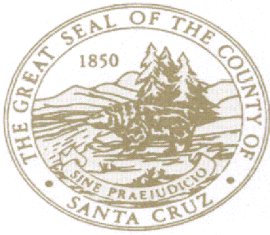


# County of Santa Cruz



## JUVENILE JUSTICE AND DELINQUENCY PREVENTION COMMISSION AGENDA

Thursday, November 13, 2025  
6:00 p.m. – 7:30 p.m.  
Regular Meeting

MILPA  
315 Main St, STE 206  
Watsonville, CA 95076 /  
Hybrid (see link below)

For questions regarding the meeting process, please contact Gerardo Leon, staff for the JJRPC, at 831-454-3312 or [PRB1150@santacruzcountyca.gov](mailto:PRB1150@santacruzcountyca.gov)

To join the meeting virtually click the link or copy the URL and paste it on your browser:

URL: [https://teams.microsoft.com/join/19%3ameeting\\_Y2ExYTI3MzctZGQ4Mi00ZWY2LTliMjctZDIwYWMyYmUyZDFh%40thread.v2/0?context=%7b%22Tid%22%3a%2252044d34-04cb-41a4-a0cd-54ae6eeffb9f%22%2c%22Oid%22%3a%2241b46ee2-5ab0-444e-9250-c9b059bfc85b%22%7d](https://teams.microsoft.com/join/19%3ameeting_Y2ExYTI3MzctZGQ4Mi00ZWY2LTliMjctZDIwYWMyYmUyZDFh%40thread.v2/0?context=%7b%22Tid%22%3a%2252044d34-04cb-41a4-a0cd-54ae6eeffb9f%22%2c%22Oid%22%3a%2241b46ee2-5ab0-444e-9250-c9b059bfc85b%22%7d)  
Meeting ID: 225 049 498 106 7  
Passcode: Zc3Tk9bw

Dial in by Phone: [+1 831-454-2222, 941715719#](tel:+18314542222941715719)  
Phone Conference ID: 941 715 719#

- I. CALL TO ORDER/ROLL CALL:
- II. CONSENT AGENDA:  
Approval of the November 14, 2025, Agenda  
Approval of the October 9, 2025, Minutes  
Monthly Statistical Information from Probation and Juvenile Hall (Accept & File).
- III. PUBLIC COMMUNICATIONS: Any member of the public will be allowed a maximum of 3 minutes each to address the Commission on any item listed on today's Agenda and/or any other topic within the scope of the responsibility of the Commission. If the issue or matter is not listed on today's agenda, Commissioners will not take actions or respond immediately to any public comment, but may follow up later, either individually or at a subsequent meeting.
- IV. ANNOUNCEMENTS (Including items via email on file)

*The County of Santa Cruz does not discriminate on the basis of disability, as no person shall, by reason of a disability, be denied the benefits of its services, programs, or activities. If you are a person with a disability, including a communication disability, and require special assistance in order to participate in the meeting or need language service assistance, please contact the Santa Cruz County Probation Department at (831) 454-3312 (TDD: call 711) at least 72 hours in advance of the meeting in order to make arrangements. Persons with disabilities may request a copy of the agenda in an alternate format.*

*Por favor haga arreglos anticipadamente por teléfono al número (831) 454-3800.*

## Juvenile Justice Delinquency Prevention Commission Agenda

November 14, 2025

Page 2

V. Presentation: Probation Juvenile Division Update from Division Director Jose Flores and Asst. Division Director Jimmy Cook.

VI INFORMATION ITEMS:

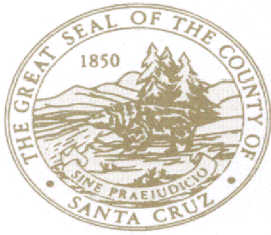
1. Delinquency Prevention
2. JJDPC Bylaws
3. Juvenile Hall Inspection Report
4. March 2024 Retreat outcomes and progress assessment and plans for moving forward with goals.

VII. ADJOURNMENT:

*The County of Santa Cruz does not discriminate on the basis of disability, as no person shall, by reason of a disability, be denied the benefits of its services, programs, or activities. If you are a person with a disability, including a communication disability, and require special assistance in order to participate in the meeting or need language service assistance, please contact the Santa Cruz County Probation Department at (831) 454-3853 (TDD: call 711) at least 72 hours in advance of the meeting in order to make arrangements. Persons with disabilities may request a copy of the agenda in an alternate format.*

*Por favor haga arreglos anticipadamente por teléfono al número (831) 454-3800.*

# County of Santa Cruz



## JUVENILE JUSTICE AND DELINQUENCY PREVENTION COMMISSION AGENDA

October 9, 2025  
6:00 p.m. – 7:30 p.m.  
Regular Meeting

Probation Success Center  
303 Water St, 1<sup>st</sup> Floor  
Santa Cruz, CA 95060 /  
Hybrid (see link below)

I. CALL TO ORDER/ROLL CALL: Meeting called to order at 6:01 p.m.

**Present:** Bernie Gomez, Beverly Brook, Cynthia Druley, David Brody, Deutron Kebebew, Elias Gonzales, Jeri Limon, Julia Feldman, Reyna Ruiz, Stephanie Sonnenshine

**Excused:** Sierra Thompson

**Ex Officio:** Judge Vinluan, Jennifer Martinez

**Staff:** Gerardo Leon

II. CONSENT AGENDA:

Approval of the October 9, 2025, Agenda

Approval of the September 11, 2025, Minutes

Monthly Statistical Information from Probation and Juvenile Hall (Accept & File).

**Motion:** Kebebew     **Second:** Book

**Yes:** Gomez, Brook, Druley, Brody, Kebebew, Gonzales, Limon, Feldman, Ruiz

**No:** None

**Abstain:** Sonnenshine

**Motion Passed**

III. PUBLIC COMMUNICATIONS: None

IV. ANNOUNCEMENTS (Including items via email on file)

Kelvin Nivens, founder and executive director of Project Daraja, Inc. introduced himself.

Vice-Chair Feldman spoke about AB60. See attached flyer.

New Commissioner Stephanie Sonnenshine introduced herself.

*The County of Santa Cruz does not discriminate on the basis of disability, as no person shall, by reason of a disability, be denied the benefits of its services, programs, or activities. If you are a person with a disability, including a communication disability, and require special assistance in order to participate in the meeting or need language service assistance, please contact the Santa Cruz County Probation Department at (831) 454-3312 (TDD: call 711) at least 72 hours in advance of the meeting in order to make arrangements. Persons with disabilities may request a copy of the agenda in an alternate format.*

*Por favor haga arreglos anticipadamente por teléfono al número (831) 454-3800.*

## Juvenile Justice Delinquency Prevention Commission Agenda

October 9, 2025

Page 2

Commissioner Kebebew attended an effective board training for Pajaro Valley Unified School District.

Commissioners Druley and Brook attend the first Office of Youth and Community Restoration (OYCR) ad hoc group call. They also spoke about the Op Ed in the Santa Cruz Sentinel critical of Juvenile Justice Reform.

**Please see Secretary Ruiz's notes for details.**

### V. ACTION ITEMS:

1. Establish and approve the Jail SYTF Ad Hoc Subcommittee

**Motion:** Kebebew      **Second:** Brook

**Yes:** Gomez, Brook, Druley, Brody, Kebebew, Gonzales, Limon, Feldman, Ruiz, Sonnenshine

**No:** None

**Abstain:** None

#### **Motion Passed**

Jail SYTF Subcommittee membership: Commissioners Brook, Druley, Gonzales, and Ruiz.

**Please see Secretary Ruiz's notes for details.**

2. Approve the Juvenile Hall Inspection Report

**Motion:** Brody      **Second:** Ruiz

**Yes:** Gomez, Brook, Druley, Brody, Kebebew, Gonzales, Limon, Feldman, Ruiz,

**No:** None

**Abstain:** Sonnenshine

#### **Motion Passed**

Juvenile Hall Inspection Report to be on the December Board of Supervisors Agenda.

**Please see Secretary Ruiz's notes for details.**

### VI. INFORMATION ITEMS:

1. Delinquency Prevention

**Please see Secretary Ruiz's notes for details.**

2. JJDPC input for Commissioners on the Chief Probation Officer Oral Board

*The County of Santa Cruz does not discriminate on the basis of disability, as no person shall, by reason of a disability, be denied the benefits of its services, programs, or activities. If you are a person with a disability, including a communication disability, and require special assistance in order to participate in the meeting or need language service assistance, please contact the Santa Cruz County Probation Department at (831) 454-3853 (TDD: call 711) at least 72 hours in advance of the meeting in order to make arrangements. Persons with disabilities may request a copy of the agenda in an alternate format.*

*Por favor haga arreglos anticipadamente por teléfono al número (831) 454-3800.*

## Juvenile Justice Delinquency Prevention Commission Agenda

August 14, 2025

Page 3

**Please see Secretary Ruiz's notes for details.**

3. Grand Jury Sex Trafficking Report

**Please see Secretary Ruiz's notes for details.**

4. March 2024 Retreat outcomes and progress assessment and plans for moving forward with goals.

**Please see Secretary Ruiz's notes for details.**

- VII. ADJOURNMENT: Meeting adjourned at 7:35 p.m.

*The County of Santa Cruz does not discriminate on the basis of disability, as no person shall, by reason of a disability, be denied the benefits of its services, programs, or activities. If you are a person with a disability, including a communication disability, and require special assistance in order to participate in the meeting or need language service assistance, please contact the Santa Cruz County Probation Department at (831) 454-3853 (TDD: call 711) at least 72 hours in advance of the meeting in order to make arrangements. Persons with disabilities may request a copy of the agenda in an alternate format.*

*Por favor haga arreglos anticipadamente por teléfono al número (831) 454-3800.*

## JJDPC Secretary Ruiz's Meeting Notes

### Juvenile Justice Delinquency Prevention Commission

#### Meeting Notes Template

Date: 10/9/25 | Location: Probation Success Center/SC

#### I. CALL TO ORDER / ROLL CALL

Time Called to Order: 6:02 pm

Commissioners Present: eli, Bev, Cynthia, Deutron, Bernie, David, Julia, Jeri, Stephanie.

(staff: Gerardo, jen, judge, \_\_\_\_\_)

Commissioners Absent: \_\_\_\_\_

#### II. CONSENT AGENDA

**First: Deutron**

**Second: Julia**

**No discussion:**

**Roll call: Unanimous**

**No discussion**

Approval of Agenda (Date): 10/9/25

Approval of Minutes (Date): 10/9/25

Monthly Statistical Information from Probation/

- Key Points: JH: Not ready, available in middle of month (Cynthia)

- Questions/Follow-Up: \_\_\_\_\_

#### III. PUBLIC COMMUNICATIONS

Speakers / Topics Raised:

1. No public communicataions.

Notes / Follow-Up: \_\_\_\_\_

#### IV. ANNOUNCEMENTS

Guests:

- Calvin Evans, facilitator, peace ed program since Jan 11, 2025. Project Darwaja, bridges to wellness. Bipod wellness, inner peace and anti-recidivism benefits. Main jail, Roundtree and juvenile hall.

- Julia: AB60, passed last year. RJ, every person in state of CA shall be informed of RJ services. Dept of Justice, implementation, unfunded mandate, Marcy's Laws QR code is available. Flyer to be shared.
  - New Commissioner: Stephanie S.? Interest in children and families (fam law and dependency, and independent. Contractor in health care space, state medical change, Cal Aim); First District.
  - Deutron: PVUSD, effective board training. More opportunities. Framework on teaming to change system in positive way. More training opportunities coming if you are interested in working with youth in PVUSD.
  - Cynthia: Cynthia and Bev attended 1<sup>st</sup> meeting of ad hoc OYCR call chosen from across the state to identify the needs for youth: trainings for Commissions, Chairs and Inspections looking for cohesion and common standards across the state.
  - Op ed in the Sentinel, critical of Juvenile Justice reform and date was incorrect from a think tank in Southern CA, specifically talking about SCC. Plus, the tone of the letter sent to some non-profits. Education and awareness for the Commission.
- Agendize the next meeting to respond and coordinate a response about facts or counterpoint and actual numbers???**

## V. ACTION ITEMS

### 1. Establish and Approve Jail SYTF Ad Hoc Subcommittee

1<sup>st</sup>, Deutron,

2<sup>nd</sup>, Bev

Discussion: Bev: Spoke last month, formalize the subcommittee gp. Have youth in SYTF at County jail and no protocol for that to set working gp to inspect county jail, approach. Reached to deputy chief Cleveland. Will meet with him and get their perspective, tour and meet with youth in custody. Plan to talk to Jimmy and Jose and already talked to DPO. Youth has 2 more years.

**Reyna, Eli, Bev with Cynthia inspection advisor.**

Vote: Unanimous

- Decision / Outcome: Motion passes

- Next Steps: \_\_\_\_\_

### 2. Approve the Juvenile Hall Inspection Report

First, David

2<sup>nd</sup>, Reyna

Discussion: Cynthia, almost 100% JJDPCC commissioner participation, easier and smoother to get through sections. Thank Jen and Sara and whole team ready with documentation, prepping and setting up interviews. Divided work into teams and lead writing the section report. Planning team did a review for consistency, correlation, tone and writing of report was cohesive. Probation has already reviewed this draft which have been incorporated when appropriate. This will go back to Probation and then to board of supervisors by December 8 which then meets the BSSC deadline at the end of December.

SYTF policy is being worked on same as the JH manual. Some language of SYTF. Probation is transitioning to Lexipol/ transitioning entire division. Updates to necessary or required policies to complete overhaul, anticipate more differentiated in the future (next calendar year?). Not required to differentiate per BSSC. Differentiation between units (hist A/B, B any girls, younger /less sophisticated, higher behavioral needs) A unit more sophisticated, pending pot long term commitments. Based on layout facility, swapped units in terms of classification. SYTF/Ranch Camp or some court commitments are now B unit- part of the reason was the layout of the unit \*close to library, classroom (college like). Built into practice to start in A unit- charges filed, stabilizing, possible transfer hearing, etc. )

Found B unit mature, focused , less distractions of youth coming in and out.

Did initiate phase units, available to all youth, but if there for a week, will not reach higher phases. It takes time to get to know youth and willing to get feedback- and make changes and it is constantly evolving.

Opportunity to serve youth closer to family, while construction can be disruptive. Looked at population, trends, capacity and limitations were examined. Construction will open area to more of a campus and secured space. Looking at what things they can bring for youth with limited space.

**Ranch Camp has been approved as of today, 10/9/25. Potential least-restrictive programming.**

**Began serving first SYTF in December 2025.**

**Ranch Camp would be in B unit; 8-month program to reduce to 6 or 12 if extended. Some of the curriculum and length of time it takes to complete that program. They will have furlough opportunities as with time goes by.**

Bev, grammatical errors.

*David accepts a friendly amendment with copyediting and minor grammatical errors.*

- Motion / Second: David, Reyna

- Decision / Outcome: Stephanie abstains, all others Yes.

- Next Steps:

## VI. INFORMATION ITEMS

### 1. Delinquency Prevention

- Notes:

- Deutron: Jose and Jimmy from Probation will join next month to inform on trends. Discussion through PVUSD about the role of Probation vs Mental health workers on site at schools or other conversations. How and where do we weigh into these prevention conversations. We need a clear measure for the 3 priorities that we have and a defined strategy. Probation is not at PVUSD as SRO's.
- Bev: COE Project Ascend, new directive of more behavioral health and less law enforcement. Invited to attend next JJDP and possible teamwork. Safe Schools and under Rishi's direction from COE. *If there are citations or arrest, seems diversion not prevention?*
- Deutron: Alcove in South County, another early intervention through Pajero Health Trust. Can they come in December?

- Next Steps: Each month, prevention conversation.

### 2. JJDP Input on Chief Probation Officer Oral Board

- Notes:

Asked to be on hiring panel and Deutron and David were selected. Send input to Gerardo.

Julia called HR as rep of the JJDP selection and criteria, affiliated with non-profit but no criteria.

- Deutron and David will participate.
- Opportunities to influence design, possibly in the onboarding? Look at the data for opportunities.
- Bev: Be aware, after each mtg public comment from BSCC/SYTF- tear gas has been brought up. In the past, firearms were asked about that and think about this in that space.
- ~~Any sort of concern or philosophy so that Deutron and David can be prepared.~~ Hold off, will go to Ruby.

- Next Steps:

### 3. Grand Jury Sex Trafficking Report

Julia, in response, to public comment.

- Awareness of human trafficking.
  - One inspector in the DA's office.
  - World rising as a speaker.
- 
- - Next Steps: Bev will do some homework and research.

