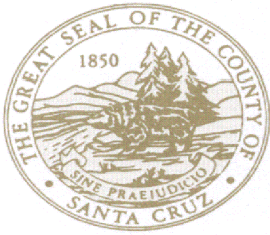


County of Santa Cruz



JUVENILE JUSTICE AND DELINQUENCY PREVENTION COMMISSION AGENDA

Thursday, December 11, 2025
6:00 p.m. – 7:30 p.m.
Regular Meeting

Probation Success Center
303 Water St, 1st Floor
Santa Cruz, CA 95060 /
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

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
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 December 11, 2025, Agenda
Approval of the November 14, 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

December 11, 2025

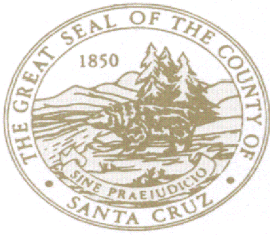
Page 2

- V. Presentation: Project Ascend: Rishi Lal, School Safety and Risk Prevention Director, Santa Cruz County Office of Education (COE)
- VI INFORMATION ITEMS:
 - 1. Delinquency Prevention
 - 2. March 2024 Retreat outcomes and progress assessment and plans for moving forward with goals.
- VII. ADJOURNMENT:

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

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)

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, Julia Feldman, Reyna Ruiz, Roman Frutos, Sierra Thompson, Stephanie Sonnenshine

Excused: Jeri Limon

Ex Officio: Judge Vinluan, Jennifer Martinez

Staff: Gerardo Leon

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).

Motion: Kebebew **Second:** Brody

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

No: None

Abstain: Frutos

III. PUBLIC COMMUNICATIONS: None; none online.

IV. ANNOUNCEMENTS (Including items via email on file)

Commissioner Brody spoke about the upcoming Children's Symposium on March 5, 2026. Please see attached.

Commissioner Kebebew shared of the upcoming screenings of the *Mask You Live In*. Please see attached.

Commissioner Druley shared that she attended the monthly statewide convening of commissioners – meetings are every second Monday of the month from 12:00p-1:00p.

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

Juvenile Justice Delinquency Prevention Commission Agenda

November 14, 2025

Page 2

She spoke about AB118, Section 5, refocusing juvenile block grant. Commissioner Druley also shared about the new education support programs happening to tackle literacy gaps among high school students. Info to be shared.

Commissioner Brook shared that she is part of an Office of Youth and Community Restoration (OYCR) workgroup looking at Juvenile Justice Commissions and how OYCR can be helpful in training, onboarding, and tech support.

Chair Gonzales shared that AB1376 passed and asked how we can shift how we collaboratively do something different.

Commissioners and guests introduced themselves

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

Please see attached PowerPoint. Juvenile Division Director Jose Flores and Juvenile Asst. Division Director Jimmy Cook answered questions from Commissioners.

VI INFORMATION ITEMS:

1. Delinquency Prevention: Commissioner Kebebew invited the Juvenile Division managers back as often as possible.
2. JJDPC Bylaws: JJDPC Bylaws Amendment were approved by the Board of Supervisors at the October 7, 2025, Meeting. Bylaws to be posted on the webpage.
3. Juvenile Hall Inspection Report: The Juvenile Hall Inspection Report is on the November 18, 2025 Board of Supervisors Meeting Agenda.

SYTF Ad Subcommittee to be added in future agendas. Subcommittee will meet with Chief Deputy Brian Cleveland on November 19, 2025.

4. March 2024 Retreat outcomes and progress assessment and plans for moving forward with goals: Annual retreat should be added to the January meeting agenda.

VII. ADJOURNMENT: Meeting adjourned at 7:31 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.

There were no firearm related bookings in November.

Youth on Probation by area of residence:

Count Area

5	Aptos Total
4	Ben Lomond Total
2	Boulder Creek Total
1	Campbell Total
2	Capitola Total
2	Castroville Total
2	Felton Total
2	Fresno Total
1	Hayward Total
1	Madera Total
1	Prundale Total
1	Redwood City Total
1	San Jose Total
16	Santa Cruz Total
3	Scotts Valley Total
1	Spanawau, WA Total
1	Sunnyvale Total
47	Watsonville Total
93	Grand Total

Juvenile Division Monthly Data Blast

**Nov.
2025**

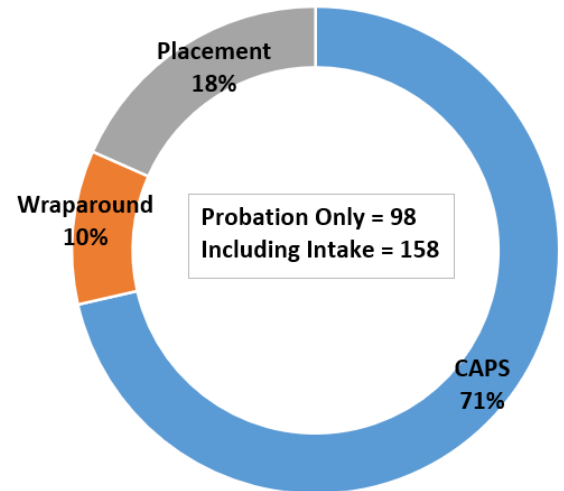
Intake

- 13 Intake RAIs administered: 0 overrides
- Held by Probation/Released by the Judge @ Detention Hearing: 0
- ATD admissions: 11
- EC Referrals: 4
- Recidivism Rate: 2% (2 youth)
- EPIC Sessions: 10
- Field Contacts: 55 (32 home, 3 placement, 16 school, 4 treatment facility)
- Video Contacts: 0
- Secure Youth Treatment Facility: 7

Investigations

- Court reports: 1
- Transfer reports ordered: 0
- Supervisor Rpt. Approvals: 62

November 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: 9
- New: 0
- Reassessments: 1
- Overdue reassessments: 0
- Reassessments due last month: 0

This Month

- Reasonable Candidates: 9
- New: 0
- Reassessments: 0
- Overdue reassessments: 0
- Reassessments due this month: 2

JAIS

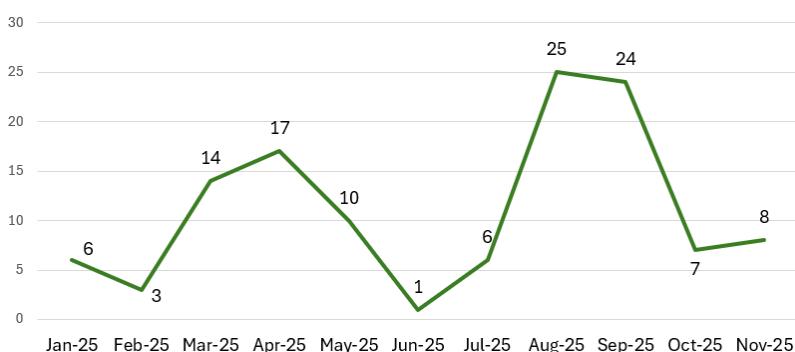
Last Month

- 84% of eligible youth received a full assessment, 18 youth still needed one.
- Overdue reassessments: 21
- Reassessments due last month: 9

