

The JDAI Story

Santa Cruz County JDAI Site Visit

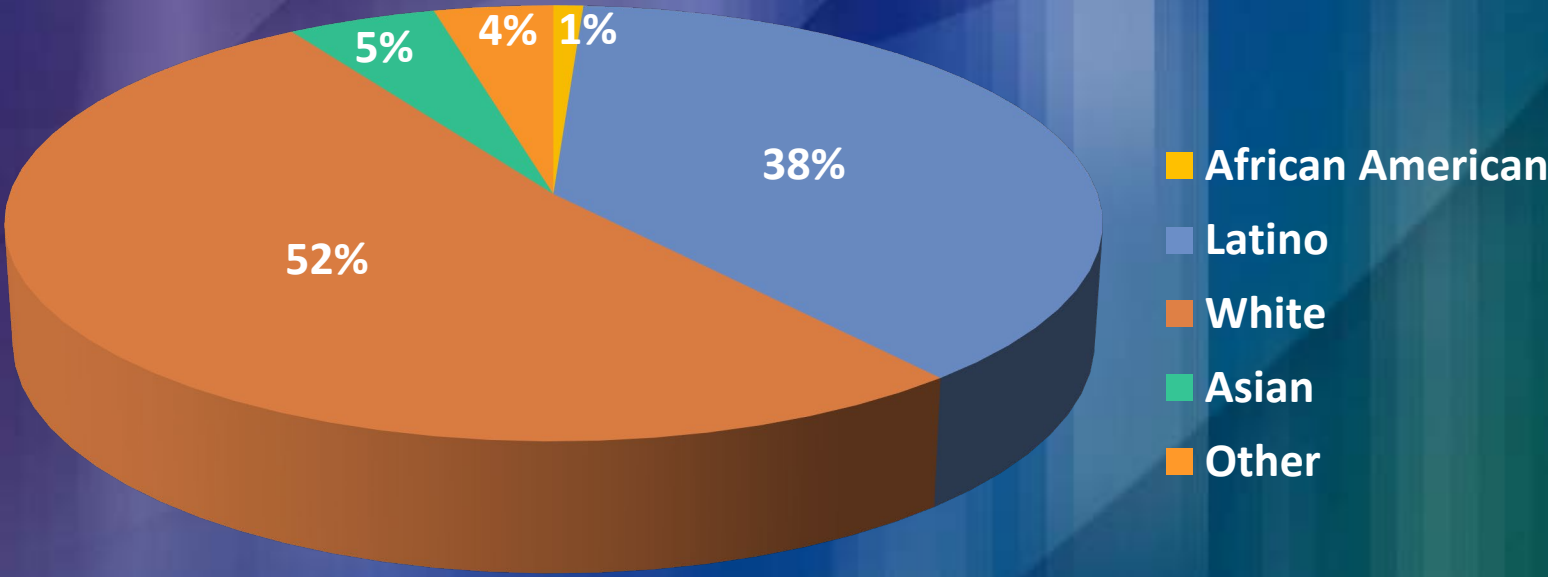
Santa Cruz County

Demographic Summary

- Central Coast
- 445 Sq. Miles
- Agriculture, Tourism, Government, and High Tech
- Mid-sized County, Population 277,587
- 24,292 Total Court-Aged Youth, 54% Latino
- Governance
 - Board of Supervisors
 - Chief P.O. Appointed by Judges