### 4. March 2024 Retreat Outcomes & Progress Assessment

- Notes:

- Next Steps:

- Look at retreat report. We have leadership changes? Review and look at what we are going to do. Measure our effort and accountability.
- Gerardo will send out to us.
- CHAIR: for an ad hoc for the retreat outcomes and progress. Agenda items.
- Action Item: adopt transfer hearing resulting, on trying youth as adults. In 2015, JJDPCL lead in ending direct file. Now youth in JH for a while and then going to adult. Building up an SYTF and we don't want to go back.
- Limits per item and then agree to extend (time allocation on agenda items).

## VII. ADJOURNMENT

Time: 7:35 pm



## **County of Santa Cruz Board of Supervisors**

### **Agenda Item Submittal**

**From:** Probation

**Subject:** Juvenile Justice and Delinquency Prevention Commission

Revised Bylaws

**Meeting Date:** October 7, 2025

**Formal Title:** Approve the amended Juvenile Justice and Delinquency Prevention Commission Bylaws

### **Recommended Actions**

Approve the amended Juvenile Justice and Delinquency Prevention Commission Bylaws.

### **Executive Summary**

The County of Santa Cruz Juvenile Justice and Delinquency Prevention Commission recently voted to update the Commission's bylaws to conform with state law and local County Code, as well as make other miscellaneous updates and adjustments. Probation requests Board approval of the amended bylaws.

### **Discussion**

The Juvenile Justice and Delinquency Prevention Commission (JJJPC) is established under the provisions of California Government Code Section [31000.1](#), Welfare and Institutions Code Sections [225](#) to [233](#), and Santa Cruz County Code Chapter (SCCC) 2.38. The JJJPC powers and duties are set forth in SCCC 2.48, which was updated and adopted by this Board last year.

In accordance with JJJPC bylaws, the JJJPC formed a subcommittee in early 2023 to begin the process of conducting a significant update to their bylaws. Since that time, the Commission has worked diligently through several iterations to conform with state law and local County Code. The resulting amended bylaws were approved by the JJJPC in June 2025 and approved by County Counsel in July 2025. The bylaws have also been reviewed and approved by the Superior Court.

Probation submits the JJJPC Bylaws from 2005 as reference in lieu of including a redline version. Over the past 20 years, the JJJPC has made changes to the bylaws which unfortunately were not submitted to the Board of Supervisors for filing. Therefore, the full historical record of changes is not available, and this 2025 version constitutes a major revision.

Attached are the current amended JJJPC bylaws approved by the JJJPC, County Counsel, and the Superior Court in 2025, and the 2005 JJJPC Bylaws for reference.

### **Financial Impact**

The recommended action has no financial impact.

### **Strategic Initiatives**

Equity Framework - Community Voices & Partnership  
Operational Plan - Operational Excellence

**Submitted By:**

Valerie Thompson, Interim Chief Probation Officer

**Recommended By:**

Carlos J. Palacios, County Executive Officer

**Artificial Intelligence Acknowledgment:**

Artificial Intelligence (AI) did not significantly contribute to the development of this agenda item.

# Juvenile Division Monthly Data Blast

Sept.  
2025

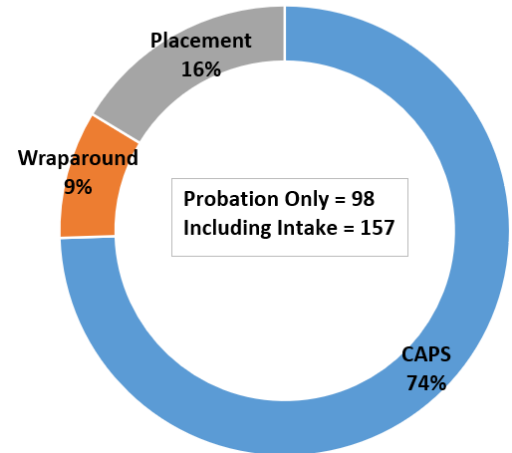
## Intake

- 12 Intake RAIs administered: 0 overrides
- Held by Probation/Released by the Judge @ Detention Hearing: 0
- ATD admissions: 7
- EC Referrals: 3
- Recidivism Rate: 3% (3 youth)
- EPIC Sessions: 47
- Field Contacts: 66 (27 home, 3 placement, 29 school, 7 treatment facility)
- Video Contacts: 4
- Secure Youth Treatment Facility: 5

## Investigations

- Court reports: 0
- Transfer reports ordered: 0
- Supervisor Rpt. Approvals: 58

## September Caseload Supervision Totals



- # New Supervision Cases w/Low Initial Risk Level: 0

## Title IV-E (Does not include Placement IV-E)

### Last Month

- Reasonable Candidates: 8
- New: 0
- Reassessments: 0
- Overdue reassessments: 1
- Reassessments due last month: 1

### This Month

- Reasonable Candidates: 8
- New: 2
- Reassessments: 0
- Overdue reassessments: 1
- Reassessments due this month: 2

## JAIS

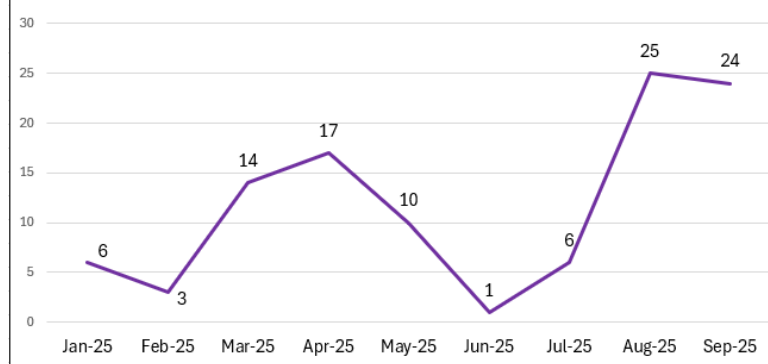
### Last Month

- 82% of eligible youth received a full assessment, 22 youth still needed one.
- Overdue reassessments: 21
- Reassessments due last month: 4

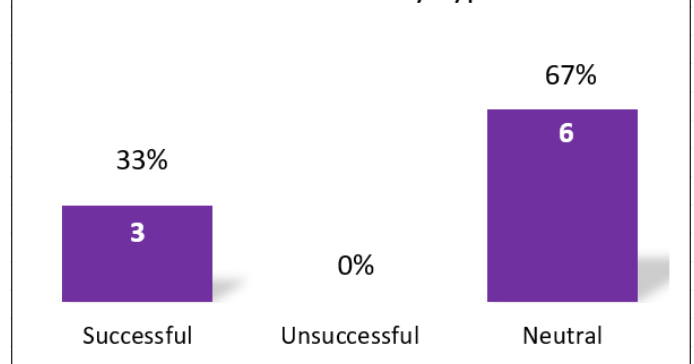
### This Month

- 84% of eligible youth received a full assessment 18 youth still need one.
- Overdue reassessments: 20
- Reassessments due this month: 5

## Diversions



## Case Closures by Type



## Demographics

### Probation Caseload

- African American: 3% (3)
- Latinx: 72% (71)
- White: 17% (17)
- Other/Unknown: 7% (7)

### Probation Violations

- Latinx: 67% (2)
- White: 33% (1)

### Warrants

- Latinx: 67% (2)
- White: 33% (1)

# Juvenile Hall Monthly Data Blast

Sept.  
2025

## Population Info

- IEP's: 3
- 504's: 1
- Graduations: 0
- Enrolled in college class or college studies: 4
- Youth on Psychotropic Meds: 4
- Youth with drug/alcohol issues: 8
- Youth open to MH services: 11
- Medical Referrals: 7
- MAT: 1
- Physical Altercations: 1
- Restraints used: 2
- Room confinements: 7
- Pending transfer hearing: 2

## Booking Charges (most serious offense)

- Bench Warrant: 17% (2)
- Drugs/Alcohol: 8% (1)
- EM Violation: 17% (2)
- Placement Failure: 17% (2)
- Property: 8% (1)
- Violent/Weapons: 25% (3)
- Other: 8% (1) (*false ID*)

## Booking Demographics (area of residence)

- North County: 17% (2)
- South County: 50% (6)
- Out-of-County: 33% (4)

## JUVENILE HALL POPULATION INFORMATION

|                                                            | BOYS    | GIRLS | TOTAL   |
|------------------------------------------------------------|---------|-------|---------|
| 6 am count (average) <sup>1</sup>                          | 6.5     | 1.0   | 7.5     |
| Population in custody at start of time period              | 5       | 1     | 6       |
| Admitted during time period                                | 12      | 0     | 12      |
| Released during time period                                | 10      | 1     | 11      |
| Population in custody at end of time period <sup>1</sup>   | 7       | 0     | 7       |
| Average daily attendance                                   | 6.5     | 1.0   | 7.5     |
| Average length of stay                                     | 12.4    | 32.0  | 14.2    |
| Average length of stay without SYTF youth                  | 12.4    | 32.0  | 14.2    |
| Length of Stay MODE                                        | 2.0     | N/A   | 2.0     |
| Range of stay                                              | 1 - 899 | 32    | 1 - 899 |
| Range of age                                               | 14 - 18 | 17    | 14 - 18 |
| Number of "in-county" residents received                   | 8       | 0     | 8       |
| Number of "out-of-county" residents received               | 4       | 0     | 4       |
| Percentage from out-of-county                              | 33.3%   | 0.0%  | 33.3%   |
| Total child care days                                      | 207     | 29    | 236     |
| Total court commitments admitted                           | 0       | 0     | 0       |
| Total court commitments released                           | 0       | 0     | 0       |
| Total child care days for released court commit            | 0       | 0     | 0       |
| Total intake to date (current year): <b>September 2025</b> | 105     | 36    | 141     |
| Total intake to date (prior year): <b>September 2024</b>   | 109     | 48    | 157     |

## Overall Population Demographics

- Latinx: 13 (72%)
- White: 3 (17%)
- Other: 2 (11%)

- Boys: 17 (94%)
- Girls: 1 (6%)

### **ALOS**

- Latinx: 5 days
- White: 39 days
- Other: 2 days

% Youth on  
Probation:  
44%

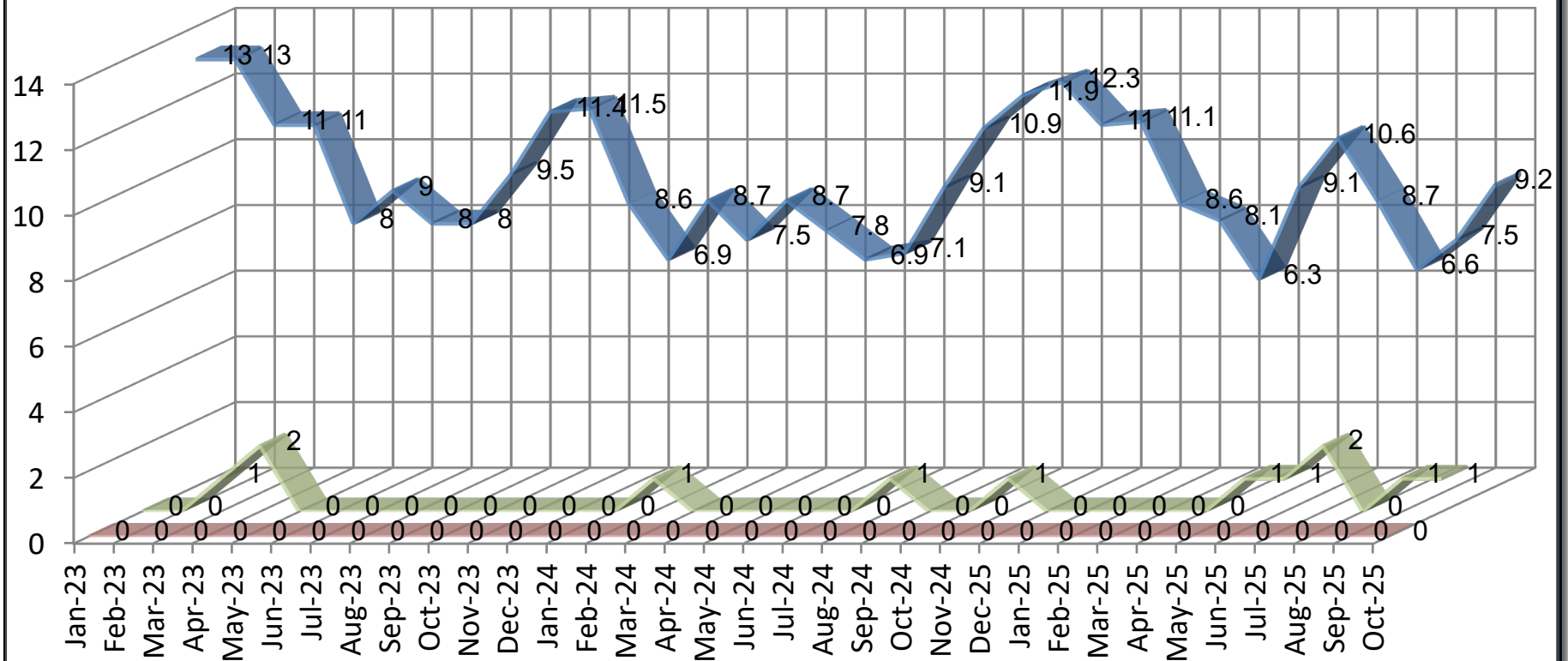
There were three firearm related bookings in October: All Latino boys from Watsonville, ages 14, 16 and 17.

Youth on Probation by area of residence:

| <b>Count</b> | <b>Area</b>         |
|--------------|---------------------|
| 4            | Aptos Total         |
| 4            | Ben Lomond Total    |
| 1            | Boulder Creek Total |
| 1            | Campbell Total      |
| 2            | Capitola Total      |
| 2            | Castroville Total   |
| 1            | Felton Total        |
| 2            | Fresno Total        |
| 1            | Hayward Total       |
| 1            | Marysville Total    |
| 1            | Redwood City Total  |
| 1            | Roseville Total     |
| 1            | Salinas Total       |
| 1            | San Jose Total      |
| 17           | Santa Cruz Total    |
| 3            | Scotts Valley Total |
| 1            | Spanawau, WA Total  |
| 1            | Stockton Total      |
| 1            | Sunnyvale Total     |
| 45           | Watsonville Total   |
| 91           | <b>Grand Total</b>  |

# Santa Cruz County Juvenile Hall Physical Altercations: Overview

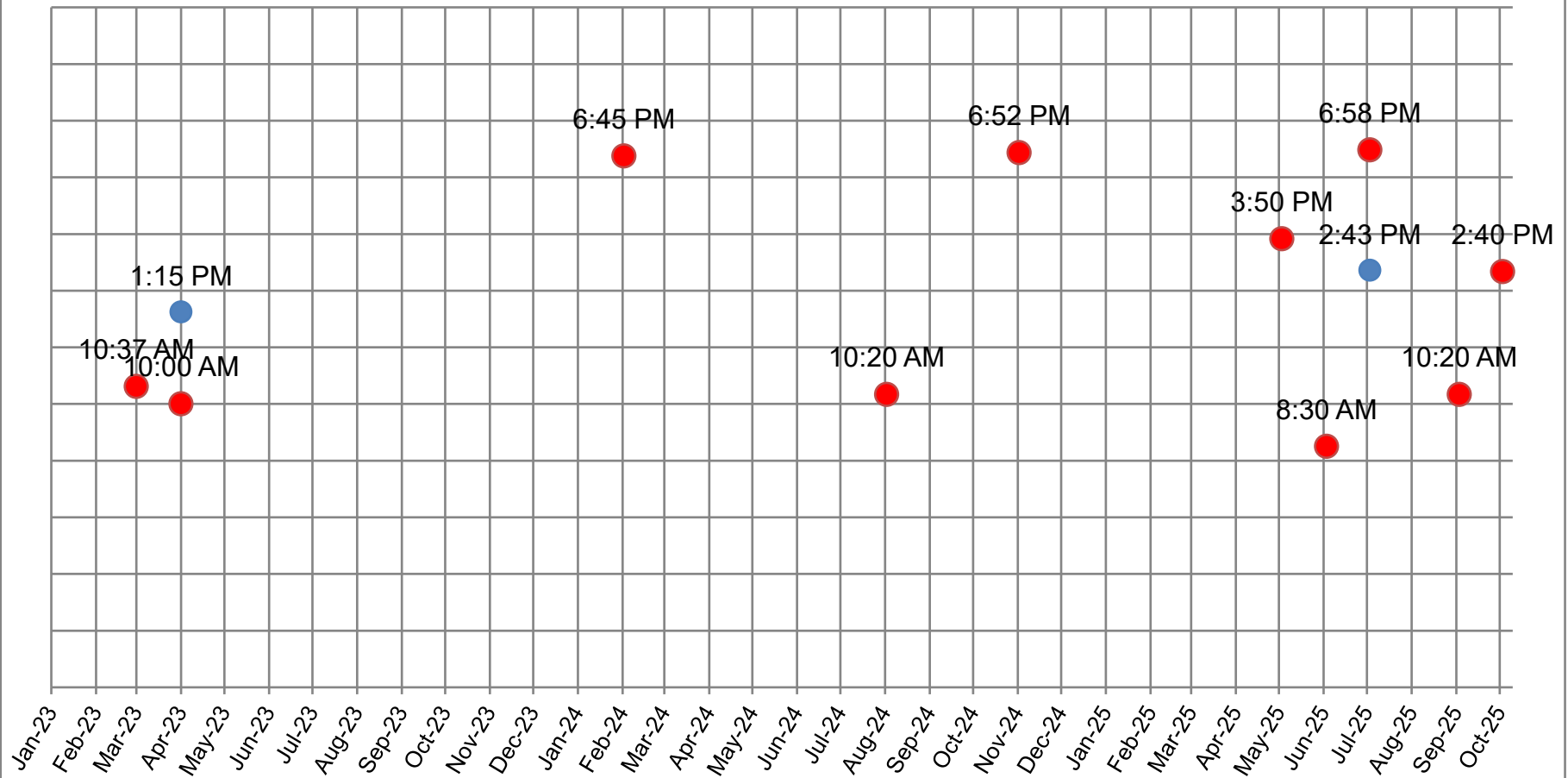
■ Serious Injury  
■ # Altercations  
■ ADP



