitation, and provide a pathway to community reintegration and self-sufficiency.

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

There were over 4,700 client visits to the Centers in FY24-25, with 12.2% female and 87.8% male client visits. Visits were more often in the afternoon, and about half of all visits were on Tuesdays and Wednesdays. There is variation from month to month, with lower numbers in July and December: this may reflect staff vacations and holiday closures rather than changes in client need. Overall utilization has continued to increase over time.



- Reducing Revocations Challenge: Incentives-Based Probation Pilot and Transition to the Coaching Model.** The Reducing Revocations Challenge (RRC), launched in 2019 by Arnold Ventures supported in-depth research followed by the implementation of innovative strategies to improve probation outcomes and equity. In 2023, the Santa Cruz County project began piloting an incentives-based caseload for individuals with substance use probation terms and adopted a coaching-based model for probation supervision, replacing negative sanctions with positive resources, support, and encouragement in order to better meet community safety needs. During FY24-25, codesign groups of Probation staff at all levels met to develop and refine internal practices, and to begin a department-wide training program to translate vision into action. The Department contracted with Justice System Partners to implement in-person and online training in their *Journeys* curriculum for officers and supervisors.
- Mobile Probation Service Center (MPSC).** Funded through AB178, the Probation Department acquired a van in order to better support unhoused probationers at risk for deeper system involvement due to technical violations, missed appointments and court appearances. The intention is to provide accessible legal, housing, health, and behavioral services to at least three hundred individuals each year. The MPSC van is outfitted with workspace, technology, internet, and basic needs supplies, and field implementation will be coordinated with community service providers, the Public Defender’s Office, and other County and health service organizations.

- Service Contracting, Invoicing, and Payments. The Contract Process Improvement collaboration is a collaboration between the County and community-based organizations, with a goal of improving the experience of local non-profit agencies that provide critical services under contract with the County. The Probation Department implemented changes in FY24-25 to streamline contract development, clarify points of contact, implement a standard for *de minimis* indirect cost rates, and standardized invoices to eliminate delays caused by calculation or other errors.

C. Objectives and Activities

The following table provides a summary of progress toward 2024-25 objectives:

<i>Objective Area</i>	<i>Progress</i>
1. Expand the services offered through the Success Centers and increase their overall utilization. This includes system navigation, case management, extended/non-traditional hours of operation, pro-social activities, data collection, and additional community-based services and supports. Collaborate with Probation, Corrections, and community treatment providers to enhance the use of the adjacent Sobering Center, particularly for after-hours jail releases or treatment facility discharges.	<u>Partially Completed.</u> Total client visits in FY2024-25 increased to 4,724, an increase of 25.4% over FY2023-24. The percentage of female client visits decreased over seven percentage points from FY2023-24, largely based on a considerable decrease of female client participation at the South County Success Center. The intended expansion of services to non-traditional hours (evenings and weekends) was partially realized, with Saturday morning parent education groups and cognitive behavioral curriculum classes in the evening at the South County Success Center. Prop 47 services (CAFES Cohort III) have been increasingly integrated with AB109 services, and CAFES assessment, referral, and case management are coordinated at the Success Centers. These services are provided by the same service provider as the Sobering Center, which has facilitated coordination between the center and the AB109-funded network of services.
2. Fully integrate the AB109 Treatment and Intervention Services Network with the Reducing Revocations Challenge. This integration should involve full partner and stakeholder participation in planning and implementation, the use of common language and practices for incentive-based community supervision, staff training to implement a strengths-based coaching model, and seamless access to services and supports.	<u>Partially Completed.</u> Service providers have been included in presentations and trainings regarding the implementation of the Coaching Model, including incentive-based supervision and the movement away from probation violations as a response to positive drug tests. Through Prop 47 (CAFES) funding, all service providers are being given access to an online library of resources from Justice System Partners
3. Operationalize a van-based Mobile Probation Success Center (MPSC) to	<u>Partially Completed.</u> The van has been acquired and outfitted with the necessary office equipment, internet and radio

expand outreach and services for individuals experiencing homelessness and those at risk for violating probation. Develop policies and practices to integrate AB109 services with the MPSC.	access, along with signage and storage. Special, all-weather backpacks have been purchased, along with tents, clothing, and packaged food. Operational guidelines have been developed, and meetings have been conducted with community service providers and other County departments to combine outreach efforts, service access, and to coordinate scheduling and locations for the MPSC. Additional stairs were determined to be necessary to allow clients and staff to enter and exit the van safely, and this has delayed the official opening of the MPSC, which is now anticipated in November 2025.
4. Coordinate AB109 treatment and intervention services with multiple initiatives, including Proposition 47 Cohort III and Cohort IV, local CalAIM planning and implementation, SB129-funded pretrial services, and the new County CORE service cohort.	<u>Completed.</u> Centralized assessment, service delivery, and case management services provided through AB109 and Prop 47 Cohort III were coordinated through regular meetings with Probation managers and staff. Pretrial staff were trained and incorporated in the AB109 service referral process. Probation staff participated fully in all CalAIM planning and reporting efforts, including the development of community contracts for services.