Population by Race

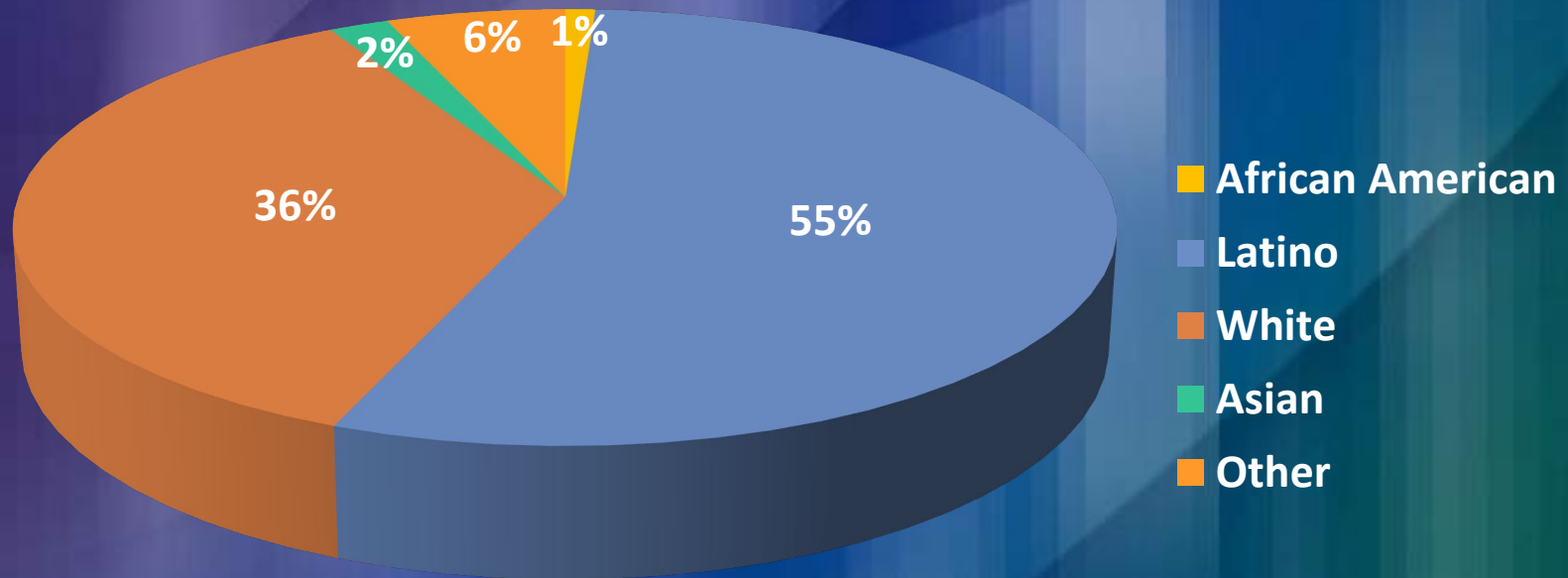
Santa Cruz County, 2022



Source: California Department of Finance Population Projections

Court Aged Youth (Ages 10 – 17)

Santa Cruz County, 2022



Source: California Department of Finance Population Projections

Strengths Before JDAI

- Excellent Conditions of Confinement
 - Mental Health Services/Collaboration
 - Programming
 - Good School Partnership
 - Homemade Meals
 - Opportunity for Community Service
- Progressive Environment
- Multiple Detention Alternatives
- Efficient Court Docket
- System of Care Model Site
- Rich Continuum of Community-based Services

Concerns Before JDAI

- No Detention Risk Assessment
- No Police Detention Criteria
- Subjective Decision Making
- Poorly Designed Detention Alternatives
- Growing LOS for Post Disposition Youth
- R.E.D. (Racial and Ethnic Disparities)
- Challenges to Conditions of Confinement
 - Overcrowding!
 - 365 Days Over Capacity in 1996
 - Inadequate Recreation Area

JDAI Implementation - 1997

- John Rhoads Intro to Pathways
- Learning, Taking Stock
- Independent “Audit” Conducted
- All Stakeholders Interviewed
- Core Work Group Assembled
- Work Plan Developed Using Audit Results and Data

JDAI Work Plan (8 Core Strategies)

- Collaboration
- Use of Accurate Data
 - Data-Based Decision Making
- Objective Admissions Criteria and Instruments
 - Revise Risk Assessment Instrument (RAI)
- Alternatives to Detention
 - Administrative Sanctions
 - Improve Detention Alternatives
- Improve Post Dispositional Case Processing
- Improve Use of RAI – Expeditor
- Address RED – now Race Equity & Inclusion (REI)
- Improve Conditions of Confinement

JDAI Detention Reform Goals

- Decrease the number of youth unnecessarily or inappropriately detained
- Reduce the number of youth who fail to appear in court or re-offend pending adjudication
- Redirect public funds towards effective juvenile justice processes and public safety strategies
- Reduce racial and ethnic disparities and contact with the juvenile justice system
- Improve the juvenile justice system overall.