January 2023 - October 2025

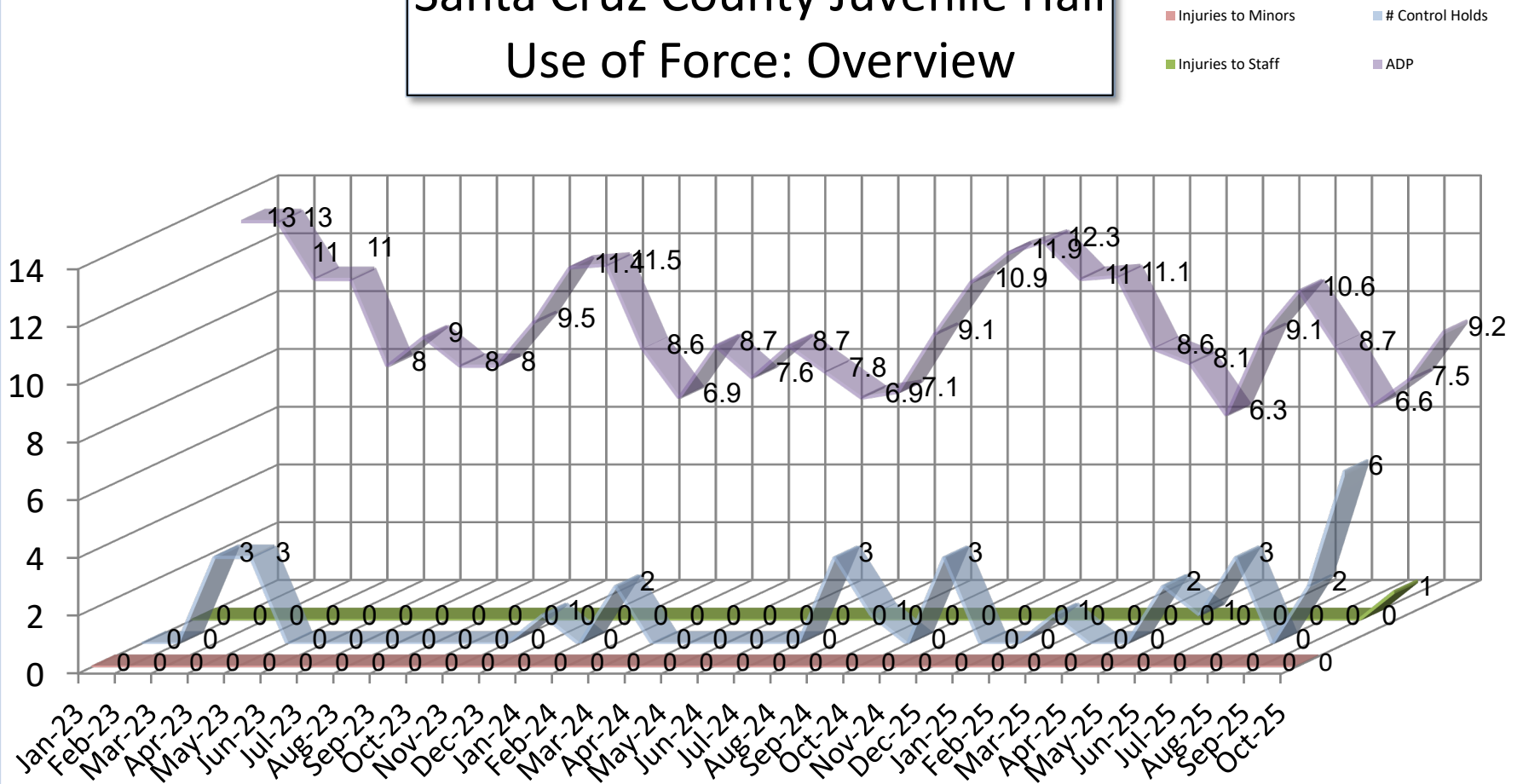
# Santa Cruz County Juvenile Hall Physical Altercations: Time of Day