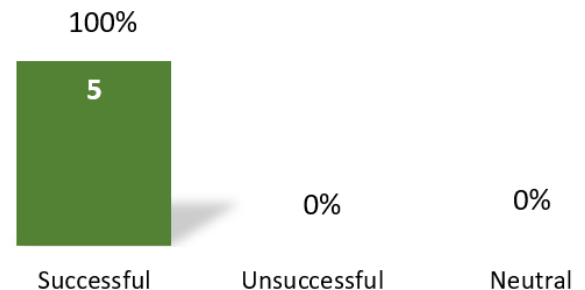
This Month

- 84% of eligible youth received a full assessment, 18 youth still need one.
- Overdue reassessments: 26
- Reassessments due this month: 7

Diversions



Case Closures by Type



Demographics

Probation Caseload

- African American: 2% (2)
- Latinx: 77% (75)
- White: 16% (16)
- Other/Unknown: 5% (5)

Probation Violations

- White: 100% (1)

Warrants

Zero

Juvenile Hall Monthly Data Blast

**Nov.
2025**

Population Info

- IEP's: 10
- 504's: 0
- Graduations: 0
- Enrolled in college class or college studies: 3
- Youth on Psychotropic Meds: 10
- Youth with drug/alcohol issues: 14
- Youth open to MH services: 21
- Medical Referrals: 3
- MAT: 1
- Physical Altercations: 0
- Restraints used: 2
- Room confinements: 6
- Pending transfer hearing: 1

Booking Charges (most serious offense)

- Bench Warrant: 8% (1)
- Drugs/Alcohol: 15% (2)
- EM Violation: 8% (1)
- Placement Failure: 15% (2)
- Property: 23% (3)
- Violent/Weapons: 31% (4)

Booking Demographics (area of residence)

- North County: 54% (7)
- South County: 38% (5)
- Out-of-County: 8% (1)

JUVENILE HALL POPULATION INFORMATION

	BOYS	GIRLS	TOTAL
6 am count (average) ¹	9.1	1.0	10.1
Population in custody at start of time period	13	0	13
Admitted during time period	4	9	13
Released during time period	10	7	17
Population in custody at end of time period ¹	8	2	10
Average daily attendance	9.1	1.0	10.1
Average length of stay	32.8	4.0	20.9
Length of stay MODE	15.0	1.0	1.0
Range of stay	1 - 960	1 - 17	1 - 960
Range of stay excluding SYTF youth	1 – 172	1 – 17	1 - 172
Range of age	14 - 19	14 - 17	14 - 19
Number of "in-county" residents received	3	9	12
Number of "out-of-county" residents received	1	0	1
Percentage from out-of-county	25.0%	0.0%	7.7%
Total child care days	276	38	314
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): Nov. 2025	128	47	175
Total intake to date (prior year): Nov. 2024	126	55	181

Overall Population Demographics

- African American: 1 (4%)
- Latinx: 17 (65%)
- White: 8 (31%)

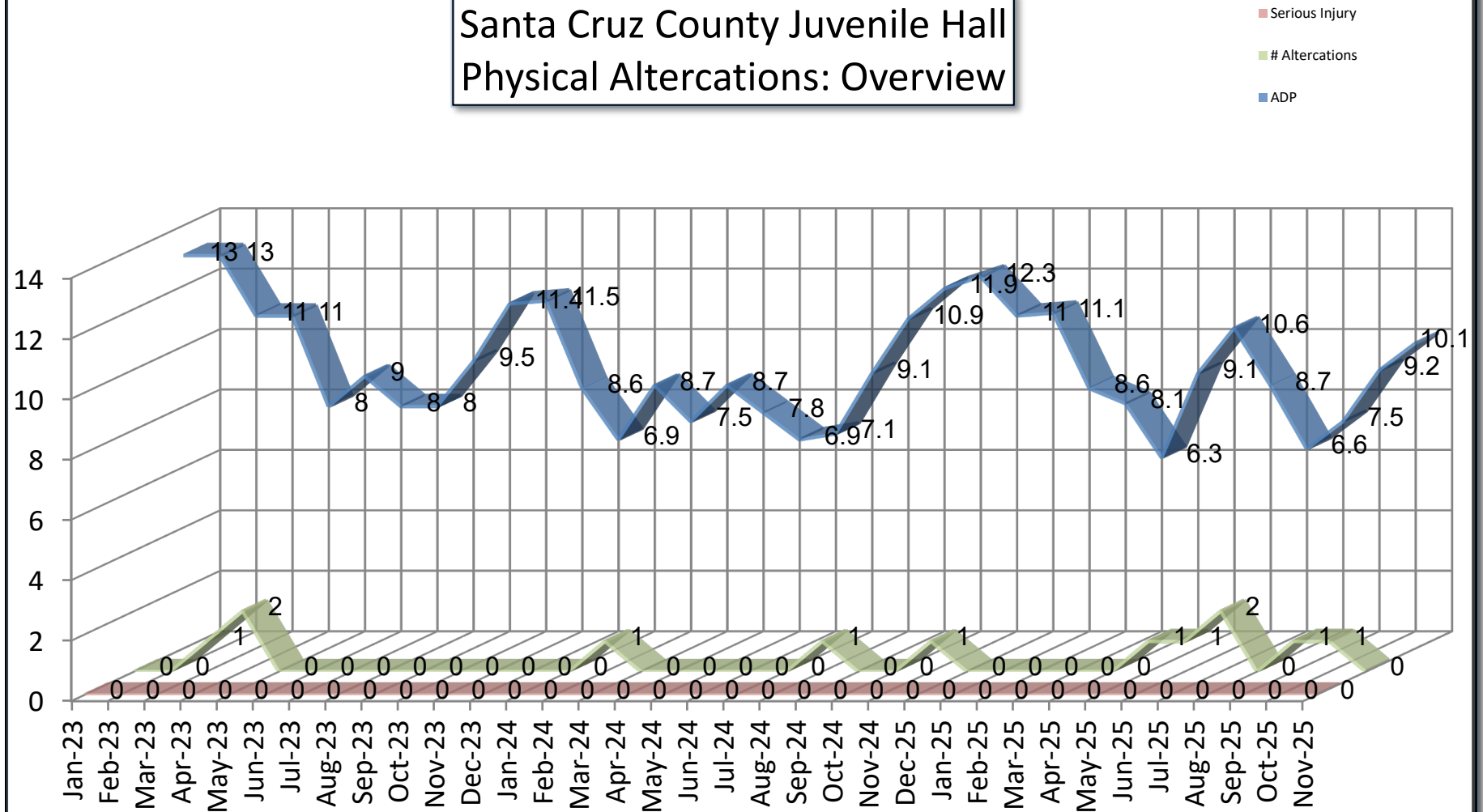
- Boys: 17 (65%)
- Girls: 9 (35%)