Turning Challenges Into Results

JUVENILE HALL AVERAGE DAILY POPULATION (ADP)

1996

52

2021

14

-73%



PERCENT OF ARRESTS BOOKED INTO JH

1996

51%

2021

29%

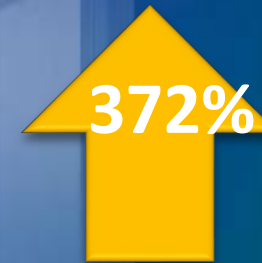
-43%



Turning Challenges Into Results

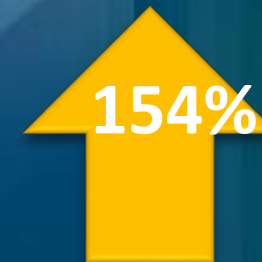
USE OF DETENTION ALTERNATIVES

2000	2021
<hr/>	<hr/>
1093 Days	5159 Days



JUVENILE HALL AVERAGE LENGTH OF STAY (ALOS)

1996	2021
<hr/>	<hr/>
13 Days	33 Days

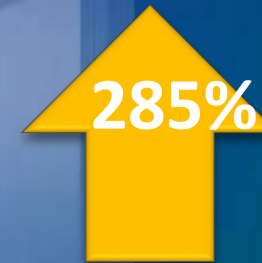


ALOS has been significantly impacted by youth awaiting placement