- Time of Altercation
- Time of 2nd Altercation
- ▲ Time of 3rd Altercation



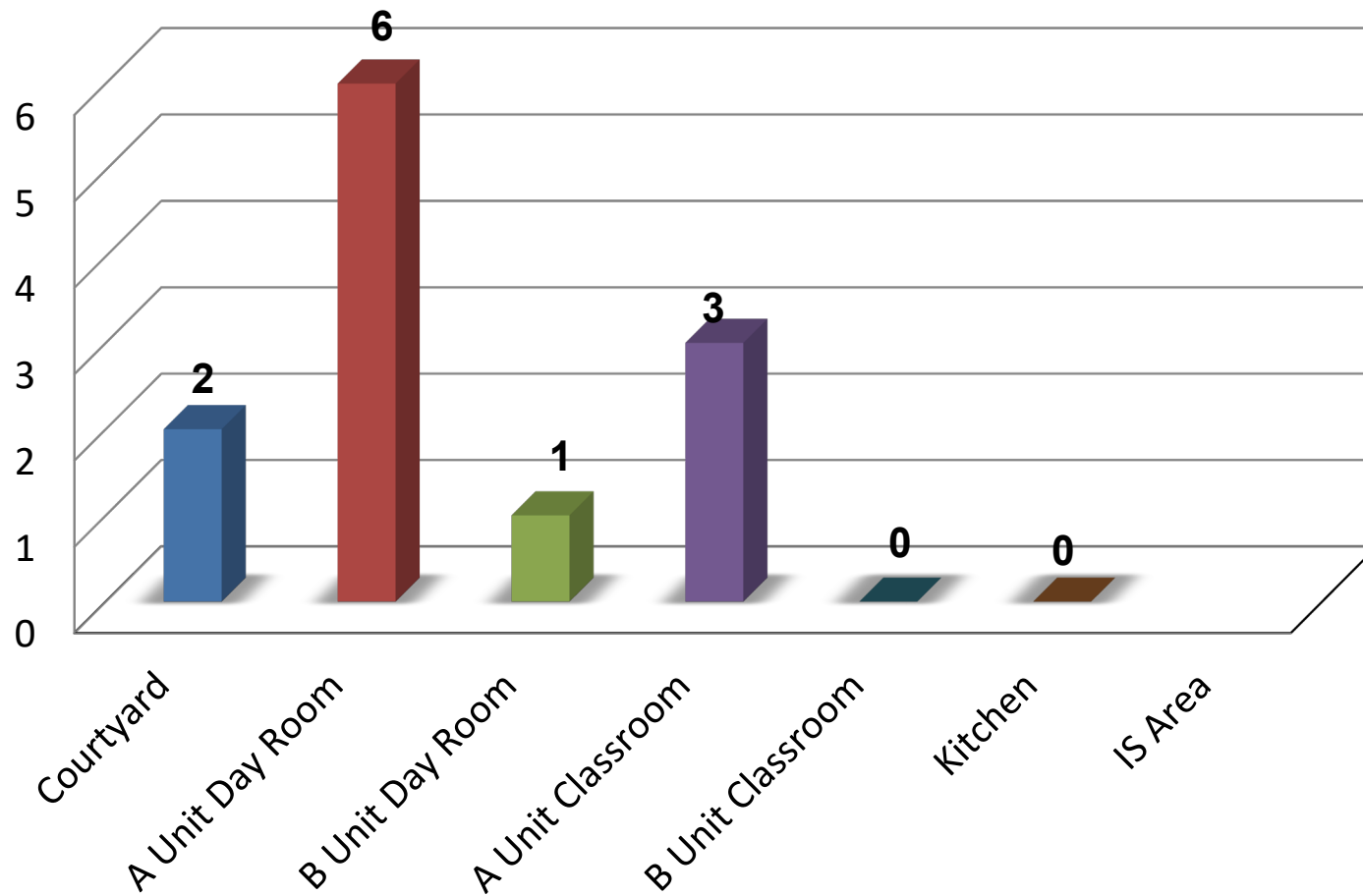
**January 2023 - October 2025**

# Santa Cruz County Juvenile Hall Use of Force: Overview



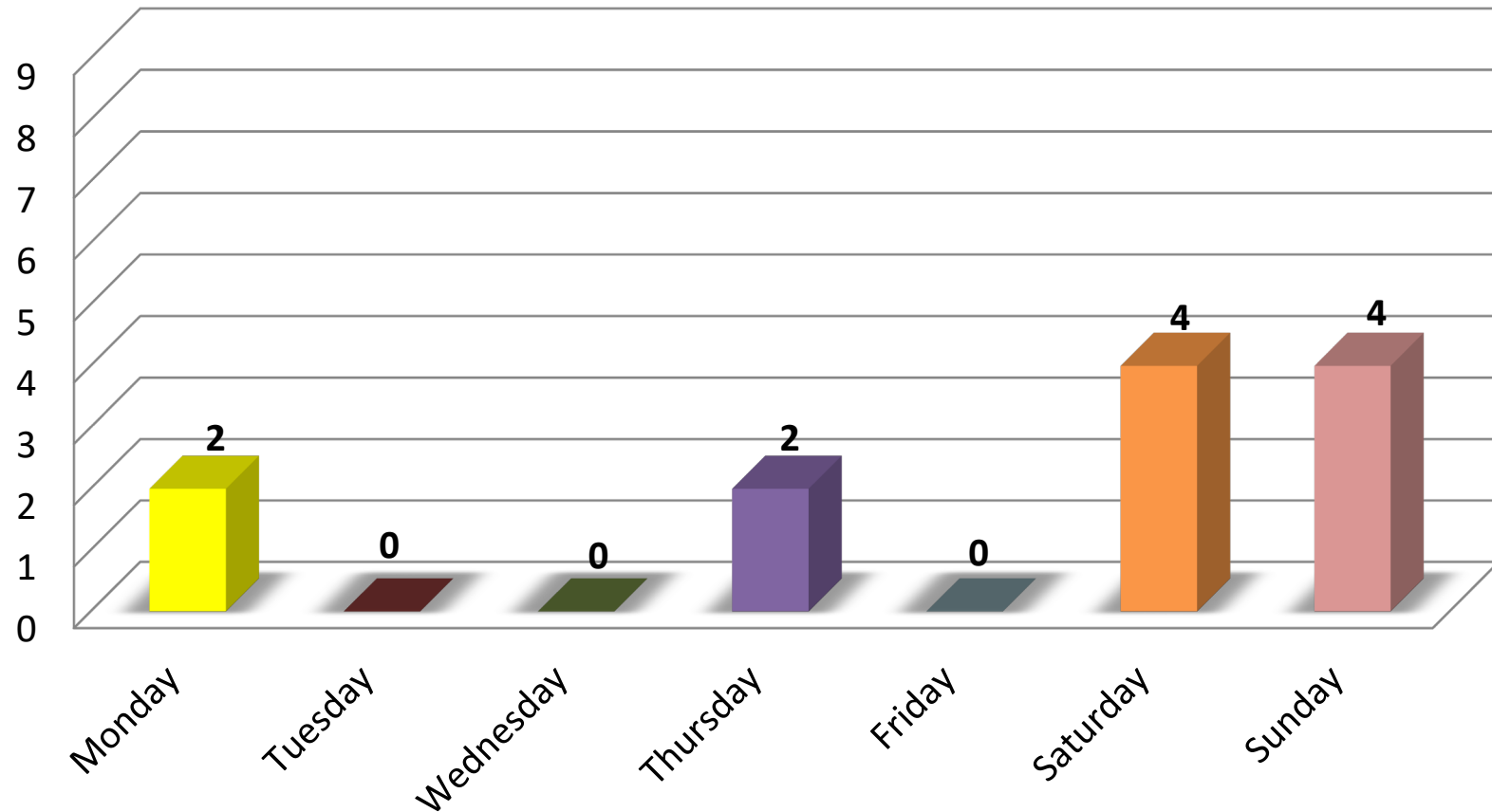
January 2023 - October 2025

## Santa Cruz County Juvenile Hall Physical Altercations: Location

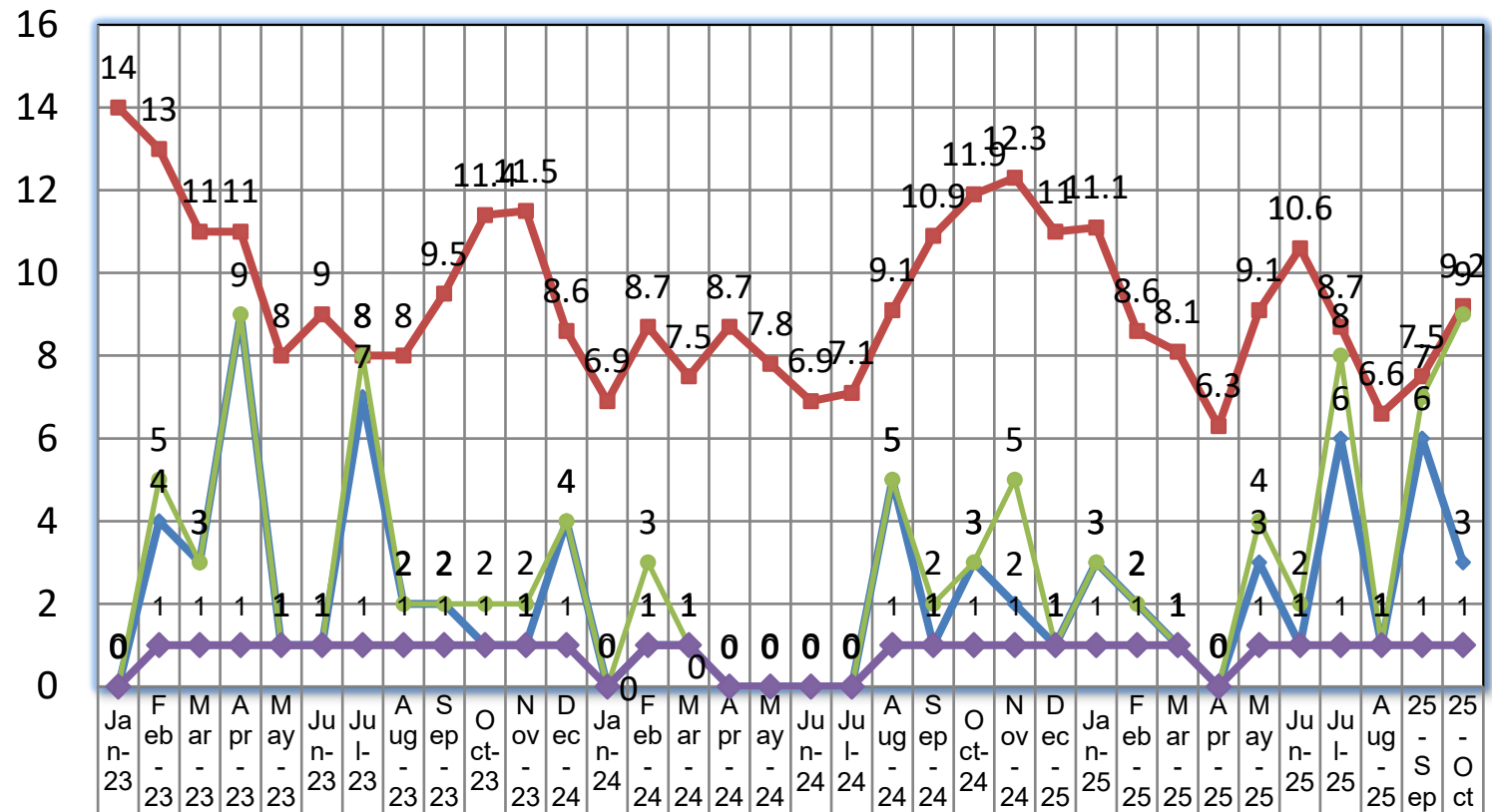


**January 2023 - October 2025**

# Santa Cruz County Juvenile Hall Physical Altercations: Day of the Week



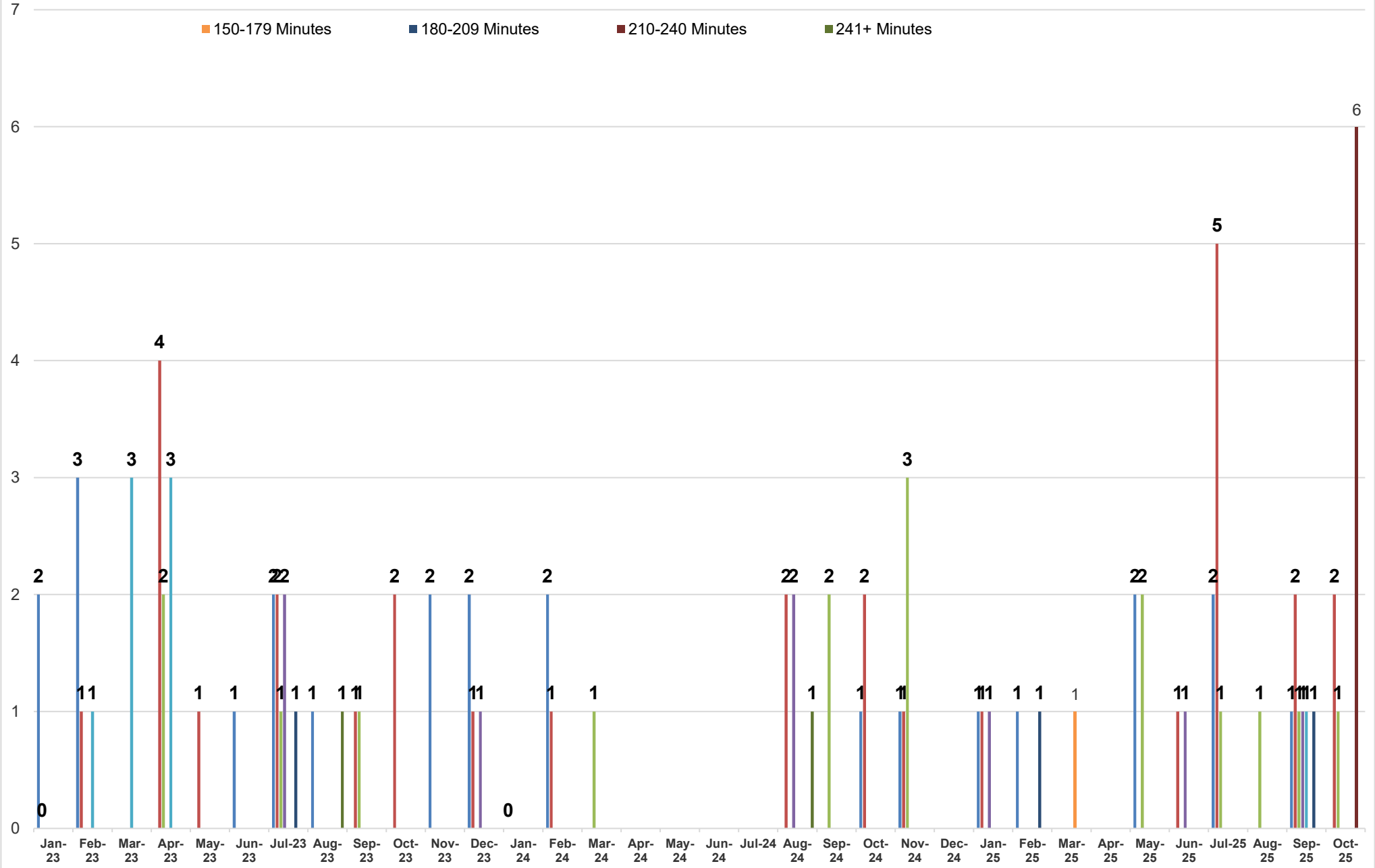
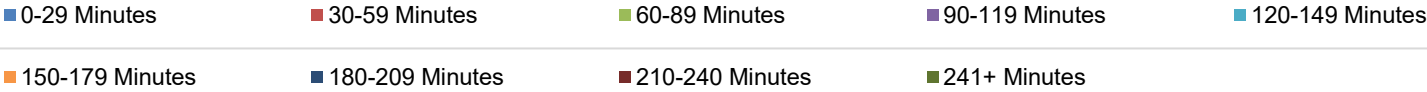
**January 2023 - October 2025**



# Santa Cruz County Juvenile Hall Room Confinement: Overview January 2023 - October 2025

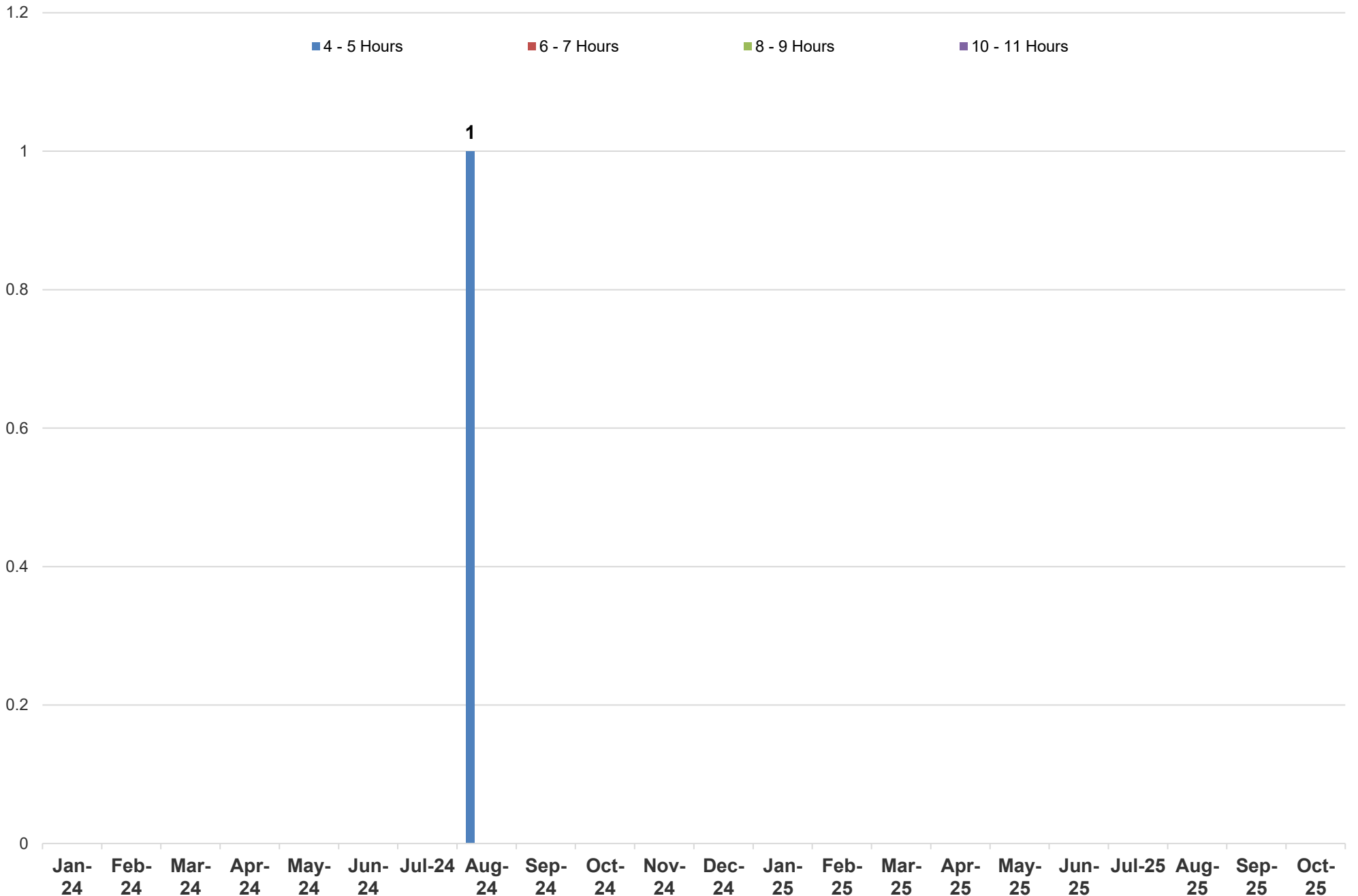
# Santa Cruz County Juvenile Hall Room Confinement by Minute

## January 2023 - October 2025



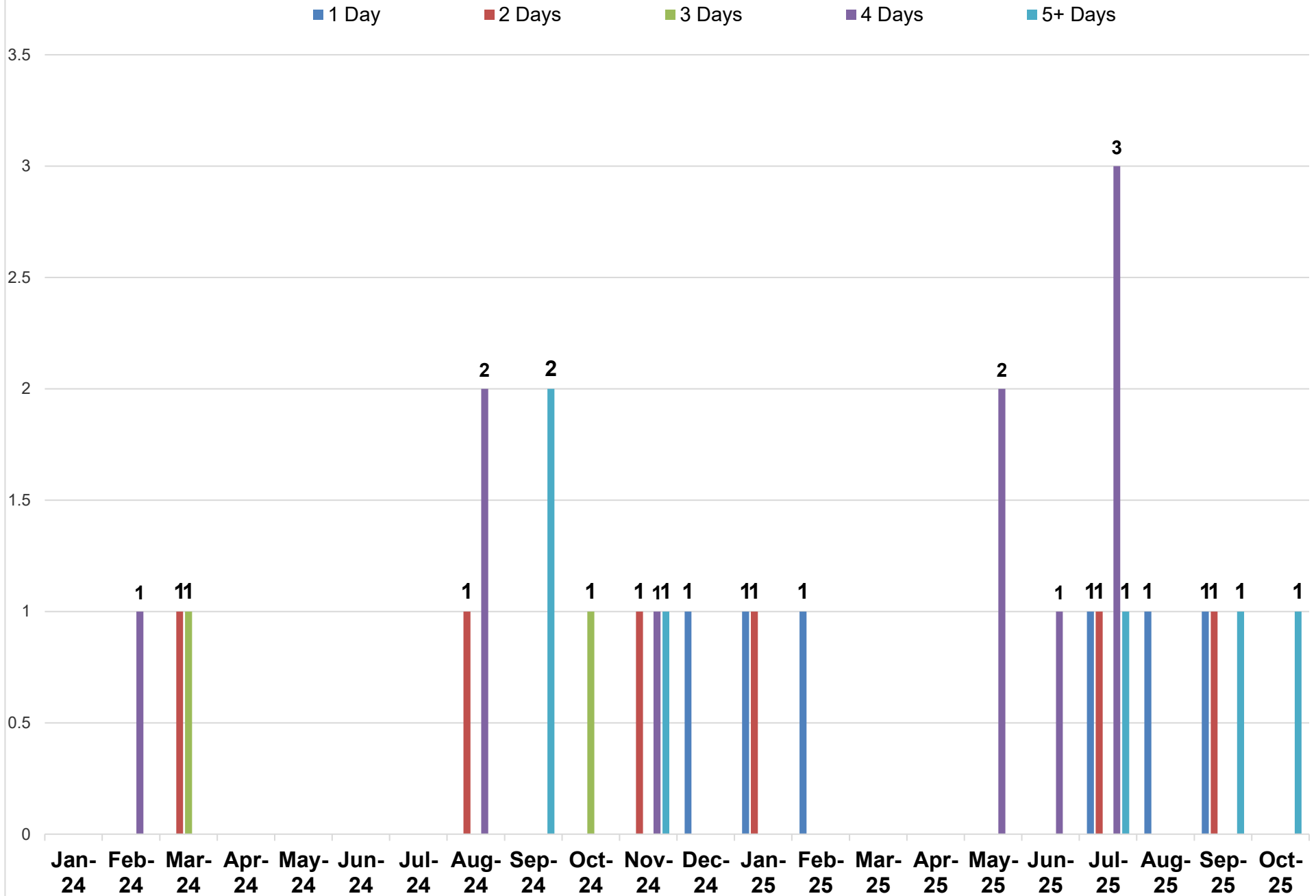
# Santa Cruz County Juvenile Hall Room Confinement Over 4 Hours

## January 2024 - October 2025

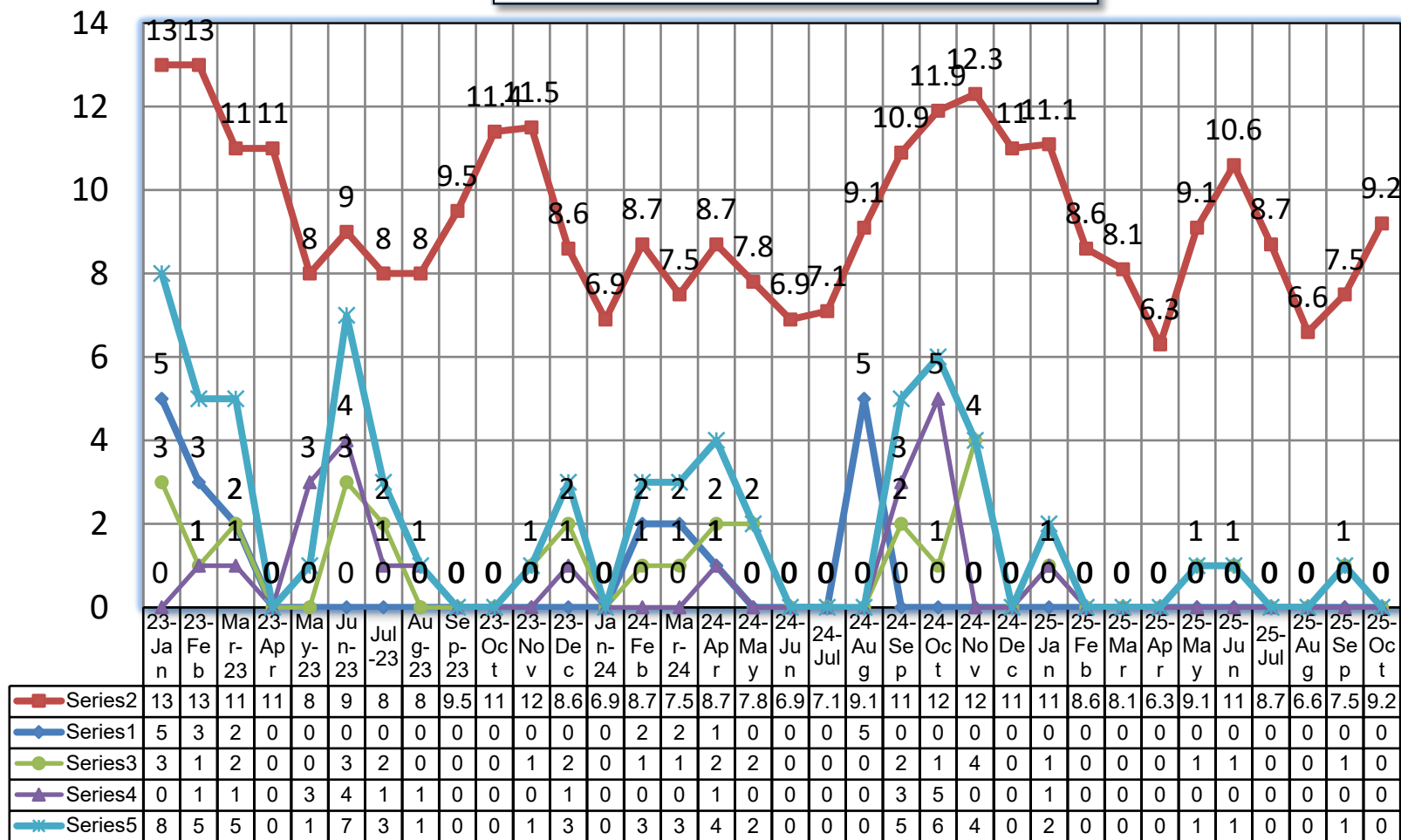


# Santa Cruz County Juvenile Hall Separate Program by Days

## January 2024 - October 2025



# Santa Cruz County Juvenile Hall Grievances: Overview



January 2023 - October 2025



# **BYLAWS OF THE SANTA CRUZ COUNTY JUVENILE JUSTICE & DELINQUENCY PREVENTION COMMISSION**

## **ARTICLE I Statutory Authority**

The Juvenile Justice and Delinquency Prevention Commission is a joint commission of the Santa Cruz County Superior Court and the County of Santa Cruz. The authority and duties of the Juvenile Justice Commission are established through the California Welfare and Institutions Code ("WIC") Sections 225 through 231. The authority and duties of the Delinquency Prevention Commission are established in WIC section 233.