ALOS

- Latinx: 30 days
- White: 4.5 days

% Youth on
Probation:
50%

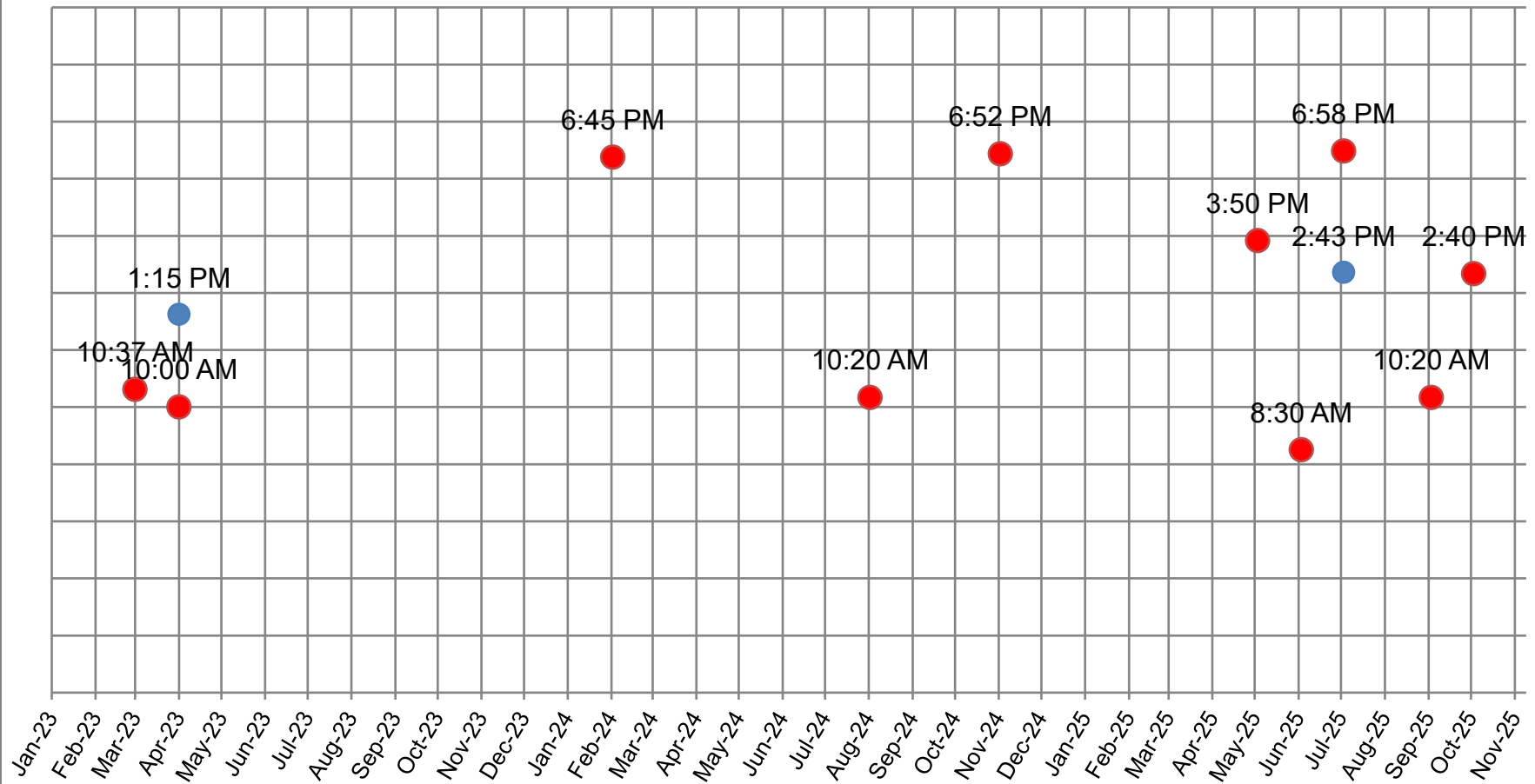
Santa Cruz County Juvenile Hall Physical Altercations: Overview



January 2023 - November 2025

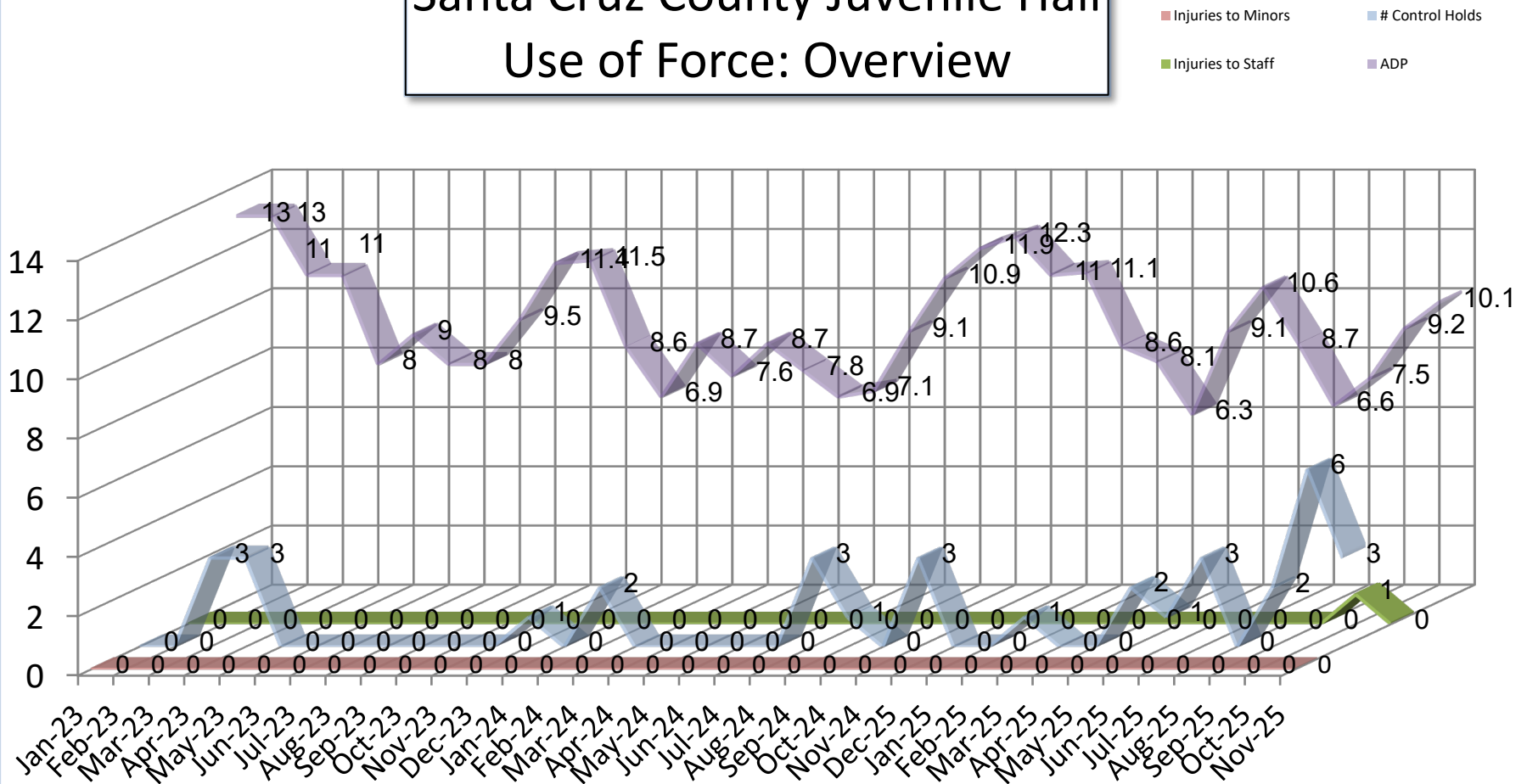
Santa Cruz County Juvenile Hall Physical Altercations: Time of Day