New Objectives and Activities for 2025-26

During 2025-26, the CCP will continue to provide system-wide coordination of new programs and initiatives linked to the adult criminal legal system. The primary operational objective areas for AB109 funding will be:

1. Expand the adoption and institutionalization of the Probation Coaching Model (PCM), including training and support for AB109 treatment and intervention service providers.
2. Pilot the transition of case management responsibility from probation officers to staff at one or more community-based agencies.
3. Reestablish the CCP's Community Education Work Group to provide critical information regarding the impact of AB109 and other criminal legal system reform efforts.
4. Fully operationalize the van-based Mobile Probation Success Center (MPSC) to expand outreach and services for individuals experiencing homelessness and those at risk for violating probation. Develop policies and practices to integrate AB109 services with the MPSC. (continued from FY24-25)
5. Coordinate AB109 treatment and intervention services with multiple initiatives, including Proposition 47 Cohort III and Cohort IV, local CalAIM planning and implementation, SB129-funded pretrial services, and the new County CORE service cohort. (continued from FY24-25)

D. AB109 Intervention Service Contracts, 2025-26

In February of 2024 the County Board of Supervisors approved the release of a Request for Proposals (RFP) for AB109 treatment and intervention services. This funding is divided into multiple research-based service areas directed at reducing recidivism and increasing successful community reintegration.

Service Area/Description	Funding Percentage
1. Cognitive/Behavioral Curricula focused on criminal thinking, behavior, and identity	13.5%
2. Educational Services focused on the acquisition of high school diploma or equivalency, as well as basic literacy and planning and enrollment in higher education	10.9%
3. Employment Development Services , including workforce preparation, job seeking support, development of employment opportunities	6.1%
4. Housing Support , including emergency/bridge housing, and transitional housing opportunities	2.8%
5. Mental Health Treatment and Support , including assessment, counseling, and mental health system navigation	9.2%
6. Reentry Case Management and System Navigation , including Success Center staffing, reentry planning, service access and engagement, and case management follow-up	21.6%
7. Substance Use Disorder Education , including in-custody classes and community-based DUI programs	3.5%
8. Substance Use Disorder Treatment (administered by Health Services Agency), including assessment, detox, medically assisted treatment, residential and outpatient treatment, sober living environment housing, and recovery support services	19.1%
9. Community Diversion (administered by the District Attorney), including Neighborhood Court or other community-based diversion programs	4.6%
10. Early Legal Representation (administered by the Public Defender's Office), including assessment, legal support, human services referral, and follow-up	4.6%
11. Probation Success Centers (administered by the Probation Department) including facility rental, equipment, and utilities	4.1%

The RFP comprised the first seven areas, with SUD Treatment, Diversion, Legal Representation, and Success Center support independently administered by various County departments. The following is a summary of the current AB109 treatment and intervention services network for 2025-26, arranged by service area. All service agreements are renewable for up to two additional years, depending on adequate performance and outcomes, client utilization, and funding availability through State AB109 allocation.

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

Criminal thinking, behavior, and peers are the most strongly predictive criminogenic factors for recidivism. Until and unless these areas are addressed, meeting other need areas will not result in

significant positive outcomes for individuals in the criminal legal system. A variety of research-based curricula are available, along with training and support for fidelity of implementation. Two key elements are cognitive reframing, based on education and dialectic discussion, combined with behavioral re-patterning through extensive role play and skills practice (Andrews, Bonta, Wormith, 2006; Latessa and Reitler 2015, et al.).