The Santa Cruz County Board of Supervisors has designated the Juvenile Justice Commission to serve as the Delinquency Prevention Commission pursuant to Santa Cruz County Code ("SCCC") section 2.48 and this Commission operates in accordance with Santa Cruz County Code section 2.38. These bylaws are authorized by and conform with Santa Cruz County Code section 2.38.140(A).

## **ARTICLE II Purpose**

The purpose of the Santa Cruz County Juvenile Justice and Delinquency Prevention Commission ("Commission") is to inquire into the administration of juvenile court law in the County (WIC Section 229), and to coordinate on a county-wide basis the work of those governmental and non-governmental organizations engaged in activities designed to prevent juvenile delinquency (WIC Section 233). In addition, Santa Cruz County Code section 2.48.020 states that the purpose of the Commission is to assist the Juvenile Court with monitoring the safety and well-being of youth housed in local facilities and to prevent youth from becoming involved in the juvenile justice system. The Commission further delineates that in execution of its purpose, powers, and duties, it will endeavor to educate and inform the community and system leaders on the importance of positive youth development and advocate for coordinated and well-resourced systems that promote family and youth success and prevent system involvement.

### **Commitment to Equity and Diversity**

The Commission is dedicated to promoting effective juvenile justice and dependency systems operated in an environment of credibility, dignity, fairness, and respect for system-involved youth and all residents of the County.

The Commission recognizes that any youth, regardless of income, race/ethnicity, geography, and other factors, may become involved with the juvenile justice system of Santa Cruz County. The Commission is committed to educating itself on the experiences and presenting issues of Santa Cruz County's diverse youth population. This commitment includes addressing the needs and recruiting members of historically marginalized and under-served groups such as youth of color, lesbian-gay-bisexual-transgender youth, indigenous youth, and immigrant youth.

## **ARTICLE III Business Duties**

**Section 1.** The Commission holds all powers and duties as outlined in SCCC section 2.48.060. Commissioners may utilize the Annie E. Casey Juvenile Detention Alternatives Initiative (JDAI) Facility Standards as guidance in conducting the annual Juvenile Hall inspection in accordance with state and federal laws.

**Section 2.** The Commission shall investigate complaints brought to the Commission's attention on behalf of youth held in a Santa Cruz County facility by their parents, guardians, or legal counsel. It may seek subpoenas from the Juvenile Court Judge to secure necessary materials from any individual, agency, or entity.

**Section 3.** The Commission may publicize its findings and recommendations as approved by a vote of the Commission and as directed by the Chair.

#### **ARTICLE IV Membership**

**Section 1.** The composition of the Commission's membership, nomination, and appointment procedures and terms of office are specified in SCCC sections 2.48.030 and 2.48.040, respectively.

**Section 2.** Any member desiring to resign from the Commission shall submit their resignation in writing to the Juvenile Court Judge with copies to the Chairperson of the Commission.

**Section 3.** Any Commissioner who accumulates three (3) absences or more from any duly-noticed Commission meeting during the calendar year shall be referred to the Commission Chair and Juvenile Court Judge for possible termination unless it is determined there was "good cause" for the absences.

#### **ARTICLE V Officers**

**Section 1.** Officers of the Commission shall serve a one (1) year term and shall be elected by a majority vote of the Commissioners at the Annual Meeting in April or at the soonest meeting thereafter as otherwise designated by a Commission vote. The Commission officers shall be the Chair, the Vice-Chair, and the Secretary.

**Section 2.** The Immediate Past Chair, if willing and available, may provide mentorship and support to the Chair and serve as a source of institutional knowledge to the Commission.

**Section 3.** Each Commissioner shall hold only one office at a time. Pursuant to SCCC section 2.38.120, officers may serve up to two (2) full consecutive years as an officer and shall be eligible to serve again after a one-year "sit-out" period.

**Section 4.** In the event of a vacancy in the office of Chair, Vice-Chair, or Secretary by death, resignation, or otherwise; the Commission shall immediately select a successor to the vacant office to fill the vacancy for the remaining term of office at the soonest meeting thereafter as designated by the Commission.

#### **ARTICLE VI Meetings**

**Section 1.** The Commission's Regular Meetings shall be noticed and held at least every other month unless otherwise ordered by the Chairperson. These regular meetings are open to the public and comply with the Brown Act.

**Section 2.** Pursuant to SCCC Section 2.38.130(A)(1), a calendar designating the time and place of such regular meetings shall be determined by a majority of the members at the first meeting in April, or if the commission does not meet in April, at the next subsequent meeting.

**Section 3.** The Chair may call Special Meetings which shall be open to the public, held within the County of Santa Cruz, and comply with the Brown Act.

**Section 4.** The rules contained in the most current edition of Rosenberg's Rules of Order shall guide the Commission in all parliamentary and procedural matters not otherwise specified within or inconsistent with these Bylaws.

**Section 5.** Pursuant to SCCC Section 2.38.160, meeting agenda preparation is the responsibility of the designated Staff Liaison who will consult with and seek input from the Chair and Vice-Chair, or their designee. Any Commissioner may submit proposed meeting agenda items to the Chair for review and consideration for publication with the public Agenda packet in a timely fashion.

## **ARTICLE VII Administration**

**Section 1.** A quorum and a majority vote are required to decide the business of the Commission. A quorum consists of one more than half of the members of the Commission. The ayes and noes shall be taken and recorded in the minutes. Abstentions shall be recorded as such.

**Section 2.** The Chair shall preside at all meetings of the Commission at which they are present. The Chair shall perform such duties and exercise such power as usually pertains to the Chair's office. The Chair or their designee shall be the official spokesperson for the Commission. Additional duties or powers may be granted by the Board of Supervisors or the Superior Court.

**Section 3.** The Vice-Chair shall preside at all meetings of the Commission in the absence of the Chair and shall perform such other duties as may be enjoined upon them by the Commission. In the absence or vacancy in the office of the Chair, all powers and duties of that office shall devolve upon the Vice-Chair, who shall continue to exercise such powers and duties until the Chair returns or the vacancy is filled.

**Section 4.** In case of the absence, disability, or refusal to fulfill the responsibilities of the office of the Chair and the Vice-Chair at any meeting of the Commission, the members present may elect a Chair Pro Tem for that meeting, by a majority vote of the members voting present. The Secretary shall determine whether a quorum is present by conducting a roll call vote.

**Section 5.** The Chair shall receive requests by non-Commissioners to discuss a matter before the next Commission's meeting a minimum of ten days before the meeting date. The Chair may override this rule if they determine it is appropriate and within the time frame of the Brown Act.

**Section 6.** The Commission shall preserve the confidentiality of any personal information relating to individual juveniles. Written requests or an oral petition concerning a youth's welfare while housed in a County institution shall be presented at the Meeting of the Commission with redactions or abbreviated names, as necessary. The Supervising Judge of the Juvenile Court shall have the power to issue subpoenas requiring attendance and testimony of witnesses as well as production of documents at a specified hearing.

**Section 7.** The Commission may establish special or ad hoc sub-committees of its membership to perform task force functions on any matter within the jurisdiction of the Commission. Such sub-committees will then set meeting times(s) and location(s), define its task, and submit any updates and/or findings in writing to the Commission. Any subcommittee that is permanently established or that requires more than six months to perform its defined task(s) shall comply with the Brown Act.

**Section 8.** The Commission's Staff Liaison shall keep a complete record of the Commission's Agendas, Minutes, Monthly "packets," actions, and any exhibits or other materials the Commission deems helpful for its historical record.

**Section 9.** All public appeals, applications, complaints, and other communications concerning the business of the Commission shall be referred to the Chairperson of the Commission for investigation and report to the full Commission.

**Section 10.** No Commissioner may make a public statement regarding Commission business, findings, or viewpoints without first securing the Chair's authorization and after a vote by the Commission regarding the subject matter. Individual Commissioners cannot commit the Commission to any policy determination or course of action. Nothing in these Bylaws shall be construed to prevent Commissioners from expressing themselves as individuals. However, such action shall include a disclaimer that such expression is made in their individual capacity and not as a representative of the Commission's conclusions.

## **ARTICLE VIII Amendment of Bylaws**

These Bylaws can be amended at any regular meeting of the Commission by a two-thirds (2/3rds) vote of a quorum, providing that the amendment has been submitted in writing at the previous regular meeting of the Commission and is named on the agenda as a subject for discussion. If passed, the amended bylaws shall be submitted to County Counsel, the Presiding Judge, and the Board of Supervisors for final approval.

**Ratified by the JJCPC and submitted to the Board of Supervisors on \_\_\_\_\_(date).**



## **BYLAWS OF THE SANTA CRUZ COUNTY JUVENILE JUSTICE & DELINQUENCY PREVENTION COMMISSION**

### **ARTICLE I**

#### **Authority**

The Juvenile Justice Commission is established through the provisions of the California State Welfare and Institutions Code, Section 225. The Santa Cruz Board of Supervisors have adopted an ordinance stating that the Juvenile Justice Commission of the County of Santa Cruz is also the Delinquency Prevention Commission, pursuant to Section 233 of the Welfare and Institutions Code. The Commission shall be known as the Santa Cruz County Juvenile Justice and Delinquency Prevention Commission.

### **ARTICLE II**

#### **Purpose and Statutory Duties**

The responsibilities of a juvenile justice commission are broadly defined in Section 229 of the Welfare and Institutions Code. The general purpose of the Commission is to "inquire into the administration of the Juvenile Court Law in the County." The Commission is dedicated to the promotion of an effective juvenile justice system operated in an environment of credibility, dignity, fairness and respect for the youth and other citizens of the county. Within its statutory duty, the Commission has the following functions:

- Section 1     To annually inspect any Juvenile Hall, jail, Ranch Facility or lockup within the county used for the confinement of any minor more than 24 hours and report the results of such inspection in writing to the Juvenile Court and to the Board of Supervisors. The Commission may also inquire into a children's or youth shelter or group home licensed to house youth under the jurisdiction of the Juvenile Court.
  
- Section 2.    To conduct public or closed hearings on matters relevant to the implementation and administration of the Juvenile Court Law in the county. The Commission is empowered to inquire into the administration of juvenile justice in a broad sense, including, but not limited to, operations of the Juvenile Court, Probation Department, social services agencies, and any other agencies involved with juveniles. The Juvenile Court Judge has the power to issue subpoenas requiring the attendance and testimony of witnesses and production of documents at a hearing of the Commission. The Commission shall take measures to preserve the confidentiality of personal information relating to individual juveniles.

- Section 3     Publicize findings as decided by the Commission.
- Section 4     To assure that needed services are identified, developed, and provided for the children and youth of the County.
- Section 5     Provide input in the selection process for the Chief Probation Officer.

The Responsibilities of a Delinquency Prevention Commission as defined in Section 233 of the Welfare and Institutions Code are:

To assure that needed services are identified, developed and provided for the children and youth of the County, particularly services which relate to curtailing from or diversion of youth out of the Juvenile Justice System.

Section 270 of the Welfare and Institutions Code – Probation Officers: In reference to Section 270 of the Welfare and Institutions Code, in Santa Cruz County, the Juvenile Court Judge along with the Superior Court Bench appoints the Chief Probation Officer. The Chief Probation Officer in turn hires the probation staff.

### **ARTICLE III**

#### **Members**

- Section 1     Membership on the commission shall be composed of not fewer than fifteen (15) citizens. The Juvenile Court Judge and Chief Probation Officer shall serve as Ex Officio members.
- Section 2     Five (5) at-large members of the Commission shall be appointed by the Presiding Judge of the Superior Court with the concurrence of the Judge of the Juvenile Court. Recommendations of the Presiding Judge for at-large membership on the Commission may be made by Commission members. Ten (10) members, residents of Santa Cruz County shall be nominated by the Board of Supervisors. Each Supervisor shall nominate two (2) persons who may reside within that Supervisor's District. Two or more of the members shall be between the age of 14 and 21 years of age. Referrals for consideration and review by the Commission and the Presiding Judge may be made by community groups, elected or appointed public officials and individual citizens. The Commission shall be representative of the ethnic makeup of the County and shall maintain representation from geographic areas.
- Section 3     Appointments shall be for a term of four (4) years, in accordance with Santa Cruz County Code Section 2.38100. The Youth Commissioner is eligible for reappointment as an adult member upon reaching the age of 18, providing a vacancy exists at the end of his/her appointed term. Whenever any vacancy occurs for any reason other than the expiration of a term of office, the succeeding appointee shall hold office for the unexpired term of his/her predecessor. A Commissioner wishing to serve additional term(s)

shall notify the Commission Chair and the Supervising Judge of the Juvenile Court and complete the appointment process.

- Section 4 Each person appointed shall appear before the appointing judge or his/her designee and qualify by taking an oath to perform faithfully the duties as a member of the Commission. The qualifications of each member shall be entered in the Juvenile Court record.
- Section 5 Any member desiring to resign from the Commission shall submit his/her resignation in writing to the Juvenile Court Judge with copies to the Chairperson of the Commission.
- Section 6 Attendance of members shall be taken and recorded in the Minutes at all called Commission meetings. Any Commissioner who accumulates three (3) unexcused absences from called meetings during the calendar year shall be referred to the Juvenile Court Judge.
- Section 7 All public appeals, applications, complaints, and other communications concerning the business of the Commission shall be referred to the Chairperson of the Commission for investigation and report to the full Commission. Press or media release(s) of information on behalf of the Commission shall be issued only by the Chairperson of the Commission or his/her designee. Nothing in this section shall be construed to prevent Commissioners from expressing themselves as individuals, but such action should, where appropriate, include a disclaimer that such expression is made in an individual capacity and not as an official statement for the Commission.

#### **ARTICLE IV**

##### **Officers**

- Section 1 The officers of the Commission shall be the Chairperson, the Vice-Chairperson and Secretary. Officers of the Commission shall serve one (1) year terms, being elected by a majority vote of the Commissioners at the annual meeting in May or as so designated.
- Section 2 Nomination(s) for the Chairperson, Vice-Chairperson, and Secretary offices shall be made by Commissioners and shall be made at the annual meeting in May or as so designated, or upon vacancy of the office.
- Section 3 No Member shall hold more than one office at a time and no member shall be eligible to serve more than two (2) full consecutive years in the same office.
- Section 4 In the event of a vacancy in the office of Chairperson, Vice-Chairperson, or Secretary by death, resignation, or otherwise; the Commission shall immediately select a successor to the vacant office to fill the vacancy for the remainder of the normal term of office.

- Section 5     The Chairperson or designee shall be the official spokesperson for the Commission. Individual members acting in their own individual capacities have no authority to commit the Commission to any policy determination or course of action unless the Commission had previously authorized or subsequently ratified such act by an individual member of the Commission.

## **ARTICLE V**

### **Meetings**

- Section 1     The regular Meeting of the Commission shall be held once each month unless otherwise ordered by the Chairperson. These meetings are open to the public and comply with the Brown Act.
- Section 2     The location of meetings shall be at the discretion of the Commission. A schedule of meeting times, dates and places shall be announced by the Commission.
- Section 3     Special meetings may be called by the Chairperson. Special meetings of the Commission are open to the public and may be called at any time and at any place within the County of Santa Cruz.