Challenges and Sustained Reform

ALOS – DISPOSITION TO 24 HOUR PLACEMENT

<u>1996</u>	<u>2021</u>
27 Days	104 Days



285%

LATINO YOUTH AVERAGE DAILY POPULATION

<u>1996</u>	<u>2020</u>
33 ADP	12 ADP



-64%

Turning Challenges Into Results

**ALOS EXCLUDING DJJ, RANCH CAMP AND
PLACEMENT EXITS**

1996

2021

13 Days

11 Days

-15%

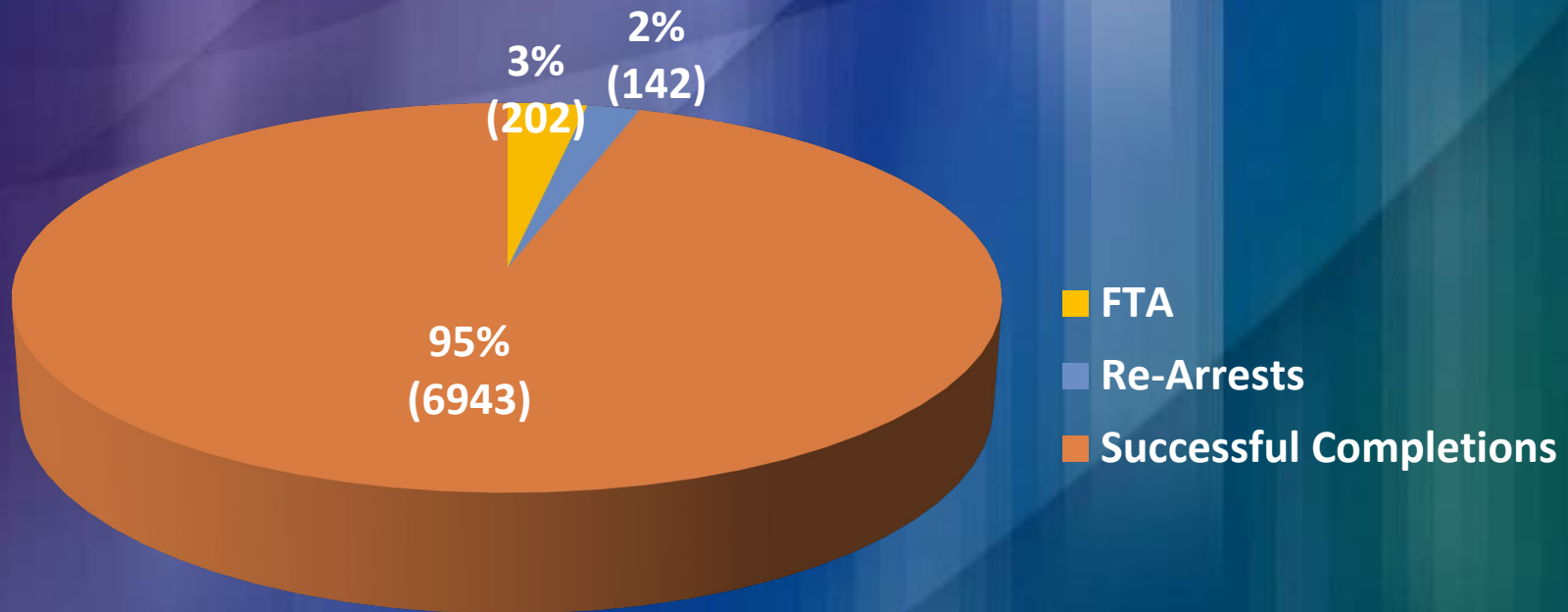


Youth in Alternatives to Detention do not Jeopardize Public Safety

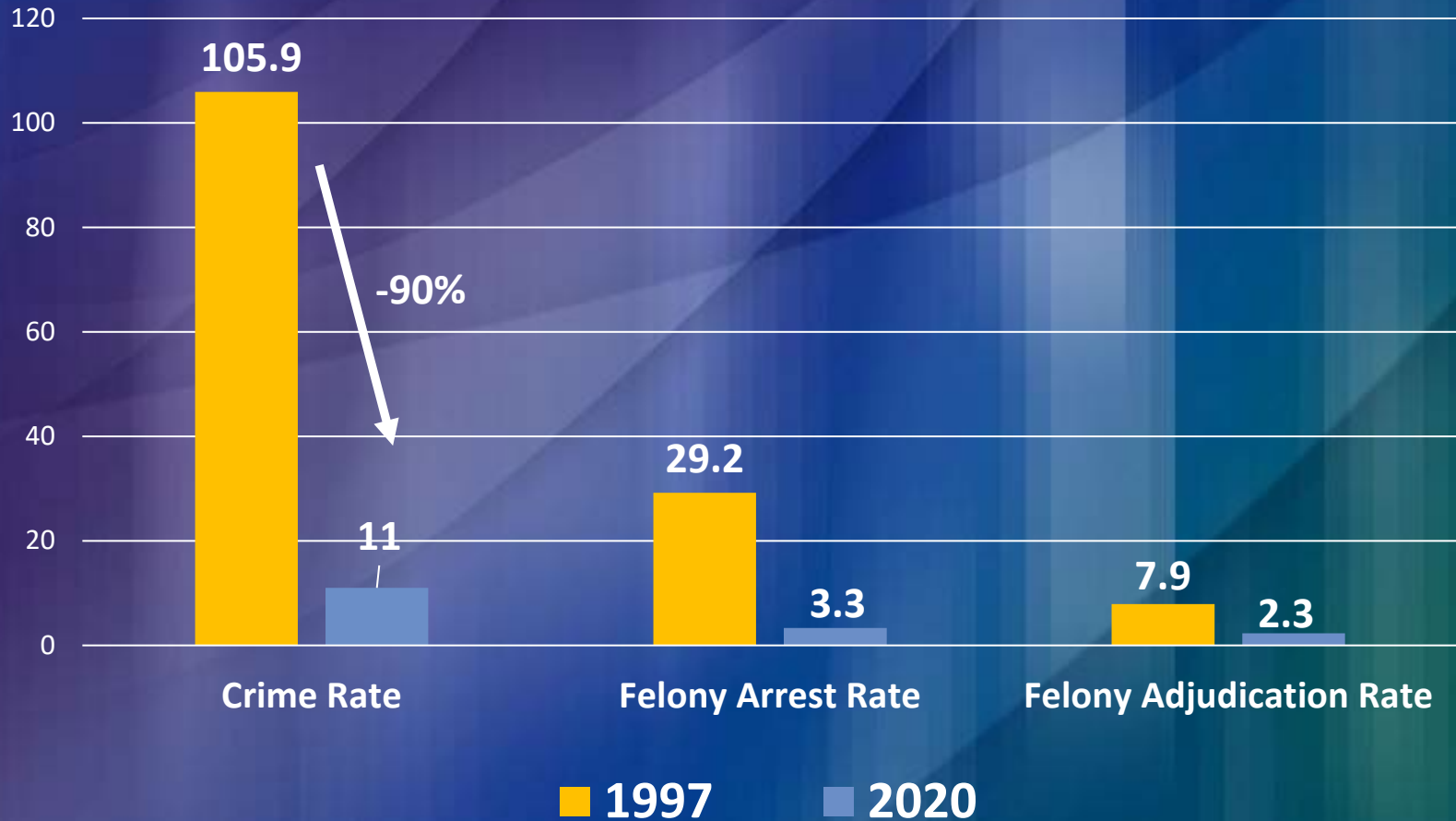
Cumulative Detention Alternative Success Rates