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



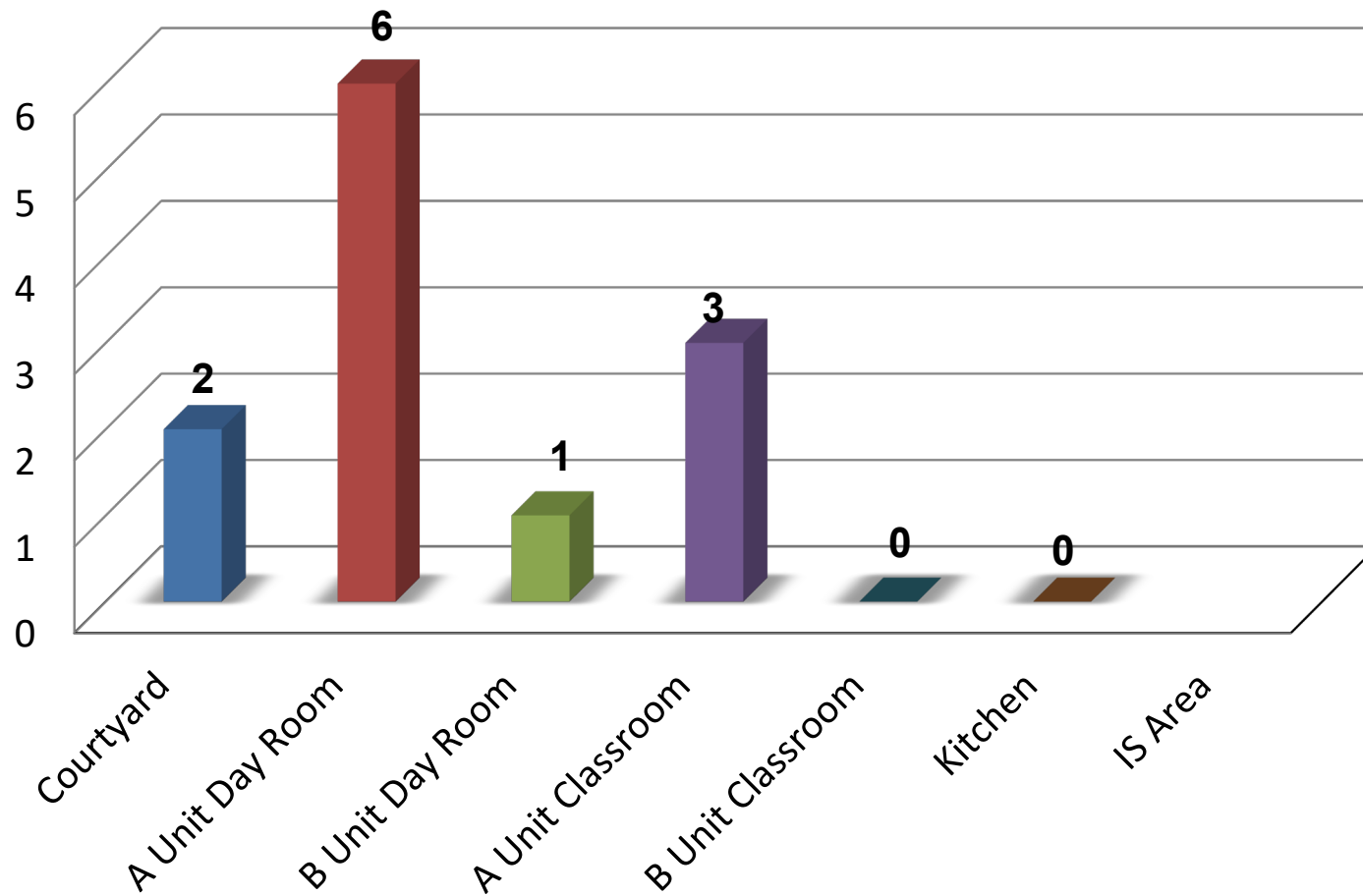
January 2023 - November 2025

Santa Cruz County Juvenile Hall Use of Force: Overview



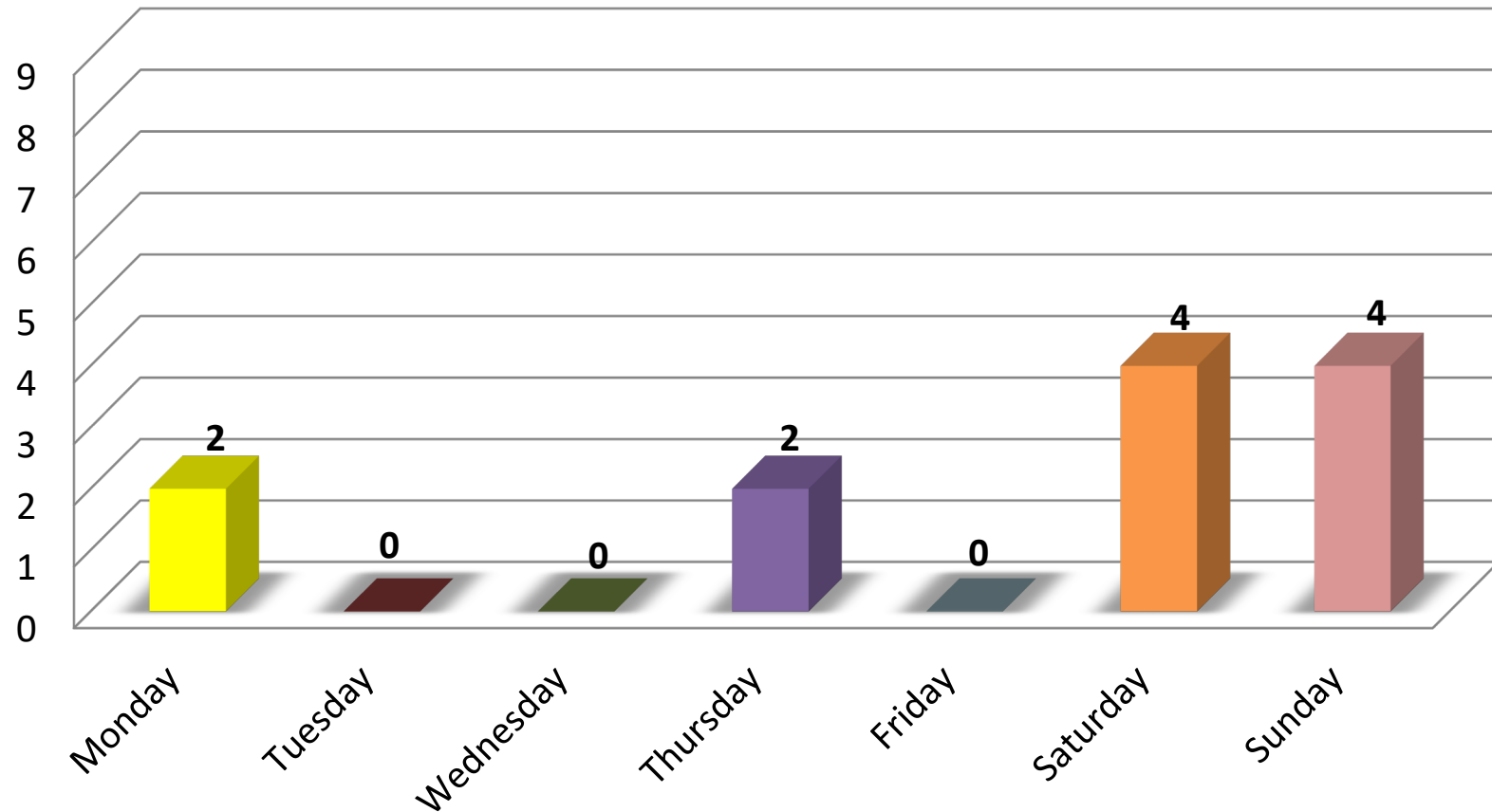