## **ARTICLE VI**

### **Administration**

- Section 1     Business of the Commission shall be decided by a quorum and a majority vote. A quorum consists of one more than half of the members of the Commission. The ayes and noes shall be taken and recorded in the minutes. Abstentions shall be recorded as such. If there is no quorum, all discussion will be considered informal and no motions shall be considered.
- Section 2     The Chairperson shall preside at all meetings of the Commission at which he/she is present. The Chairperson shall perform such duties and exercise such power as usually pertain to the office of Chairperson, and also have such addition powers as may be granted by the Commission.
- Section 3     The Vice-Chairperson shall preside at all meetings of the Commission in the absence of the Chairperson, and shall perform such other duties as may be enjoined upon him/her by the Commission. In the case of the absence of the chairperson or if there be a vacancy in the office of Chairperson, all powers and duties of that office shall devolve upon the Vice-Chairperson, who shall continue to exercise such powers and duties until the Chairperson returns or the vacancy is filled.
- Section 4     In case of the absence, disability, or refusal to act of the Chairperson and the Vice-Chairperson at any meeting of the Commission when a quorum is present, as determined by the Secretary by roll call, the members present

may elect, by majority vote of the members voting, a Chairperson pro tem for that meeting.

- Section 5     Agenda preparation is the responsibility of the Chair and the Secretary, or their designee. Any Commissioner may submit agenda items.
- Section 6     Request for non-Commissioners to discuss a matter before the Commission should be received 10 days prior to the meeting date.
- Section 7     Written requests or an oral petition concerning a minor's welfare shall be presented at the meeting of the Commission. The Supervising Judge of the Juvenile Court shall have the power to issue subpoenas requiring attendance and testimony of witnesses as well as production of documents at a specified hearing. The Commission shall take measures to preserve the confidentiality of personal information relating to individual juveniles.
- Section 8     The Commission may establish special or ad hoc committees of its membership to perform task force functions on any matter within the jurisdiction of said Commission. Such Committees will then set meeting times(s) and location(s), define its task, and submit its findings in writing to the Commission.

## **ARTICLE VII**

### **Parliamentary Authority**

The rules contained in the current edition of Robert's Rules of Order shall guide the Commission in all matters in which said rules are applicable and in which said rules are not inconsistent with these Bylaws and any special rules of order that the Commission may adopt.

## **ARTICLE VIII**

### **Release of Information**

Notice of meetings of the Commission will be as provided by the Brown Act. Press or media releases of information on behalf of the Commission shall be issued by the Chairperson of the Commission or his/her designee.

## **ARTICLE IX**

### **Amendment of Bylaws**

These Bylaws can be amended at any regular meeting of the Commission by a two-thirds (2/3rds) vote of a quorum, providing that the amendment has been submitted in writing at the previous regular meeting of the Commission and is named on the agenda as a subject for discussion.

Ratified by the Santa Cruz County Juvenile Justice and Delinquency Prevention Commission on December 8, 2005.



# County of Santa Cruz

## JUVENILE JUSTICE AND DELINQUENCY PREVENTION COMMISSION

---

October 11, 2025

Felipe Hernandez, Chair and  
The Santa Cruz County Board of Supervisors  
701 Ocean Street  
Santa Cruz, CA 95060

### **Inspection Report for 2025 Santa Cruz County Juvenile Hall Detention Facility and the Secure Youth Treatment Facility**

Dear Chair Hernandez and Supervisors,

Pursuant to the California Welfare and Institutions Code, Division 2, Part 1, Chapter 2, Article 2, Section 229, the Santa Cruz County Juvenile Justice and Delinquency Prevention Commission (JJDPCC) was established by the Board of Supervisors and is required to conduct an annual inspection of any facility in the county that detains and holds youth for more than 24 hours.

This report presents the findings of the Commission's 2025 inspection of the Juvenile Hall Detention Facility and the Secure Youth Treatment Facility that was established at the Juvenile Hall in January 2025. The inspection was conducted on August 27 and 28, 2025, and was additionally informed by interviews conducted subsequent to that visit. There were six youths in the facility on the days of the inspection. The number of youth detained in the Facility has continued to decline from year to year, primarily due to the implementation of diversion and detention alternative programs used by the Probation Department, in conjunction with city and county schools and police and sheriff departments.

The JJDPCC's annual Juvenile Hall facility inspection has consistently used the nation's highest standards — the Juvenile Detention Alternatives Initiative (JDAI) self-inspection tool established by the Annie E. Casey Foundation. These comprehensive standards reflect national "best practices" and exceed the mandates from the Board of State Community Corrections (BSCC) and California's Title 15 minimum standards. As a department, Probation supports holding the facility to the highest standards, ensuring the best level of care for young people detained in the Juvenile Hall, and voluntarily submits to this high level of national practice, recognizing that court-involved youth should be served in the least restrictive environment possible.

The Annie E. Casey standards were also used for the inspection of the Secure Youth Treatment Facility (SYTF). While most youth in the Juvenile Hall are held there temporarily until their case is adjudicated, youth in the SYTF are serving sentences and could be there until they turn 25 years of age. The Annie E. Casey standards have not yet been updated to incorporate additional best practices for long-term detention facilities such as SYTFs. Also, the state's Title 15 minimum standards are being revised by the state to reflect the needs of SYTF youth, but the revisions are not yet available. Therefore, the JJDPC utilized the available recommendations of the state's Office of Youth and Community Restoration (OYCR) for SYTF youth. These included the *OYCR Standards of Excellence for Stepping Home Practices* and the *OYCR Youth Dignity Guide*.

The JJDPC's use of the Annie E. Casey's inspection tool for the Juvenile Hall ensures that the benchmarks used from year to year are consistent and reflect best practices. It also enables the Commission to use the staff and volunteer inspection team resources more effectively.

The core strategies of JDAI are the following:

- Interagency collaboration to improve problem solving and coordination.
- Reliance on data to guide programs and policy.
- Use of objective instruments to guide detention admissions decisions.
- Increased or enhanced community-based alternatives to secure detention.
- Expedited case processing to reduce the length of stay and accelerate case resolutions.
- Innovations to reduce the use of secure detention for probation violations, warrants, and cases in which youth are awaiting placement.
- Use of best practices to reduce racial disparities in the detention population.
- Routine facility inspections to improve conditions of confinement.

The inspections are conducted by JJDPC Commissioners. This year's inspection team comprised the following JJDPC Commissioners: Elias Gonzales, Cynthia Druley, Sierra Thompson, David Brody, Julia Feldman, Beverly Brook, Reyna Ruiz, Bernard Gomez, and Jeri Limon.

The Commission performed a full inspection last year and found that the Juvenile Hall met or exceeded standards in eight separate categories. This year, because of their pertinence to the operations of the Juvenile Hall and the newly established SYTF, the Commission looked closely at the following areas: 1) Training and Supervision of Employees and 2) Programming (including Education). In addition, we reviewed the progress or completion of the recommendations that were included in our 2024 report.

The inspection team also had limited discussions with Juvenile Hall staff about the planning for upcoming changes—namely, adding a Ranch Camp program to the Juvenile Hall facility and transitioning SYTF youth to outside Less Restrictive Programs (LRPs)—that might entail daytime furloughs for youth or outside placements. These will continue to be areas of interest to the Commission in discussions with Probation in the coming year.

## Inspection Specifics

Team members participated by doing the following activities:

- Conducting an inspection of the facility and in-person interviews with the Juvenile Hall Detention Facility administrators and line staff, Hartman School teachers and Santa Cruz County Office of Education managers, youths in the facility and some of their families/natural supports, and community-based organizations working within the facility.
- Reviewing SB823, BSCC, and OYCR standards for SYTF youth.
- Reviewing Facility policy and procedures documentation.
- Reviewing Facility data.

The Commission would like to thank Division Director Sara Berman; Assistant Division Director Jennifer Martinez; the County Office of Education; the staff members, teachers, and community-based partners working at the facility who assisted us in conducting the inspection; and the youth who freely shared their time and perspectives with us. We appreciated Juvenile Hall staff's prompt responses to requests for information and for arranging logistics of visits, youth interviews, and follow-up communications.

We are pleased to report that the Santa Cruz County Juvenile Hall Detention Facility meets or exceeds the vast majority of standards that represent “best practices” established by JDAI.

## OVERVIEW OF FACILITY INSPECTION

Juvenile Hall staff clearly care about offering a safe, positive, and supportive environment for youth and families. They demonstrate a commitment to continuously improving both the available programming and the physical facility.

The facility held six (6) male youths on the days of the inspection: two in the A unit and four in the B unit. The Facility has implemented a differentiation of the A and B units. Youth are assigned to the A or B unit based upon a number of criteria including, but not limited to, age, maturity, the type of offense they were charged with, the amount of time that they have been or are expected to remain in the Facility, and their educational level. Generally, the A unit held the more transient and younger population, and the B unit held the one SYTF youth and three youth who had been in the Juvenile Hall for a longer time.

The SYTF youth and the three pretrial youth who have been there for extended periods are all being afforded goals and privileges normally provided to SYTF youth. This includes the environment, their cell accommodations, and education and programming. This flexibility ensures that the SYTF youth is not held in what might be a type of solitary confinement and has created a cohesive unit of youth who demonstrate greater maturity and commitment to their futures.

Several positive changes in the Facility have been made this year, including the use of monitored internet for youth, as well as Rising Scholars' provision of computers for youth taking college courses. All four youth in the B unit were taking one to three Cabrillo College courses. The self-perception of these youths as "scholars" was evident.

The Facility is currently undergoing renovations. The original B unit's cells and dayroom are under construction, as are the kitchen and the eating area. B unit youth are housed in cells in one part of the A unit and move back and forth to their classroom and the library; the A unit youth also move in and out of their unit to use the library. B unit youth eat in the library, and A unit youth eat in the dayroom. This will somewhat reverse when the A unit undergoes construction. The timeline for the construction is about 18 months. Although the construction creates logistical difficulties, the youth and staff appear to be dealing with it well.

Because of the Facility's age, much of the infrastructure reflects a punitive era, standing in contrast to the intent outlined in Welf. & Inst. Code § 851, which states that a juvenile hall "shall be a safe and supportive homelike environment." We are hopeful that the renovations bring the physical environment of the Facility in line with this goal.

## JUVENILE HALL COMMENDATIONS

### **Programming**

1. As recognized in prior-year reports, staff clearly care about offering a safe, positive, and supportive environment for youth and families. They also continue to demonstrate a commitment to continuously improving both the available programming and the physical facility.
2. Probation staff and educators are committed to serving the youth and offer a robust educational program that meets federal mandates requiring support for students with special education needs, as well as support for college preparation and enrollment.
3. Cabrillo College's Rising Scholars program has flourished in the Facility. It was a pleasure to observe all eligible youth fully engaged in online Cabrillo courses, taking advantage of newly available laptops provided by Rising Scholars and secure Internet access in the Facility.
4. Staff are implementing the Positive Behavioral Interventions and Supports (PBIS) system school- and facility-wide, to help create an environment of consistency and fairness that supports the social and emotional well-being of the youth.
5. Staff have implemented an incentive program that applies to the SYTF and other B unit youth. This system, called "Phases," consists of privileges and tangible rewards that the youth can earn as they move through successive phases and is meant to encourage constructive behavior through positive reinforcement. It achieves this goal for the eligible youth.
6. The CORE Cash program provides points or credits for good behavior that youth can use to "purchase" snacks and comfort items. This program is well-liked by youth and staff.

7. Staff have implemented a new quarterly youth survey to solicit input on existing and future programming in the facility.
8. All staff and partners should be commended for maintaining program continuity, quality, and safety in light of ongoing construction.

### **Training and Supervision of Employees**

1. Through the exemplary leadership of Division Director Sara Berman and her team, the Santa Cruz County Juvenile Hall facility's work environment is distinguished by collaboration, mutual respect, and professional growth. Staff members consistently report feeling supported in their roles and empowered to propose ideas and solutions.
2. The commitment and professionalism of the staff are highly regarded and deserve commendation. The work culture of mutual respect starts at the top, and Division Director Sara Berman and Assistant Division Director Jennifer Martinez demonstrate how employees can be held accountable in a supportive manner that strengthens relationships and perpetuates an open environment where staff feel free to share ideas and honestly debrief after challenging situations.
3. A remarkable testament to the facility's supportive culture is its high employee retention rate. Many veteran staff members return after retirement, underscoring the sense of belonging and professional fulfillment fostered by the leadership. This continuity enhances the facility's institutional knowledge and contributes significantly to its ongoing success.
4. The supportive climate benefits not only employees but also the youth served by the Facility. Staff who feel respected and empowered are better prepared to provide guidance, mentorship, and support to incarcerated youth. This creates a more hopeful and constructive atmosphere.

### **JUVENILE HALL RECOMMENDATIONS**

#### **Programming**

1. Youth and education partners continue to request access to synchronous online college courses. As noted above, the Rising Scholars program has flourished in the facility and all involved should be commended for its success. With that said, the program is still only able to offer asynchronous courses without the opportunity to experience real-time lecture, interaction, and discussion (core to the college experience). Lack of access to synchronous online courses also limits the course offerings available to youth; we feel that safety and confidentiality concerns can be adequately addressed.

Other areas of improvement for higher education that should be explored include the following:

- It was reported that youth needed more independence to schedule their own virtual appointments with tutors and academic counselors (not just professor office hours);

- it currently is limited and deemed difficult in part to the inflexibility of programming.
- Supporting field trips to local colleges and universities.
2. Access to more vocational training in areas including, but not limited to, barbering, construction, welding, and forklift certification would greatly benefit youth success.
  3. With respect to exercise and recreation, we recommend the following:
    - Provide a fitness coach or trainer to support youth in meeting their fitness and nutrition goals.
    - Multiple male youth reported that they are hungry at times. There should be increased independent access to more healthy snacks, especially after working out.
  4. With respect to positive behavior interventions and supports:
    - The CORE Cash behavior incentive program is well-liked by staff and youth. We recommend increasing the number of days the CORE Cash store is open per week (we understand this is in process now).
    - Because youth can only benefit from the Phases program (providing additional comfort items to their rooms for good behavior) after four months, the program is in effect unavailable to youth in the A unit, which has resulted in a perception of disparity: the A unit youth are aware of rewards that are available in theory but that, given their short time stays, they may never be able to earn, no matter how well they perform. We recommend that the Phases program be revised to allow youth to earn rewards at earlier timeframes e.g, one or two months.
    - While the daily points system is based on points gained for good behavior, youth often experience the system as points lost for bad behavior when points that are usually granted are not. We recommend soliciting input from youth and refining the points system to ensure that it continues to be a strength-based positive behavior reinforcement system. The Facility states that the future implementation of PBIS should accomplish this.

## **Training and Supervision of Employees**

1. Multiple youth reported a lack of confidence in the Grievance Reporting System. They felt that staff expressed a level of cynicism of it. Youth felt that if they reported a grievance, either “nothing would be done” or there might be negative repercussions. We recommend that staff be retrained to better communicate the grievance procedure, and that the administration ensure that youth understand that their grievances will be treated respectfully and acknowledged promptly. We also recommend that the administration create clear feedback loops to youth who file grievances, so the process feels more meaningful to them.
2. While staff currently receive training, youth feedback suggests gaps in how communication, de-escalation, and respect are applied in practice. In addition, access to more in-person training was requested by almost all employees during inspection interviews. For example, while all staff receive training on how to conduct searches

respectfully and consistently, when trainings are conducted online, staff do not have the opportunity to engage, practice, and receive feedback on their technique. We recommend that staff training should include less reliance on online modules and move toward more in-person, hands-on, and scenario-based learning.

3. A youth reported that his belongings were not returned after their release from Juvenile Hall. We recommend that the Facility should provide refresher training for staff, emphasizing respect for youth's property, such as schoolwork and personal items, and their appropriate return.

## SECURE YOUTH TREATMENT FACILITY (SYTF)

### **Overview**

When the Division of Juvenile Justice closed youth detention centers and shifted the paradigm for juvenile justice in 2023 via SB823, young people housed in youth prisons were moved to Secure Youth Treatment Facilities (SYTFs). Youth and young adults serve much longer terms in SYTFs and can be in a facility for many years — up to the age of 25. The goal of this realignment is to reduce recidivism, encourage accountability, and provide treatment, educational, and vocational opportunities to prepare youth for success upon their release.

Santa Cruz County youth who were in prison or had been sentenced by the Juvenile Court at that time were sent to a SYTF in Sonoma that is under contract with our Probation Department. Three Santa Cruz youths are currently incarcerated in that facility.

The Santa Cruz County SYTF was established at the existing Santa Cruz County Juvenile Hall Facility in January 2025. This is the JJDPC's first inspection of this Facility.

As in the Juvenile Hall inspection, the Commission used the Annie E. Casey detention center standards in the inspection of the SYTF. However, the Annie E. Casey standards do not yet reflect "best practices" for long-term detention facilities like SYTFs. Also, California's Title 15 minimum standards for detention centers are being revised by the state to reflect the needs of SYTF youth; however, they are not yet available. Therefore, the JJDPC utilized the available recommendations of the state's Office of Youth and Community Restoration (OYCR) for SYTF youth, which included the *OYCR Standards of Excellence for Stepping Home Practices* and the *OYCR Youth Dignity Guide*.