For 2025-2026, the Santa Cruz Community Corrections Partnership will contract for the following cognitive/behavioral curricula services:

<i>Provider</i>	<i>Funding Amount</i>	<i>Services</i>
Volunteer Center of Santa Cruz County	\$185,000	CTBI classes utilizing interactive journaling (Courage To Change) on topics that include responsible thinking, self-control, peer relationships, and pro-social values
Monarch Community Services	\$87,045	Positive Solutions, a Batterer Intervention Program
Conflict Resolution Center	\$64,832	Restorative Justice Reconciliation Project: victim/offender reconciliation screening, preparation, facilitation, and follow-up
Streets2Schools	\$120,000	On-line Batterer's Intervention, anger management, and other cognitive/behavioral programming
Volunteer Center of Santa Cruz County	\$55,560	In-custody anger management classes
Mentors Driving Change for Boys, Men, and Dads	\$49,995	Parenting and fatherhood involvement, including curriculum and on-going parent support groups

Common outcome measures for this area will include:

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

2. Educational Services

Low educational attainment among individuals in the criminal legal system both reflects their history of low social attachment and predicts a future of low employability and limited career advancement. For most, attaining at least a high school diploma (HSD) or high school equivalency (HSE) is a key step towards pro-social engagement and successful reentry. Vocation-specific education programs can further increase self-sufficiency and successful community reintegration. Responsivity factor to be addressed include undiagnosed learning disorder, inconsistent motivation, and negative past experiences in educational settings.

For 2025-2026, the Santa Cruz Community Corrections Partnership will contract for the following educational services:

<i>Provider</i>	<i>Funding Amount</i>	<i>Services</i>
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Santa Cruz County Office of Education	\$401,370	High school diploma/equivalency preparation program at all jail facilities, including assessment, classroom instruction, and support to obtain HSD/HSE; community-based educational programming and computer lab at the Probation Success Centers
Santa Cruz County Office of Education	\$73,737	In-custody, cohort-based building trades pre-apprenticeship course to prepare individuals to enter and complete an apprenticeship program following release from custody.

Common outcome measures for this area will include:

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

3. Employment Development Services

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

For 2025-2026, the Santa Cruz Community Corrections Partnership will contract for the following workforce and employment services:

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

Outcome measures for this area will include:

- Measurable increases in employment preparation, skills, and readiness
- Number/percent of participants hired (new job)
- Number/percent of participants still employed at 90 days (retention)
- Number/percent of participants who demonstrate upward economic mobility

4. Housing Support

Nationally, Homeless individuals are disproportionately involved in the criminal legal system and are far more likely to be victims than suspects. While lack of housing is not in itself a criminogenic factor, housing instability can be a barrier to the delivery and effectiveness of reentry services. Without stable housing, formerly incarcerated individuals are exposed to victimization, criminal opportunities, and drug

use; they face difficulties in phone, mail, or other communication with service providers; their ability to obtain and retain employment is reduced; and their physical health is compromised.

For 2025-2026, the Santa Cruz Community Corrections Partnership will contract for the following housing services:

<i>Provider</i>	<i>Funding Amount</i>	<i>Services</i>
Monarch Community Services	\$60,500	The Safe Release program for women leaving incarceration, including emergency housing, case management, and 24-hour crisis line support.
Local Motels	\$60,000	Emergency bridge housing for individuals waiting residential placement
Sober Living Environment (SLE) Providers	\$200,010	SLE housing for individuals in recovery from substance use disorder

Common outcome measures for this area will include:

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

5. Mental Health Treatment and Support

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

For 2025-2026, the Santa Cruz Community Corrections Partnership will contract for the following mental health care services:

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

Outcome measures for this area will include:

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

6. Reentry Case Management and System Navigation

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

For 2025-2026, the Santa Cruz Community Corrections Partnership will contract for the following reentry planning, aftercare, and mentoring services:

<i>Provider</i>	<i>Funding Amount</i>	<i>Services</i>
Santa Cruz Barrios Unidos	\$67,000	Culturally-based reentry peer mentoring, violence prevention, and case management
Volunteer Center of Santa Cruz County	\$598,879	South County Success Center staffing and operation, county-wide case management support for AB109-referred individuals, including assessment, case planning, service access, barrier removal, and follow-up.
Volunteer Center of Santa Cruz County	\$67,298	Court Community Service Program: provide opportunity for individuals to provide community service in lieu of fines and/or incarceration (full program cost supported by additional \$157,029 of Probation General Fund)
Uptrust Inc.	\$19,200	Text-based system for communication between individuals and Court/Probation staff with automated appointment and hearing reminders to reduce failures to appear

Common outcome measures for this area will include:

- Number/percent of participants with a written, dynamic case plan prior to release based on assessed criminogenic needs
- Number/percent of participants who access and complete reentry services and benchmarks as directed by their assessment-based reentry plan
- Number/percent of participants linked to natural supports and ongoing community resources for long-term support

7. Substance Use Disorder Education

Although increasing the availability and intensity of substance use disorder treatment in our community remains an essential goal, individuals who don't understand the nature of the disorder and its real impact on their lives are unlikely to participate, and unlikely to benefit. An estimated 80% of individuals with active substance use disorders are in the stage of "precontemplation," that is, they are not yet concerned about their consumption patterns or considering any change (DiClemente and Prochaska, 1998). Education and insight groups are an essential element in preparing individuals to engage with and benefit from formal SUD treatment. For many individuals, the period of incarceration is a fruitful time to

acquire new information and reassess entrenched behavior patterns, and SUD education classes have been popular among individuals incarcerated in County Jail facilities.