January 2023 - November 2025

Santa Cruz County Juvenile Hall Physical Altercations: Location

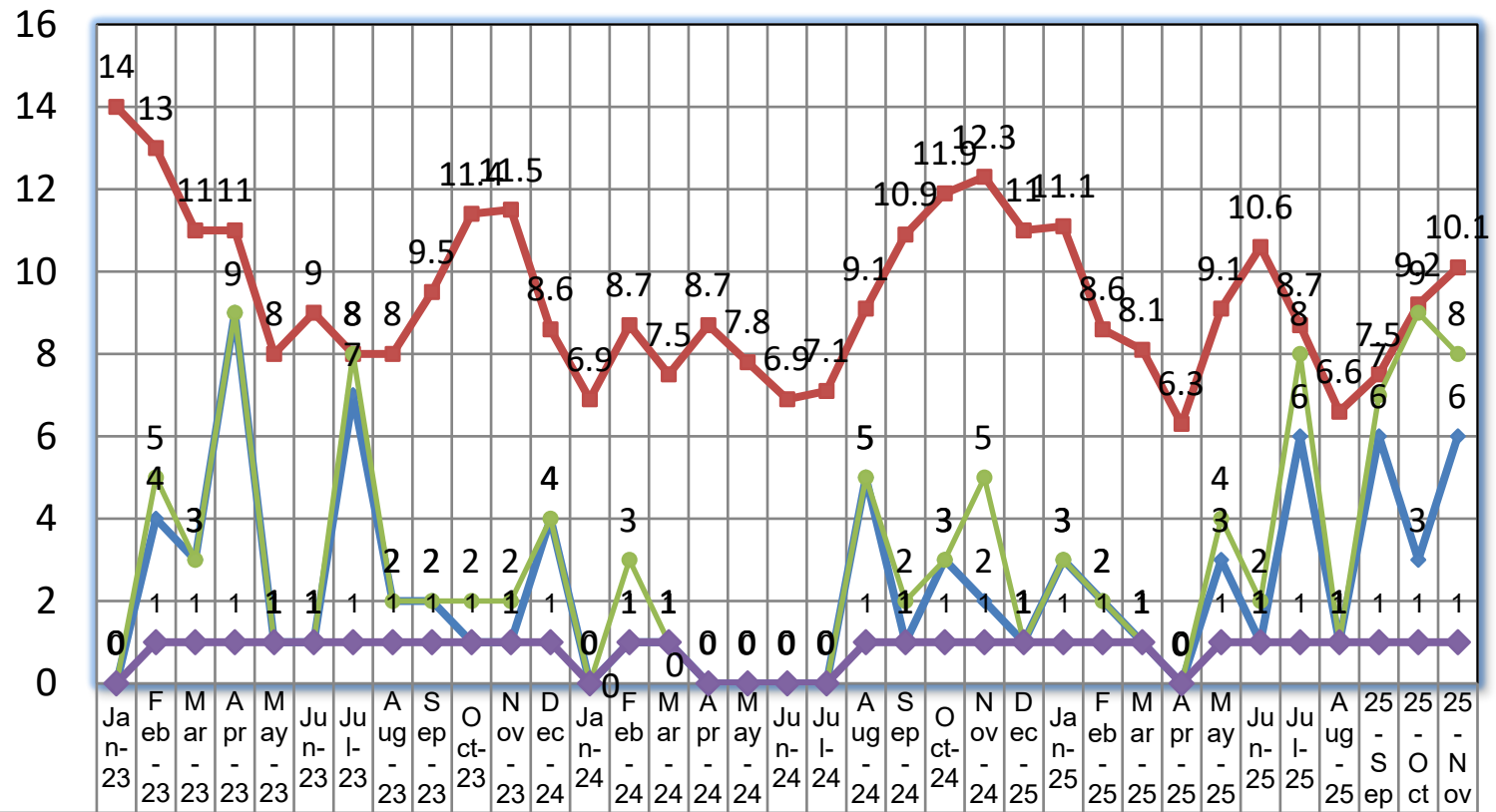


January 2023 - November 2025

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