2001 – 2021

Average Length of Stay = 30 Days

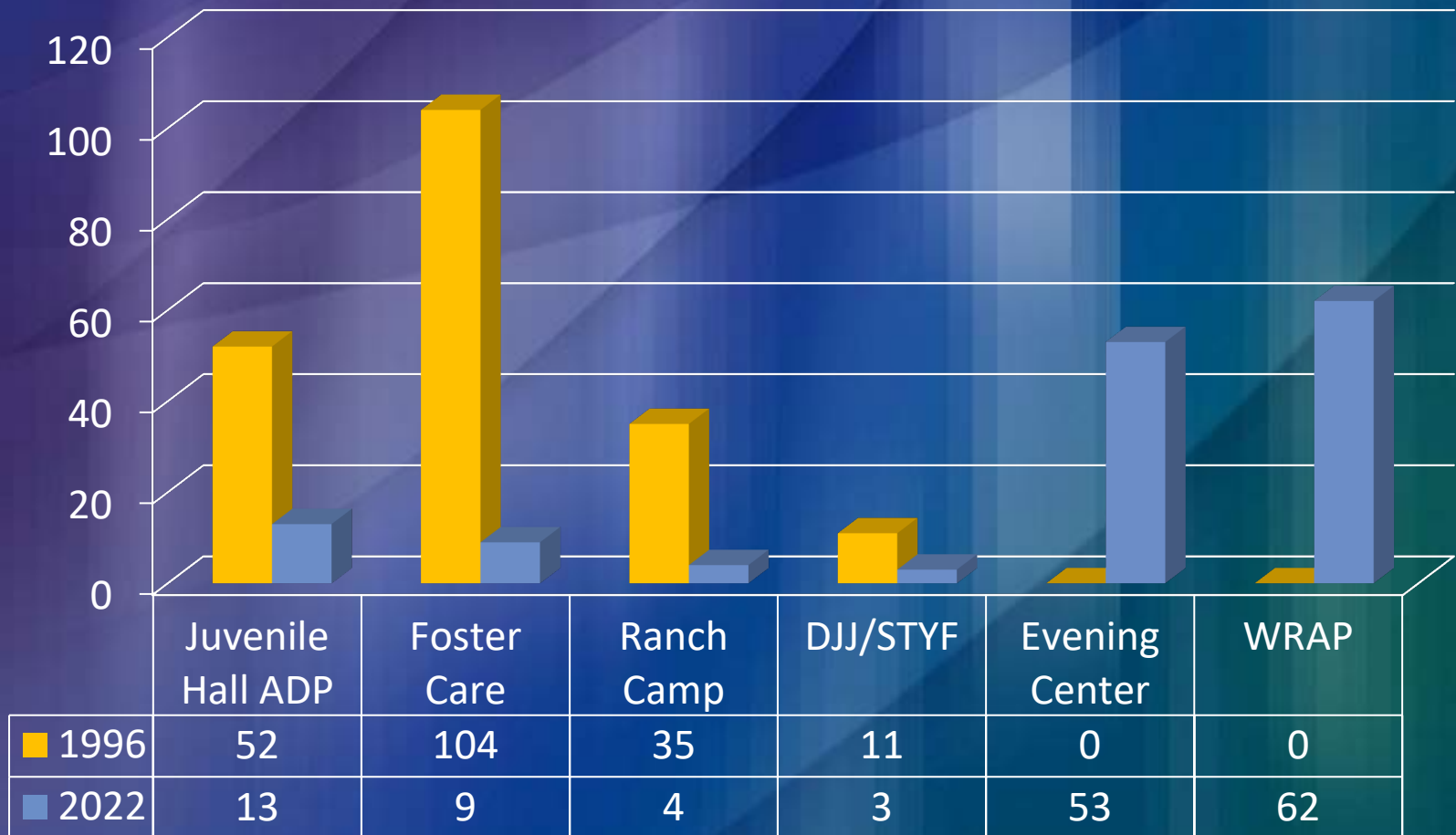


Juvenile Crime, Arrest & Felony Adjudication Rates (per 1,000)