For 2025-2026, the Santa Cruz Community Corrections Partnership will contract for the following in-custody SUD education services:

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

Outcome measures for this area will include:

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

8. Substance Use Disorder Treatment and Recovery Maintenance

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

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

<i>Provider</i>	<i>Services</i>
Encompass Community Services	Community-based substance use disorder treatment, including residential, residential dual-diagnosis, intensive outpatient, outpatient, DUI classes
Janus of Santa Cruz	Community-based substance use disorder treatment, including detox, residential, intensive outpatient, medically-assisted treatment, recovery maintenance services
New Life Community Services	Community-based residential substance use disorder treatment
Sobriety Works	Community-based substance use disorder treatment, including outpatient, Matrix Model, intensive outpatient, and drug testing
Santa Cruz County Health Services Agency	Client assessment and referral and follow-up for SUD services; administration and monitoring of all AB109 SUD contracts

AB109 funding is budgeted for the SUD assessment, treatment, and related services in 2024-25. The majority of funding is coordinated through the County's Drug Medi-Cal Organized Delivery System to cover direct treatment costs not reimbursed by Medi-Cal (e.g., occupancy costs for residential treatment and treatment for individuals who are not eligible or who have exhausted their treatment benefit). AB10 SUD treatment funding is supplemented by funding available through the Prop 47 CAFES grant, which also provides mental health and housing support. Services are coordinated through multi-disciplinary teams at the two Probation Success Centers.

Outcome measures for this area are guided by Medi-Cal reporting measures.

9. Community Diversion

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

For 2025-2026, the District Attorney's Office will continue to administer AB109 funding to support the Neighborhood Justice Program, a community driven, pre-filing diversion program designed to divert low level misdemeanor offenses from entering the criminal justice system. Outcome measures will include numbers served, achievement of accountability goals, and recidivism among program participants.

10. Early Legal Representation

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

For 2025-2026, the Public Defender's Office will continue to administer AB109 funding to support their Early Representation and Holistic Defense teams. This includes non-attorney client advocates, trained and placed by Partners For Justice. Outcome measures include numbers served, successful service access, legal outcomes, and on-going stability and desistance from further criminal legal system involvement.

9. Probation Success Centers

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

For 2025-2026, the Probation Department will provide facilities, furniture, equipment, client basic needs and flex funding, and staffing for the Centers. The South County Success Center will be staffed and operated under contract with the Volunteer Center, which will also provide case management at both Success Centers to ensure service engagement and barrier removal for individuals engaged in AB109-funded services.

Outcome measures will include numbers served/center utilization, barrier removal, client satisfaction, and increased on-site service utilization.

E. Additional Materials

United Way of Santa Cruz County. Shared Safety Workgroup Summary of Activities 2017-2024. Background, goals, objectives, and achievements of the CCP workgroup focused on community education and engagement in promotion of the Shared Safety model for the criminal legal system.

CUNY Institute for State & Local Governance. From Research to Action to Successful Outcomes: Transforming Local Approaches to Probation with the Reducing Revocations Challenge. Formal summary of Phase II of the Arnold Ventures Reducing Revocations Challenge in four counties.

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



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

Background

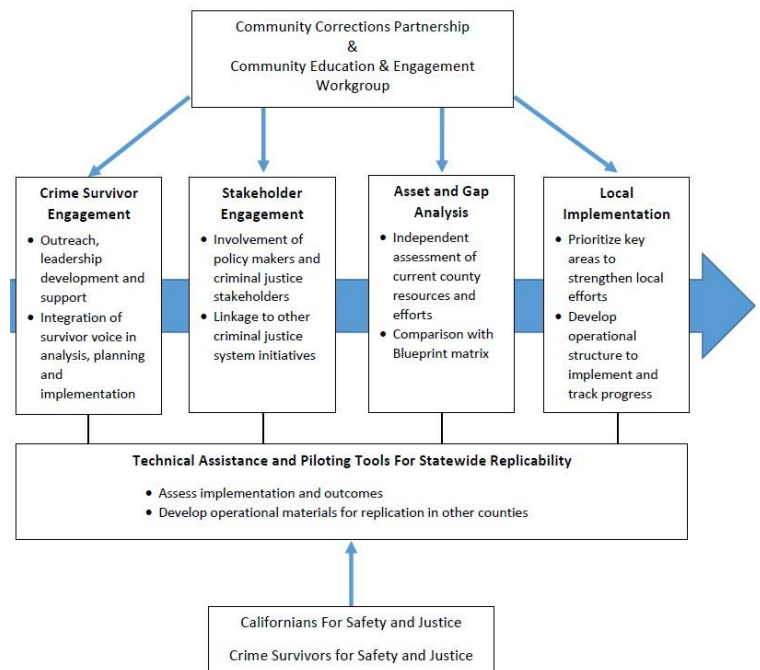
In November of 2017, the Community Corrections Partnership Executive Committee voted to support the Santa Cruz County Blueprint for Shared Safety Project. The Committee determined that the first phase of the project would include an Asset and Gap Analysis of SCC's alignment with the five Shared Safety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