At the time of the inspection, the Facility held one youth who was sentenced to the SYTF by the Court. Therefore, the SYTF-specific inspection often included reviewing the programming and environment for both the SYTF youth and the three other "pre-disposition" detainees who have been there for extended periods. These young adults were all assigned to the B unit in the facility, and were all being afforded most of the positive attributes and privileges usually provided only to those in SYTF (with two specific exceptions). Hereafter, unless otherwise noted, we are referring to all youth in the B unit as "SYTF" youth.

## **Commendations of SYTF**

1. The implementation of a separate unit where both SYTF and Juvenile Hall youth are being held for longer terms has created a cohesive unit of young adults who demonstrate a greater level of maturity and commitment to their futures. It provides a differentiation in treatment, including its culture, environment, cell accommodations, privileges, and differentiated education and programming. The creation of this unit ensures that the one SYTF youth is not held in isolation from all other youth.
2. A new staff position has been created to work specifically with youth in the SYTF program and other long-term youth. Currently, this case manager is reviewing current policies for possible modifications, in addition to creating and implementing new programs and activities to enhance the youths' success. Additionally, she will be instrumental in developing Less Restrictive

Programs (LRPs), community furloughs, and reentry planning for the SYTF youth. The Commission encourages her to continue to cultivate and implement age- and culturally appropriate programs and resources, both in the community and in the SYTF. We also recommend that she reach out to Community Based Organizations and the Commission to identify resources and programs to specifically address the needs of youth held for up to seven years.

3. The Facility is providing greater support of higher education through coordination with Cabrillo College's Rising Scholars Program, by providing each youth with a computer and monitored internet access, and supporting each individual's educational needs. The shift to these young adults' view of themselves as scholars was evident, which is a significant change from last year's inspection.
4. A monthly cooking program called "Stirring Up Success" has been instituted on the B unit. Cooking is a wonderful life skill to develop. It started with simple things like protein shakes, and in September they will make a full entree of a stir fry. Youth also asked that the program be held more often and include additional information about nutrition. While we understand that the Facility will partner with a community based organization to provide a full culinary program once kitchen construction is complete, we encourage expansion of "Stirring Up Success" until that happens.
5. The Probation Department purchased a van to transport SYTF youth's families to Sonoma to ensure their access to familial support. We commend the Facility for determining the family's transportation needs to the Felton facility and using the van to transport SYTF families to the Felton SYTF.

## Recommendations for SYTF

We recognize that the SYTF is a new program and will be evolving over the next few years. We are aware that some of the recommendations we are making may already be evident to the administration and staff but want to ensure that the needs expressed by youth and staff are recorded and shared.

1. The Facility is commended for its work to implement a shift in the atmosphere, culture, and policies that is appropriate to SYTF and the young adults in the B unit. It is understood that this program is very new, and we recommend that the administration's monitoring of the "trickle down" of this cultural and policy shift to line staff be periodically reviewed and that the SYTF-specific staff training be made mandatory rather than voluntary.
2. Higher education is clearly evident in the SYTF. Most students are older; they are young adults and are learning to navigate their coursework and its communication requirements as any college student needs to do. This includes the need for self-motivation, organization, study skills, scaffolding, and time management. This is a challenge in any environment, but will be even more challenging in an environment where every minute is scheduled. We recommend that these young scholars have more flexibility and independence in scheduling their time; this will help ensure equity and access to their full educational success. Who hasn't failed to manage their time and need to spend more time outside of allotted school hours to finish an assignment or cram for an exam? This is a positive part of the maturing and learning experience.
3. The youth in B unit are really young adults who need to be able to self-regulate and take increasing levels of responsibility for their lives and their actions. We recommend that they be provided additional levels of autonomy and decision-making to mature and grow. Requiring that they seek permission to get a glass of water or a book or get up from a table does not encourage or reflect that.
4. Many SYTF and long-stay youth have long-term partners. We recommend expanding the list of approved in-person visitors for these youth to include their boyfriends or girlfriends who are part of their support system. Currently the policy only allows virtual visits.
5. Youth commended the quality of the food but felt that the quantity was insufficient. The caloric recommendations from Title 15 address the needs of youth under the age of 18. SYTF youth are really young adults up to age 25. They are working out, doing activities and school work, and need more calories such as fruit or protein bars. Although we recognize that the Facility follows a nutritionist-approved menu which provides the legally required calories and nutrients for youth, youth still requested that more food be provided at meals and that they have access to healthy snacks, protein bars or packaged protein drinks, on the unit, where they could just take them whenever they are hungry.

6. We recommend that the Facility continue to work on and share their plans and have dialog with the Commission regarding the following:
  - a. Plans for the Ranch Camp.
  - b. Plans for outside options for LRPs for youth to continue their full transition home.
  - c. Plans for meaningful vocational programs that will make the youth job-ready upon release.
  - d. Reentry planning that includes the youths' family and community supports.
  - e. Opportunities for fulfilling community service hours and paying restitution. (We are aware that one youth is doing community service with mural painting.)
7. In last year's recommendations, the Commission suggested that wording in the policies that refer to Group Supervisors and Institutional Supervisors as "counselors" be changed or eliminated in order to more accurately reflect their role, which balances safety and support; we again recommend that the word counselor be removed from the policies. We recommended this because these staff members occupy positions of power over the youth; they are responsible for supervising the youths' behavior on the units. They report behavioral issues and can withhold points that grant privileges. The youth reported this year that they do not see Group Supervisor or Institutional Supervisors as counselors; they see these staff as supervisors. A true counselor should not be in a position of power and while being responsible for providing a safe environment for sharing confidential information and seeking emotional support.

While the Commission continues to encourage stakeholders in the juvenile justice system to minimize youth incarceration, our findings confirm that Probation continues to provide an excellent level of care within the Facility. The Facility far exceeds the minimum standards of Title 15 and is doing an exemplary job of meeting the aspirational "best practices" of the Juvenile Detention Alternatives Initiative and the holistic needs of incarcerated youth. We observed that one of the key strengths of the Facility is their commitment to continuous improvement.

Sincerely,



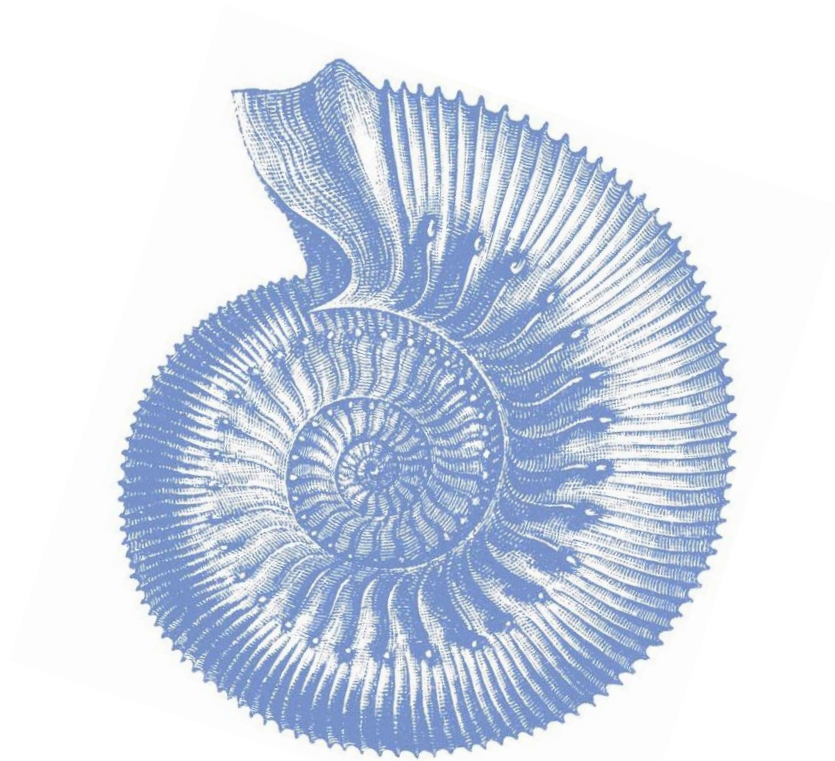
Elias Gonzales, Chair  
Santa Cruz County Juvenile Justice and Delinquency Prevention Commission

cc: Valerie Thompson, Interim Probation Chief  
Honorable Jerry Vinluan, Superior Court Judge – Juvenile Court  
Sara Berman, Superintendent, Santa Cruz County Juvenile Hall and Secure Youth Treatment Facility



# JJDPC

## Juvenile Justice Delinquency Prevention Commission



**March 23, 2024 • 10:00 AM – 4:00 PM**

Pájaro Valley Prevention & Student Assistance  
411 East Lake Ave, Watsonville, CA

## 2024 Retreat Report

## Table of Contents

|                                                                     | <u>Page</u> |
|---------------------------------------------------------------------|-------------|
| I. Executive Summary .....                                          | 3           |
| II. Retreat Overview .....                                          | 5           |
| III. Action Item 1: Affirm Shared Vision / Purpose .....            | 6           |
| IV. Action Item 2: Define Focus of Commission Activities .....      | 9           |
| V. Hopper Items Identified for Further / Future Consideration ..... | 12          |
| VI. Recommendations .....                                           | 12          |
| VII. Attachments .....                                              | 13          |
| A. Laser SWOT Analysis                                              |             |
| B. Promising Areas / Possible Projects                              |             |
| C. JJDPC at-a-Glance Sample DRAFT                                   |             |

## Executive Summary

The Juvenile Justice Delinquency Prevention Commission (JJRPC), referred to as the Commission in this report, held a planning retreat on Marcy 23, 2024 to define a shared purpose and priority focus areas to guide the Commission's work for the next two years.

Under the guidance of the retreat planning sub-committee, the following four goals were identified to drive the agenda.

1. Build and/or strengthen relationships among Commissioners
2. Affirm a shared vision and purpose among the Commissioners (*Action Item 1*)
3. Define the focus of the activities of the Commission for the next 1-2 years (*Action Item 2*)
4. Strengthen relationship, alignment & coordination with Probation (*Action Item 3*)

The agenda was designed based on the goals and the feedback gathered throughout the planning process. Recognizing that we had an ambitious agenda, it was designed to be flexible and responsive to the areas of interest and flow of the topics given the importance of these foundation and direction-setting conversations.

Below is a summary of the retreat outcomes organized by action item.

### **Action Item #1: Affirm a shared vision and purpose among the Commissioners**

Within the context of the Commission's governing documents (Welfare & Institutions Codes and Santa Cruz County Code 2.38), the draft bylaws, and the current mission statement, engaged in a conversation around the elements of a compelling purpose to lead with and rally around. By the end of the retreat, the group reached a consensus and approved the content for a Commission purpose statement. The steering committee was tasked with processing the group's feedback and bringing a revised draft to the full Commission for consideration. See page 7 for the approved content draft and feedback.

### **Action Item #2: Define the focus of the activities of the Commission for the next 1-2 years**

Commissioners decided to define three focus areas (strategic priorities) to advance over a two-year period. The annual Juvenile Hall inspection was designated as one of the three focus areas. Despite time constraints and a process glitch, two areas received enough support to pass a vote. The two additional strategic priorities include:

- **Juvenile Hall Annual Inspection:** Conducting an annual inspection of the Juvenile Hall and reporting on findings and recommendations.
- **Positive Youth Development:** Uplifting and promoting the 40 Developmental Assets positive youth development framework
- **Convening Stakeholders:** Bringing together stakeholders for an uplifting summit on prevention and related youth topics / issues to inform, educate, foster collaboration, and celebrate / highlight what is working.

### Action Item #3: Outline of how to strengthen relationship, alignment & coordination with Probation\*

Throughout the retreat, Commissioners expressed an interest in cultivating and strengthening relationships with all stakeholders, including Probation, specifically on exploring win-win opportunities to leverage resources and expertise.

Due to time constraints, this agenda item was tabled for a future meeting.

### Other Topics of Commissioner Interest

In an effort to make progress towards the stated retreat goals, a space was created to centralize Commissioner questions and topics of interest that surfaced throughout the planning process and during the retreat. This space is referred to as the “hopper”. The proposal was to the items on the hopper list until they were addressed through a related conversation, placed on the appropriate agenda, or determined to be no longer relevant. A regular review of the hopper list when generating Commission or sub-committee meetings is encouraged. See page 12 for list of the hopper of items as of March 23, 2024.

### General Recommendations

**Working Agreements:** Develop clear and concise working agreements for Commission meetings and interactions. Establishing a set of meaningful agreements outlining how members engage and work with each other can foster a supportive culture conducive to full engagement, trust, efficient workflow, and strong collaboration.

**Strategic Priorities Reflect Official Business of the Commission:** This can be a working agreement or a part of the motion to adopt the goals once articulated. This agreement would acknowledge that while there are many issues of importance the Commission can focus on, the focus of the meetings and the Commission’s primary work will be on adopted goals. This would not deter anyone from engaging in work they deem important as individuals but the shared airtime / Commission business would be anchored on the agreed upon goals so as not to water down the impact.

**Success Indicators:** Articulate success indicators and metrics for each priority area (goal) to guide the development of the work plan.

**Shared Language / Definitions:** Create and maintain a document of Commission terms and definitions to support the onboarding of new Commissioners and to ensure clarity in communication. This is particularly helpful for youth or folks newer to the field. This can include your shared definition of your purpose statement, strategic priorities, etc. For example, goals and objectives are sometimes used interchangeably so ensuring that everyone is working with the same definitions can ensure consistency in conversations and save time.

Please see full report for details.

*Report drafted and submitted by facilitator Cynthia Cuéllar.*

## I. Retreat Overview

### Retreat Planning

Planning process began with an exploratory conversation between Chair Druley, Commissioner Johnson and myself followed by a formal planning meeting with the full planning committee on February 28, 2024. The Commissioners present included Chair Cynthia Druley and Commissioners Elaine Johnson and Jasmine Nájera. The planning committee helped draft initial goals and outlined logistics. The remaining planning details and follow up was coordinated by the Chair and I. An invitation was extended to all Commissioners to provide input on the draft goals and content to inform the agenda. Seven out of 11 Commissioners submitted feedback.

### Agenda

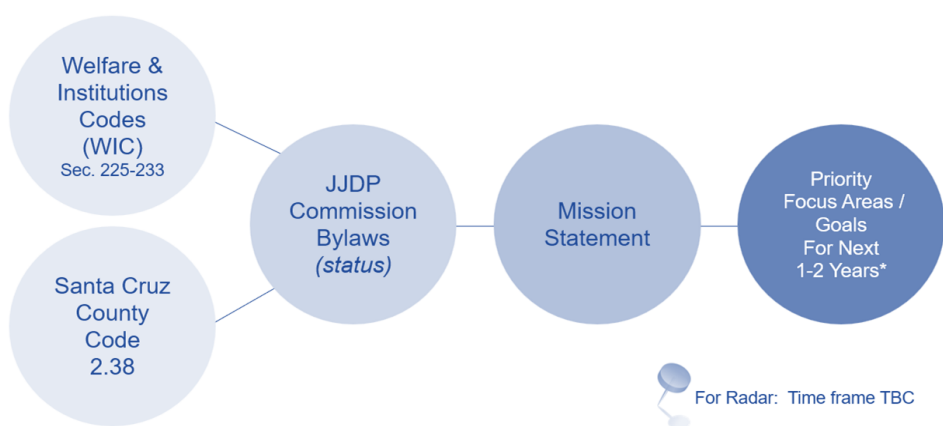
The agenda was designed based on the goals and the feedback gathered throughout the planning process. We recognized it was an ambitious agenda and it was designed to be flexible and responsive to the areas of interest and flow of the topics given the focus and importance of these foundation setting conversations. Items of interest not directly related to agenda were placed on the hopper list for future discussion.

### Retreat Attendees

- Beverly Brook
- Cynthia Druley
- Dave Brody
- Deutron Kebebew
- Elaine Johnson
- Eli González
- Forrest Revere
- Gerardo García (Probation Staff)
- Jasmine Nájera
- Judge Jerry Vinluan
- María Rodríguez-Castillo
- Reyna Ruiz
- Sierra Thompson

## II. Goal / Action Item #1 - Affirm Shared Vision & Purpose Among Commissioners

We initiated the discussion by reviewing current starting point and acknowledging the framework for the conversation as illustrated below. The items A – G below reflect the evolution of the conversation.