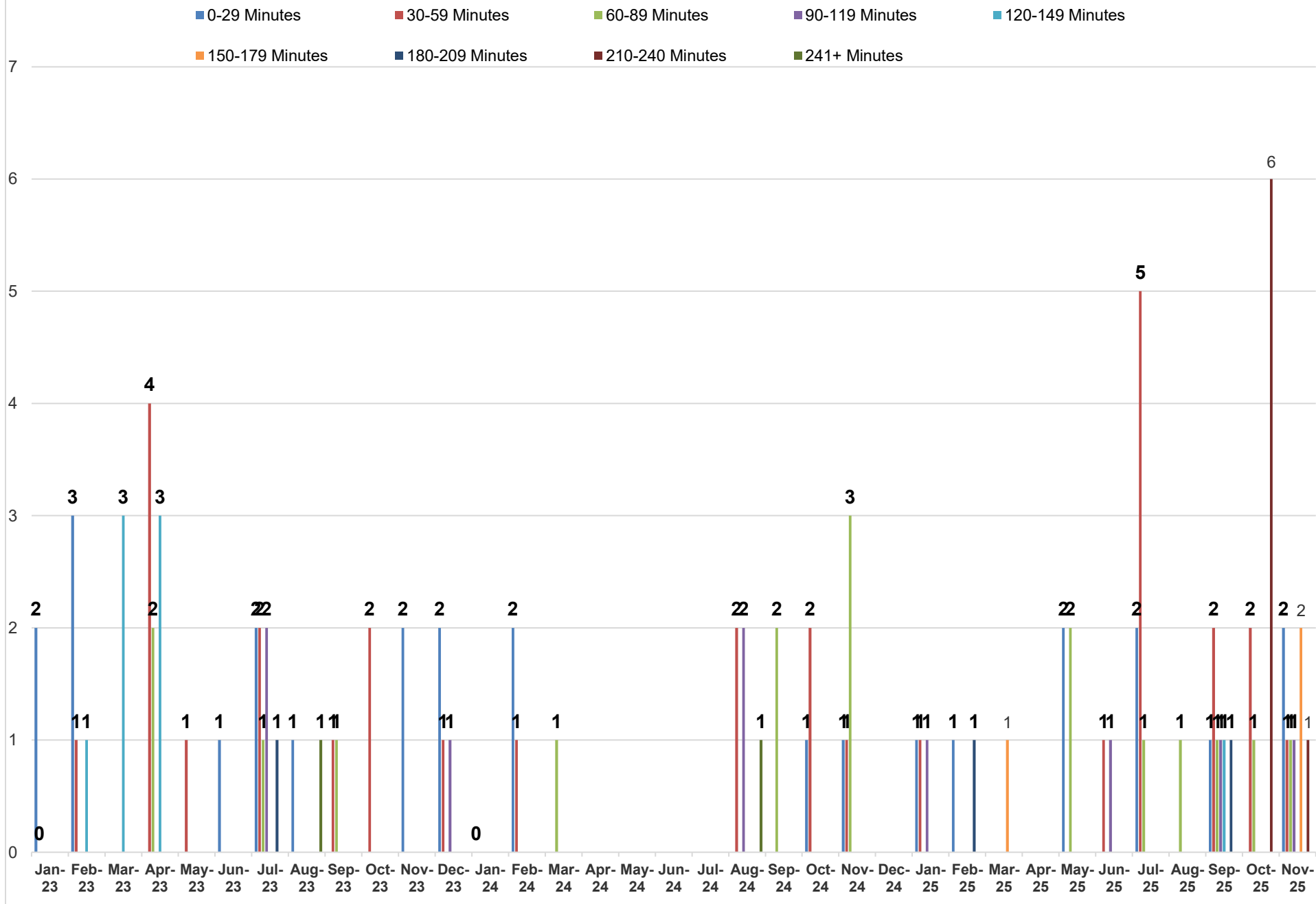


January 2023 - November 2025



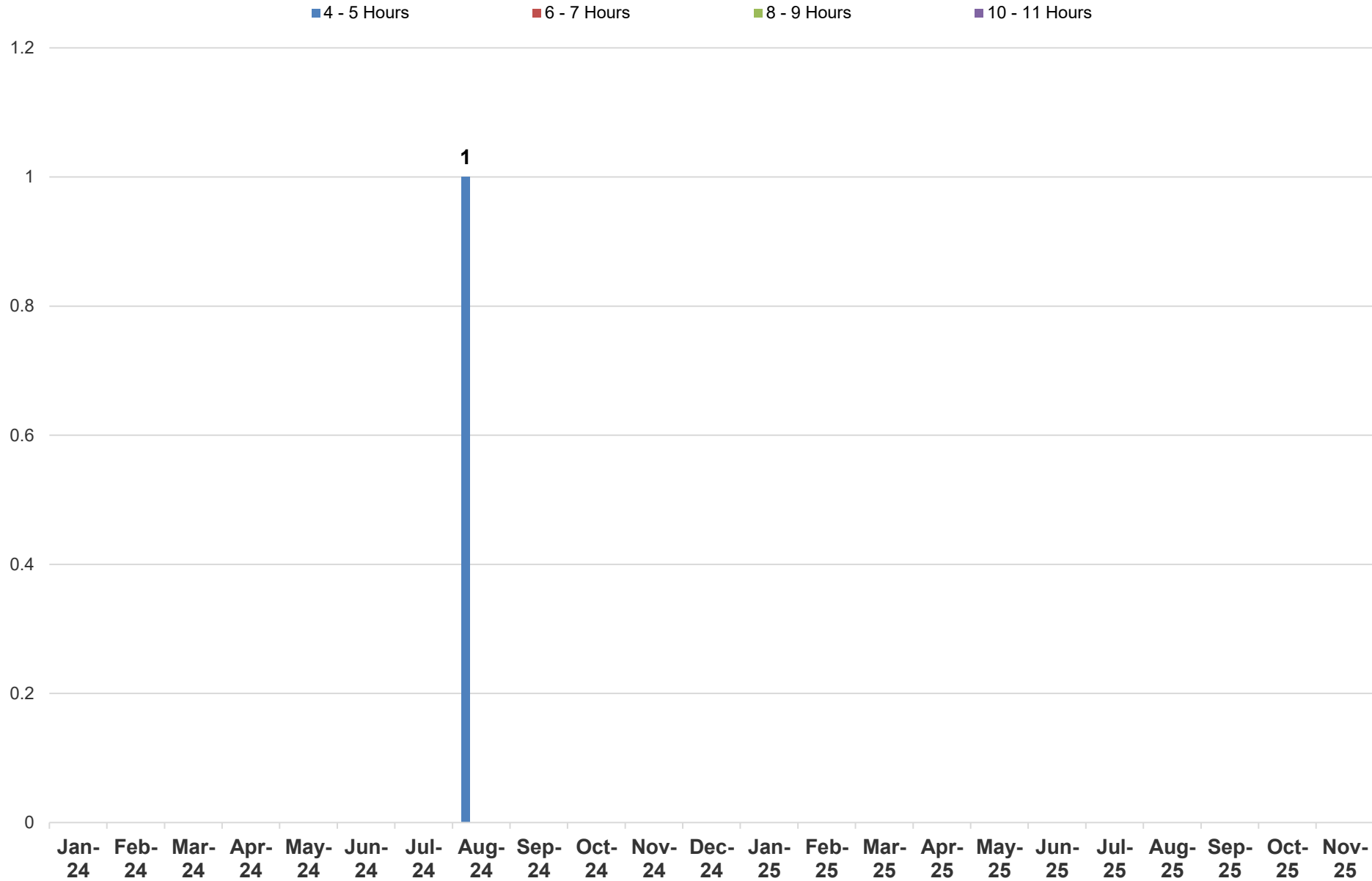
Santa Cruz County Juvenile Hall
Room Confinement: Overview
January 2023 - November 2025