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

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

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



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

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

Santa Cruz County Shared Safety Goals:

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

Current Shared Safety Workgroup agencies include:

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



Turning the Shared Safety Survivors at the Center Report into Action

Restorative Justice

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

*November 1st
Community Forum on
Restorative Justice*



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

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

Media coverage can be found at the following sites:

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

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

Santa Cruz County Neighborhood Courts

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

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



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

County of Santa Cruz - Operational Plan Objectives

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

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

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

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

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

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

Trauma Informed Leadership Training: Better Meeting the Needs of Survivors of Crime

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

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



YOUTH WELL-BEING & COMMUNITY SAFETY

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

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

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

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

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

Strengthening trust between Survivors and Law Enforcement

April 2021 Watsonville Shared Safety Community Dialogues:

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

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

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

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

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

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

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

Shared Safety Round Table with California Attorney General Rob Bonta

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



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

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

System Navigation

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

The goals of the System Mapping Project included:

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

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

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

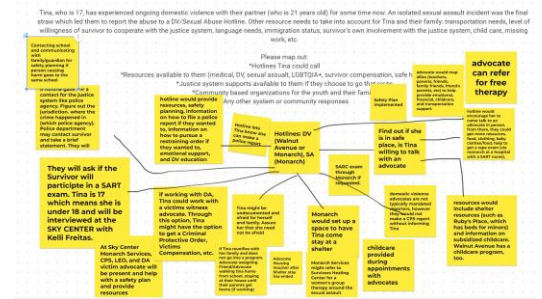
The SSW learned that not only had survivor of crime system mapping never taken place in Santa Cruz County, but through extensive outreach efforts through state and national-level survivor and justice organizations, it appeared that there is no knowledge of another community successfully mapping out a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

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

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

The following occurred during the system mapping process:

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



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

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

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

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



Trauma Recovery Center

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

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

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

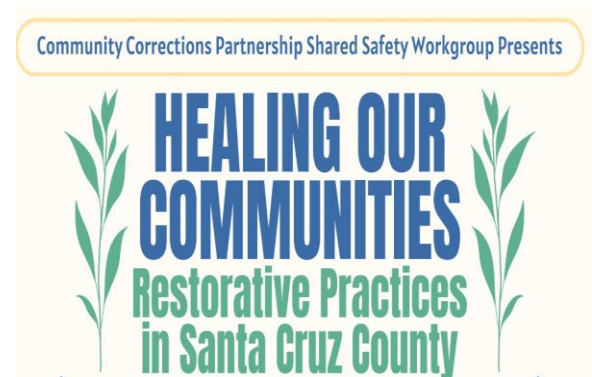
- attended virtual and in-person presentations
- met with representatives from the [National Alliance for Trauma Recovery Centers](#)
- conducted virtual site visits to learn about the various TRC Models:
 - September 14, 2023 - Alameda County Family Justice Center
 - October 11, 2022 - Citilookout,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

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

Restorative Practices

April 25, 2024, the SSW hosted *Healing our Communities Restorative Practices in Santa Cruz County*. It was a transformational event. Over 80 community members and system leaders attended, ranging from policy makers to grassroots community. The objectives of the forum were to:

1) clarify the distinction between restorative justice programs and restorative practices, emphasizing their significance; 2) showcase existing restorative justice and practice models; 3) provide a platform for lived experience experts to share their experiences with restorative justice; and 4) foster community dialogues about opportunities to enhance restorative justice in the community. The forum included spoken word & poetry, a land acknowledgement, overviews on restorative practices and justice, a legislative overview of AB60, a panel of those that have been harmed and participated in restorative justice processes, community table conversations, and a resource fair.



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

Of the post-event survey responses:



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

NEXT STEPS

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

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

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