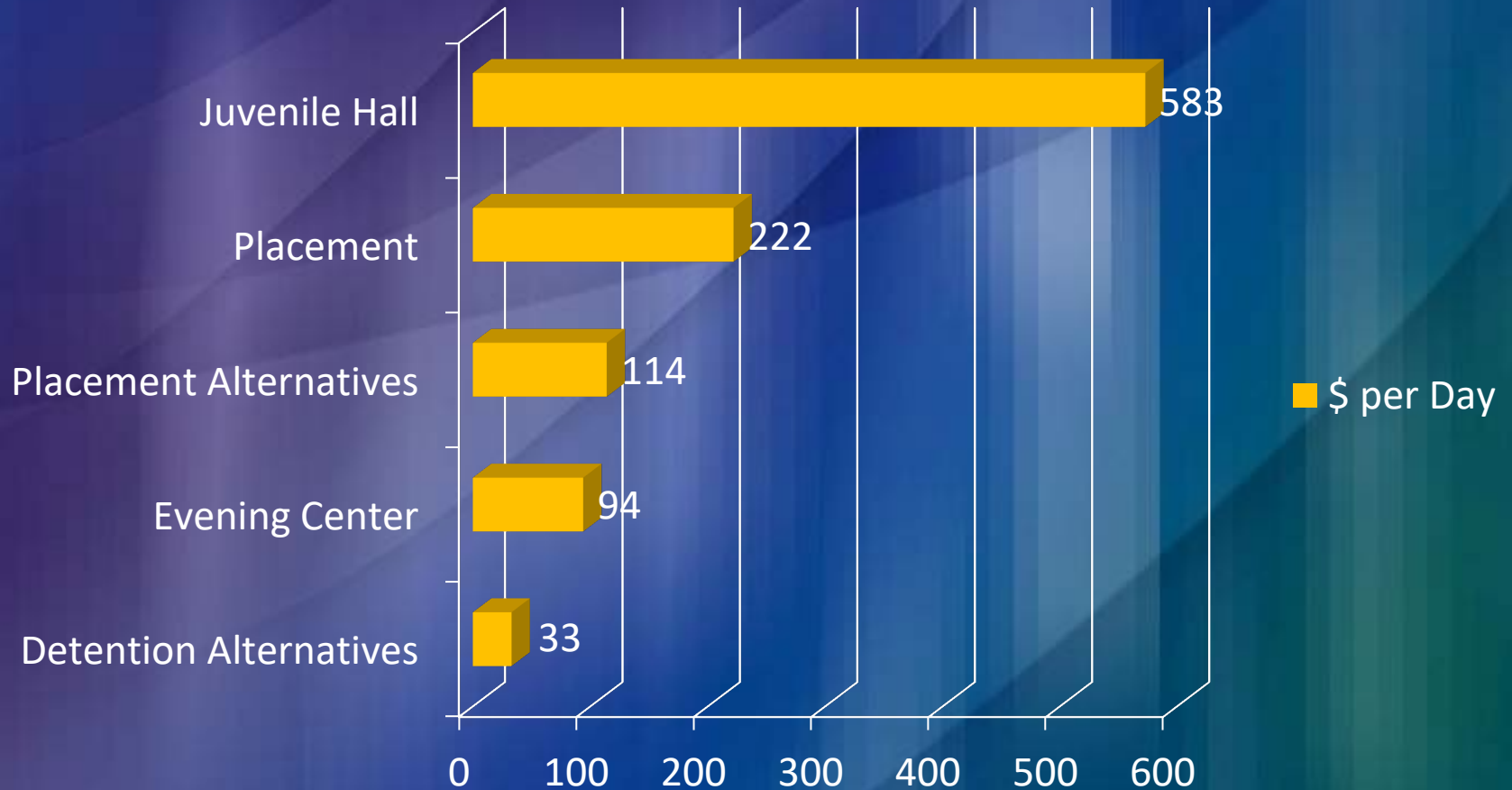
Source: Department of Justice, 2021 Data Unavailable

Reductions at all levels of Institutional care, while increasing capacity of community based interventions....