Santa Cruz County Juvenile Hall Room Confinement by Minute January 2023 - November 2025



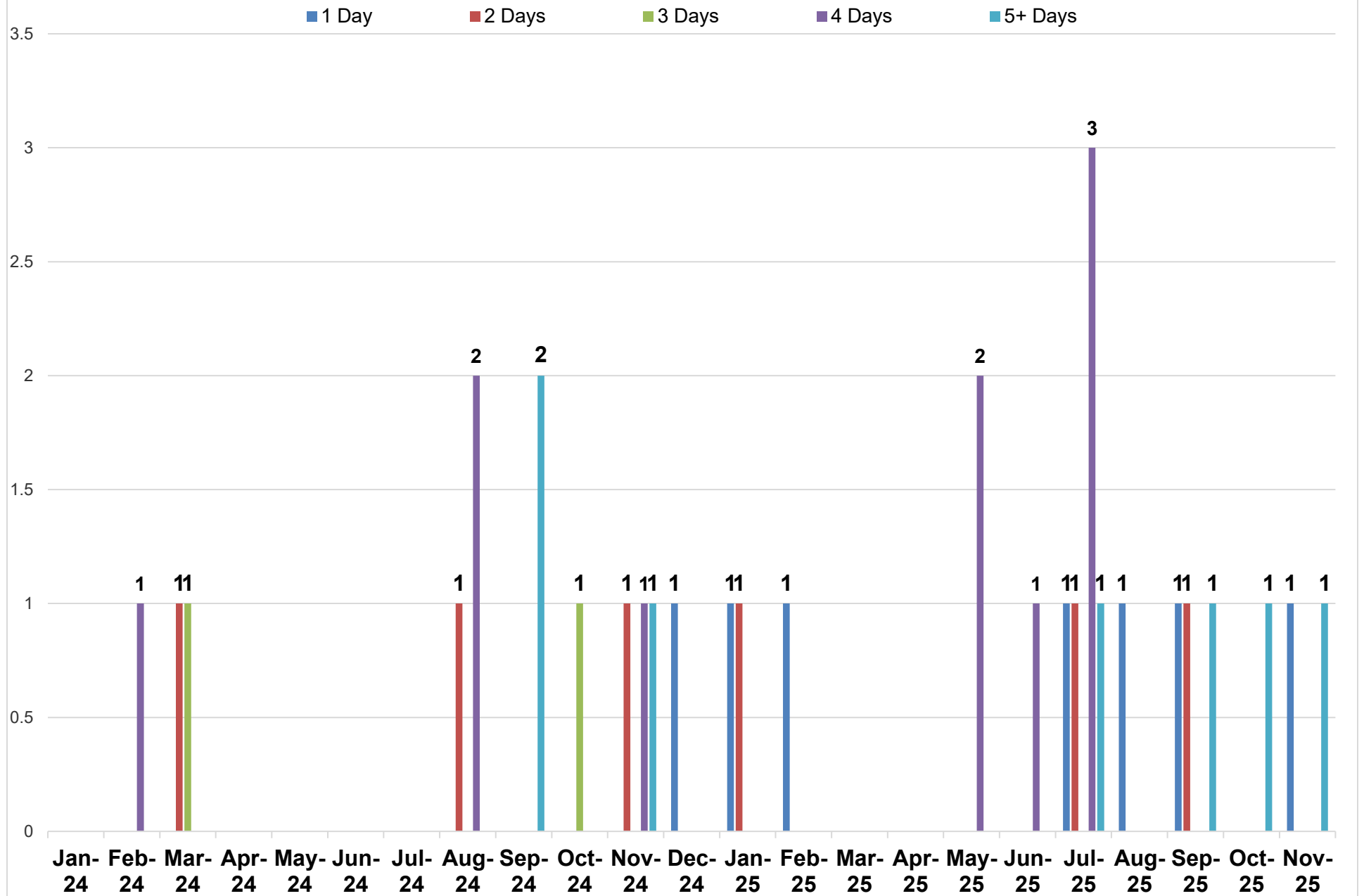
Santa Cruz County Juvenile Hall Room Confinement Over 4 Hours