**A. Probation Website:** The mission of the Santa Cruz County Juvenile Justice Delinquency Prevention Commission is to advocate for and protect the safety and well being of dependent and delinquent youth, as well as to promote intervention and prevention services and programs in Santa Cruz County.

The Juvenile Justice mandate of the Commission is to conduct a yearly inspection of the Juvenile Hall and, after the investigation is complete, make recommendations to the Chief Probation Officer and the Board of Supervisors for changes which are deemed beneficial.

**B. From Bylaws Draft:** The bylaws are pending a revision and update to align with the Santa Cruz County Code 2.38. The latest draft on file states the following:

*The purpose of the Santa Cruz County Juvenile Justice and Delinquency Prevention Commission, hereafter referred to as the "Commission," is to inquire into the administration of Juvenile Court law in the County, advocate for and protect the safety and well-being of dependency and juvenile justice involved youth, and prevent youth from becoming involved in the juvenile justice system. The Commission will provide oversight of the Juvenile Court, Probation Department, Law Enforcement Agencies, legislative action, and support and promotion of successful prevention and intervention programs.*

### Recommendation:

For consistency, suggest using "purpose statement" moving forward versus vision for clarity and to align with the retreat conversation. (See attachment X.)

### Approved Next Step:

Finalize the purpose statement based on the approved initial content draft with the feedback provided by the group as noted. Delegated revision to Steering Committee who will bring a revised draft to full Commission for consideration and adoption.

### **C. Initial Conversation Notes Based on Sample Starting Places**

#### **Guiding Questions:**

- In the context of the existing mission statement, what should our focus be? What do we want to rally around as a Commission?
- Of all the things we can focus on or advance that fall within our mission and mandates, where can we make the biggest contribution or impact? What is the ideal role or purpose we want to lead with? What do we want to place at the core of the shell spiral to help focus and drive goal setting conversations?
- Why do we exist? (Mission)
- Purpose can speak to the role or focus of the work in service of the mission.

### **D. Conversation Notes**

- Educate / Elevate / promote / advocate for equity & what is effective and working by connecting with stakeholders and cultivating relationships
- Work to prevent youth entering the system
- Contribute to and help build / strengthen / advocate / promote a support network for youth and families
  - Articulate / focus on a strategy that ensures youth have the support to keep them out of the system or if in the system, they have the support during and after to uplift them
  - Help build strong support systems that include the family and community
- Focus on youth and families / youth belonging / importance of investing in youth
- Help change narrative around youth and justice engaged youth; using voice of commission (unified voice)
- Educate / inform / influence systems folks on what is working, promising practices
  - Advocate for resource investments
  - Serve as resources to help them understand the obstacles/challenges youth / families face to create collaborative solutions to address them e.g. transportation, language, support to meet conditions
  - Build cultural competence into decision making
  - On assets and support networks
- Equitable approach to supporting youth
- Emphasis on prevention
- Systems change focus / lens vs working to try to make change within status quo
- Focus on strengths / building strengths / on strengths
- Adopt / Amplify a collaborative approach: How can I / we help?
- Establish relationships, serve as connectors

### **E. Developed Working Draft Based on Feedback Above**

As a Commission we [will] educate our community and system leaders on the importance of positive youth development and advocate for coordinated and well-resourced systems that promote success and prevent system involvement.

## **F. Group Feedback on Working DRAFT**

- Family is missing from draft. Possible edits:
  - Add families to the first sentence: As a Commission we will educate our community, families, and system leaders....
  - Add “family” before “success”
- Consider changing education to “inform”. Was discussed but no clear preference noted. There was equal feedback on why education also works and two folks specifically stated “no preference”.
- Draft focuses on prevention; add language to include the focus on dependent / delinquent youth ....
- Specifically made reference to drawing on the language from the bylaws purpose language.
- Other noted feedback that was part of that discussion:  
(No specific edits were identified / called out)
  - Expand; challenge the status quo
- Systems work focus

### III. Goal / Action Item #2 – Define Focus of Commission Activities for Next 1-2 Years\*

**Backdrop Snapshot:** As context and backdrop to the conversation about defining the shared focus of the Commission's work we initiated a conversation about capacity, reviewed and discussed a SWOT analysis. The time spent on the SWOT and the goals conversation was very limited and although progress was made, more time allocated to these important conversations is ideal.

**Timeline:** Initial conversations referenced a one-to-two-year outlook for this effort. Given the Commission currently meets monthly, I suggested the timeframe for this effort be at least two years. Group unanimously supported a two-year time frame.

**Commission Capacity:** An invitation was extended to consider Commission capacity as an important factor. Currently, the Commission meets monthly as a full Commission with subcommittees advancing the work between meetings. However, in the absence of a shared purpose statement, focus areas aka goals, poses a challenge for any group which. Aligning the Commission's mission, purpose statement, priorities, and capacity often helps to efficiently advance goal setting and related work plan structure conversations.

**Question to Assess Goal Setting Capacity:** What are the regular / ongoing activities that will continue regardless of any specific or additional goal setting? The following items were pulled from the DRAFT bylaws as a starting point for conversation.

- Annual Juvenile Hall Inspection & Report
- ~~Receive notifications in writing regarding "serious incidents" affecting youth who come within the jurisdiction of the Juvenile Court.~~
- ~~Investigate youth complaints~~
- What else?

**Highlights from conversation as follows:**

- Crossed out items above reflect expected bylaw edits based on conversations with Probation.
- Areas / ongoing activities referenced by Commissioners as impacting capacity
  - Recruitment in general & recruitment of youth
  - Commissioner onboarding / Commission development (governance)
  - Aspirational and previously contemplated but not in place: Community partner presentations
  - Keep prevention focus

**Highlights:**

Identified three focus areas or strategic priorities for a two-year time period.

- Annual Juvenile Hall Inspection & Report
- Positive Youth Development
- Stakeholder Convening

**Recommendations:**

- For consistency, suggest using "purpose statement" moving forward versus vision for clarity and to align with the retreat conversation. (See attachment C.)
- Timeline: Consider aligning the two-year project time to a fiscal year July 1, 2024 – June 30, 26 to allow time over the next few meetings to finalize the purpose statement, draft goals, and participate in the Results Count training.

**Possible Next Steps:**

- Articulate goal for each strategic priority focus area
- ID success indicators or SMART Objectives to guide work plans
- Draft workplans to manage
- Recalibrate plans based on capacity to ensure progress is made.

## Laser SWOT Analysis

The information submitted by Commissioners in the planning survey was centralized and structured as a SWOT analysis. Utilizing this formatted survey input provided a comprehensive overview based on the submitted information, while also contextualizing goal setting. It was acknowledged that certain entries could appear in multiple quadrants, as is often the case. For instance, a "weakness" may also be perceived as an "opportunity." The SWOT review and exercise were not intended to be exhaustive and comprehensive. The group discussed missing elements and added additional entries, as noted in the attachment. See attachment A.

## Focus Areas (Strategic Priorities)

Based on survey data, a list of potential focus areas or projects was shared with the group. Due to time constraints the activities associated with conversation were condensed in an effort to get a broad strokes assessment on initial focus area / project list to build on.

Before initiating the focus areas conversation, the group reached a consensus on the number of priority areas they wanted to explore and agreed to no more than three focus areas. They concluded that one of the priority areas by default is the annual Juvenile Hall Inspection and report and agreed to identifying no more than two additional focus areas.

**Process:** A guided conversation to confirm a set of projects was planned yet not included during the retreat. Based on the draft list provided, plus one addition, we engaged in a voting exercise to gauge collective interest and define next steps. Commissioners were provided a set of voting dots and were asked to distribute their dots among the 17 possible focus areas aka projects on the draft list. They were free to distribute their dots across any number possible projects. See attachment C for draft project list.

**Process Glitch:** In condensing the activities, the step to add any additional or missing projects was skipped. A Commissioner(s) identified a missing project / focus area and it was added as item #17 prior to the dot vote. However, facilitator did not confirm that everyone had a full understanding of item #17 before the voting exercise. (Facilitator's missed step.) Element #17 was a listed as convening / summit.

**Results:** Based on the brief voting exercise, two focus areas / projects surfaced to the top. With additional conversation connections to other projects on the possible projects list were made as captured below.

### **Focus Area 1: Juvenile Hall Inspection**

- Although goal is yet to be fully defined, the two areas of interest that were reference include a process enhancement lens and a better / shared workload distribution so it does not fall primarily on the Chair.

## **Focus Area 2: Positive Youth Development**

- Reference from Project List: Developmental Assets Project
  - Uplifting the Development Assets Project (Pajaro Valley) activities in middle schools with two generational family support activities and resources.
- Conversation Notes
  - Focus on promoting / expanding the work county-wide
  - Can combine with project #10: Inventory of Positive Youth Development Resources e.g. co-brand an annually updated inventory of positive youth development resources/services in our community.
  - Issue a “State of Youth” Report (Post retreat note: “State of our Youth”?)

## **Focus Area 3: Convening Stakeholders**

- From Retreat: Bringing together stakeholders for an uplifting summit on prevention and related youth topics / issues to inform, educate, foster collaboration, and celebrate / highlight what is working.
- Conversation Notes
  - Incorporate theme from project #5: SBA23 into convening e.g. breakout session
  - Include youth & family voices and those with lived experience in the design and implementation; they should be part of the process

## IV. Hopper; Areas of Interest Identified

### Retreat Planning Phase

- **Commission Data:** What data does the Commission need to review? Frequency?
- **Sub Committees:** What is the ideal structure to support the Commission's work/workflow and the soon to be defined goals/objectives
- **Meeting Schedule:** What is the ideal length and frequency of meetings?

### During Retreat

- **Student Success Program:** Ask Probation to speak about Student Success Program
- **Spending of \$19M Opioid Funds:** Who can convene conversation county-wide about this will be used?

## V. General Recommendations

**Working Agreements:** Develop clear and concise working agreements for Commission meetings and interactions. Establishing a set of meaningful agreements outlining how members engage and work with each other can foster a supportive culture conducive to full engagement, trust, efficient workflow, and strong collaboration.

**Strategic Priorities Reflect Official Business of the Commission:** This can be a working agreement or a part of the motion to adopt the goals once articulated. This agreement would acknowledge that while there are many issues of importance the Commission can focus on, the focus of the meetings and the Commission's primary work will be on adopted goals. This would not deter anyone from engaging in work they deem important as individuals but the shared airtime / Commission business would be anchored on the agreed upon goals so as not to water down the impact.

**Success Indicators:** Articulate success indicators and metrics for each priority area (goal) to guide the development of the work plan.

**Shared Language / Definitions:** Create and maintain a document of Commission terms and definitions to support the onboarding of new Commissioners and to ensure clarity in communication. This is particularly helpful for youth or folks newer to the field. This can include your shared definition of your purpose statement, strategic priorities, etc. For example, goals and objectives are sometimes used interchangeably so ensuring that everyone is working with the same definitions can ensure consistency in conversations and save time.

SWOT Analysis Snapshot

Exercise to help zero in on focus area(s) and frame goals conversation.

JJDPC Mission Elements:

1. Advocating for and protecting the safety and wellbeing of dependent and delinquent youth
2. Promoting intervention and prevention services and programs in SCC
3. Annual Juvenile Hall Inspection
- 4.

|          | Helpful to Our Mission | Hinder Our Mission      |
|----------|------------------------|-------------------------|
| Internal | S: Strengths           | W: Weaknesses           |
| External | O: Opportunities       | T/B: Threats / Barriers |

## HELPFUL / Support our Mission

All the information contained in this attachment was drawn from the Commissioner's planning survey and organized into a SWOT analysis. Additional items added at the retreat as noted. Items in bold text reflect same reference made by multiple Commissioners.

### **S: INTERNAL Strengths**

---

- Mission work:
  - Sharing concerns regarding sending our youth to a facility in Sonoma
  - Continuing work with the state's Office of Youth and Community Restoration to better serve our Secure Treatment youth (in and out of custody)
  - Highly engaged in supporting youth who have entered the Secure Youth Treatment Facility in Sonoma and have communicated the challenges in the Sonoma facility.
- **JH Inspection Experience**
  - For last 3 years, have done the most comprehensive inspections/assessments of Juvenile Hall that we have ever done.
  - Use of the Anne Casey tool for JH Inspections
- Commissioners
  - From organization who are key to the support of JJ youth = Greater visibility into the services and challenges for JJ youth
  - Diverse Commission
- Bylaws / Bylaw amendment
- Youth on commission
- Subcommittees
  - Focus on prevention via subcommittee work
- Commissioner relationships with kids that were sent away to Sacramento & Sonoma
- Added at retreat: Incoming Commissioners & community partners

### **O: EXTERNAL Opportunities**

---

- Collaboration: Working with probation and the courts to better serve our incarcerated youth
- Added at retreat:
  - Focus / invest in prevention
  - Creativity limited / opportunities to change the status quo
  - Healing modality
  - Opioid settlement funds

## HINDER our Mission

### W: INTERNAL Weaknesses

---

- Commissioners' willingness to take a leadership role on the Commission
- Adequate staffing for the Commission. We need more staff support.
- Having a staff person from Probation be the Staff to the JJDPC is awkward
- Lack of time to get to know each other to work together more effectively
- **Lack of clear direction, plans and SMART goals to focus our work**
- Vacancies due to recent resignations, filling vacancies and orienting new members is a challenge
- Difficult to get people to serve as officers. Part of the reason is our lack of staff resources.
- Disconnect with Probation: A lack of partnership / coordination / trust with Probation. Differences with Probation and County Counsel regarding proposed change bylaws + changes to the ordinances that govern our work
- Our aspirations to engage with children, families, local programs, and the Probation Department vs. our very scarce resources (time and money).
- Communication among Commissioners
- Lack of solid relationships across the board / Differences in work styles
- Collaboration to create win-win scenarios
- Dismantle / breakthrough / work through assumptions about our youth
- Build / strengthen relationship and from there have do the work; have policy conversations

### T/B: Threats / Barriers

---

- Lack of support & recognition from the county (CAO's office, County Counsel and some supervisors) of the amount of work and advocacy this commission does
- New county structure of commission with respect to commissioners
- Fear based institutions

## Attachment B

### Promising Areas / Possible Projects: Possible Focus Areas and Goals

---

1. (4%) Providing Secure Treatment youth a local step-down option with a numerous resources and support
2. (0%) Diversion (Partnership Opportunity)
  - Better training of resource officers for diversion alternative.
3. (6%) Advocacy for Service Improvements: Creation of a Caminos-like diversion program within the Santa Cruz County Sheriff's Office (and eventually in other police departments in the County)
4. (1%) Advocacy for Service Improvements: Support Probation Department in the creation of adequate step-down/support programming for youth returning from incarceration
5. (6%) SBA23
  - Work key to Commission & State
  - Create / host community engagement and education event
  - Design a model sight for reimagining how we serve these youth e.g. look at current investment and find alternative options e.g. buy a house and staff it to support these youth
6. (4%) Youth employment opportunities
7. (3%) Delinquency prevention general
  - We should be doing it. Historically, nothing concrete in place.
8. (10%) Prevention / Vaping Referral Focus
  - We have heard from Probation and other CBO's that education is the key to keeping kids out of the JJ system. There are 2 suggested specific things to partner with educators about stopping referrals to probation for vaping
9. (0%) Advocacy for Service Improvements: Promote strategies to eliminate referrals to probation for vaping while increasing behavioral health supports for young people in middle and high school settings.
10. (5%) Inventory of Positive Youth Development Resources
  - Would love to see the Commission co-brand an annually updated inventory of positive youth development resources/services in our community.
11. (2%) JH Inspection
  - Improving process to include more expert non-commissioner inspectors and improvements that would decrease the enormous work load that currently falls on the chair of the Commission to complete the inspection and related report.
  - Current roll = Meet and do JH inspection
12. (2%) Strengthen Partnership with Probation
  - Better trust & alignment with probation. There are areas that we can partner while still knowing that we have oversight in some areas and may have different opinions/thoughts on specific strategies.
13. (12%) Youth Engagement
  - Bringing youth with lived experience to the JJDPC would be transformative.
14. (15%) Developmental Assets Project
  - Uplifting the Development Assets Project (Pajaro Valley) activities in middle schools with two generational family support activities and resources.
15. (3%) Systems Work
  - More focus on systems work. Are we doing band-aid work?
16. (10%) Relationship Building
  - Relationship building between Commissioners, between Commissioners and Probation Staff as well as the presiding Judge
17. (18%) Convening / Summit

# Juvenile Justice Delinquency Prevention Commission (JJDP) 2024 -2026\*