Juvenile Justice Interventions

General Fund Cost per Child



Detention alternatives include home supervision, electronic monitoring and advocacy and recreation services through a community based agency

Lessons Learned

- Use data to inform decision making
- Must understand the complexities and vocabularies of different jurisdictions
- Change creates conflict
- Not everyone is aligned
- On-going training and education is integral to sustain change



Sustaining System Reform/Change

- Clear articulation of core values
 - Agencies need to specifically articulate the purpose of detention
- Training and staff development
 - Agencies must ensure staff are implementing and executing the core values. These values must be reinforced.
 - Agencies must be clear about what the performance standards are.
 - Do they reflect the detention reform strategies?

Sustaining System Reform/Change

- Accountability and transparency
 - Are the leaders of the agency providing feedback to colleagues and higher ups?
 - Is the agency sharing the data with stakeholders?
 - Is the agency sharing success related to the innovations and system change?
- Leadership development and successful succession
 - Has the agency groomed the right people?
 - How are people hired?
 - Does staff have the right values?

Sustaining System Reform/Change

- Do the agencies fiscal plans align with the agencies policies
 - For example, if a significant portion of the budget is going towards the cost of detention, then something is wrong with your reform site.
- On-going collaboration
 - Many sites stop collaborating after success – you must continue
 - Leaders must continue to review the data collectively
 - Regularly reconvene the collaborative
 - Increase inclusion of youth and family voice

Santa Cruz County Probation Department Strategic Plan 2016 - 2021

Our **VISION** is a safe and thriving community with justice for all.

Our **MISSION** is to promote public safety, reduce recidivism, and support victims and all those impacted by crime. In partnership with our community, we provide balanced supervision, accountability, and opportunities for positive change through results driven practices.

Operational Excellence

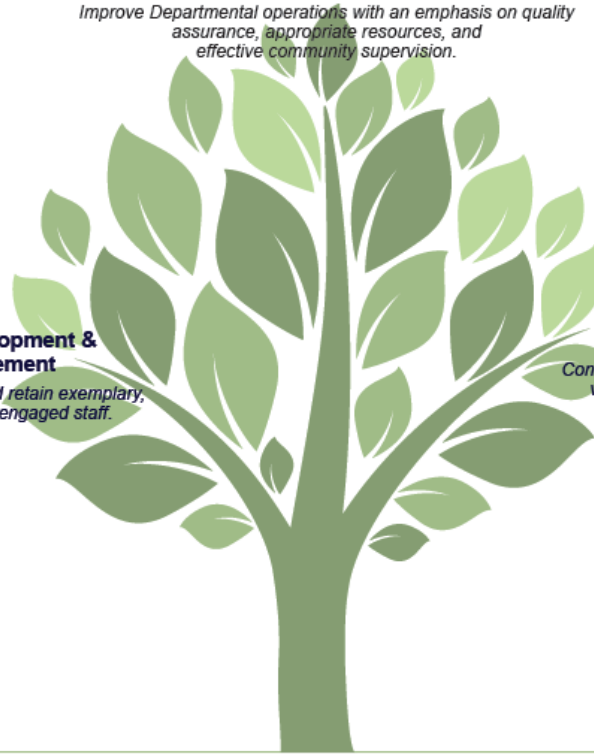
Improve Departmental operations with an emphasis on quality assurance, appropriate resources, and effective community supervision.

Staff Development & Engagement

Attract, develop and retain exemplary, motivated, and engaged staff.

Public Safety

Contribute to public safety and victim support services.



Core Values

Creativity & Innovation: *We believe creativity and innovation are fundamental for positive change.*

Dignity and Respect: *We value all people and believe they should be treated fairly and with compassion.*

Diversity: *We embrace the diversity within our Department and our community and strive to be responsive to the unique needs of all.*

Integrity: *We will adhere to the highest moral and ethical standards in our duty to serve the community.*

Teamwork: *Our staff and their collective efforts are our greatest asset and resource.*

Scale the Work

- Continued and Expanding Programming
 - Community Reclaiming Youth Justice (CRY-J)
 - FUERTE/Wrap
 - Probation/Education Partnership
 - Results Count
 - Performance Measurements
- Continue to address disparities for fair and equitable results