January 2024 - November 2025

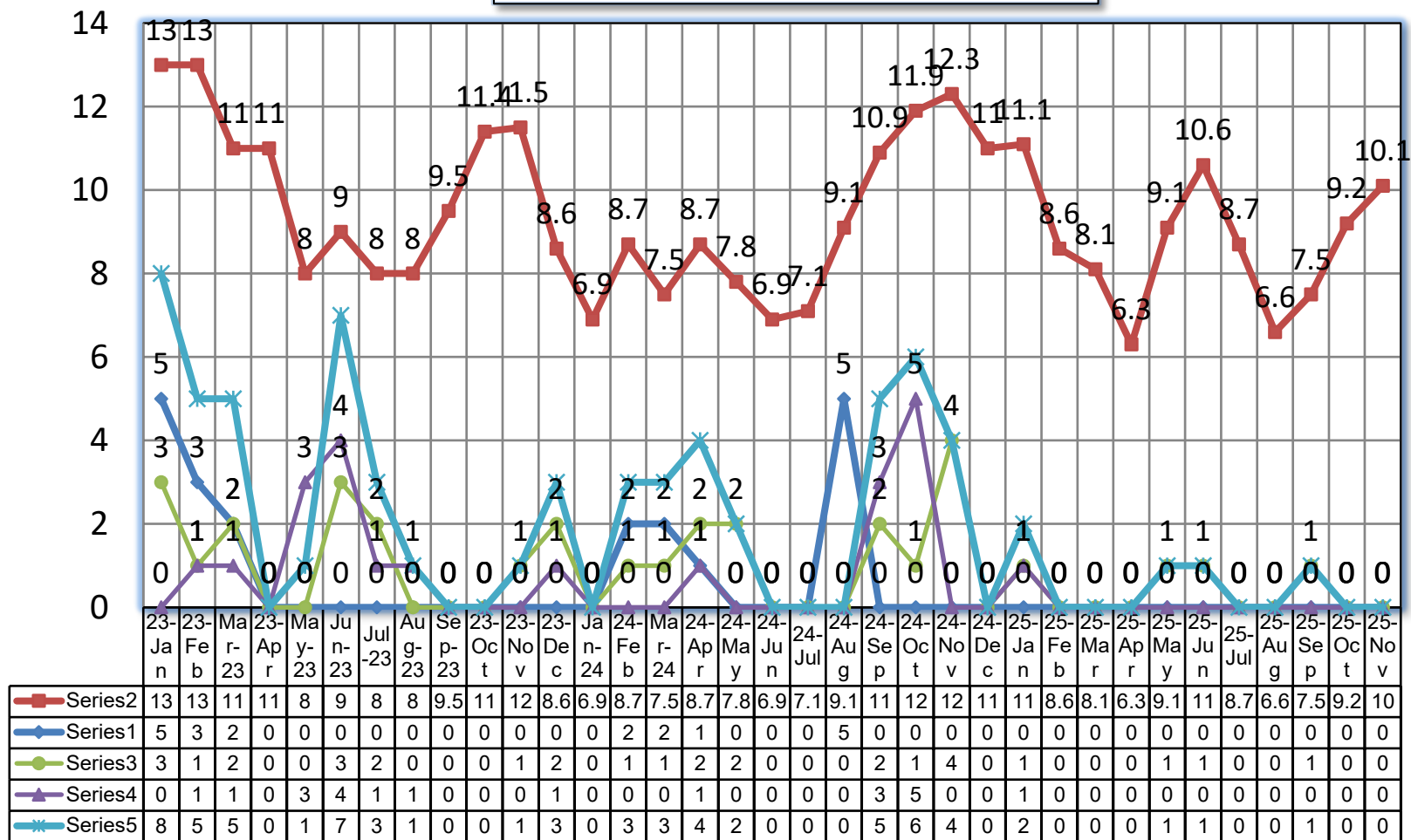


Santa Cruz County Juvenile Hall Separate Program by Days

January 2024 - November 2025



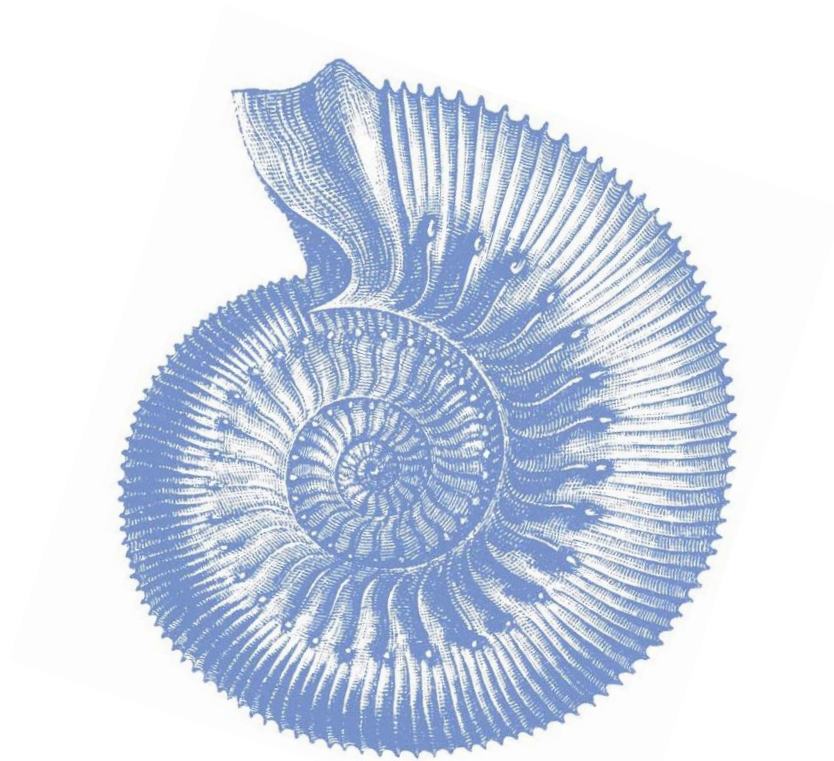
Santa Cruz County Juvenile Hall Grievances: Overview



January 2023 - November 2025

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

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B. Promising Areas / Possible Projects	
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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

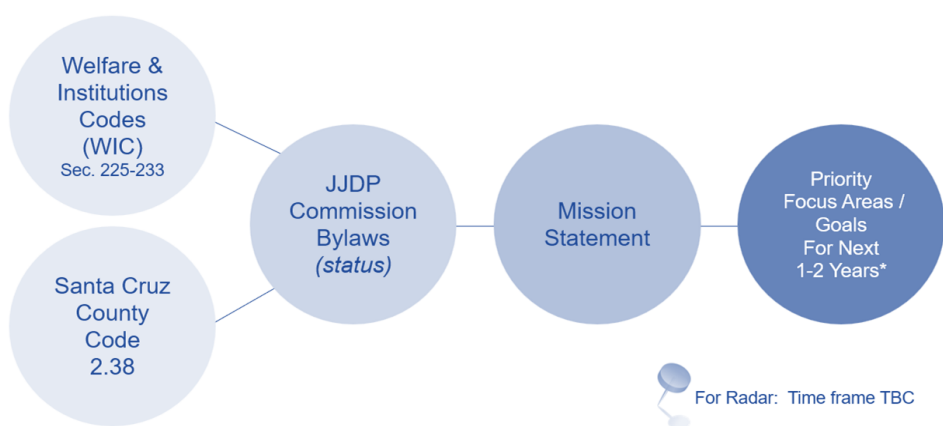
The agenda was designed based on the goals and the feedback gathered throughout the planning process. We recognized it was an ambitious agenda and it was designed to be flexible and responsive to the areas of interest and flow of the topics given the focus and importance of these foundation setting conversations. 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*

