

HEALTH SERVICES AGENCY
ADMINISTRATION

COUNTY OF SANTA CRUZ 247

HEALTH SERVICES AGENCY

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Date: April 30, 1999

AGENDA: May 18, 1999

BOARD OF SUPERVISORS

County of Santa Cruz
701 Ocean St., Fifth Floor
Santa Cruz, CA. 95060

SUBJECT: Report Back on Youth Treatment Programs and Recommendations on South County Treatment Program for Probation Youth

Dear Members of the Board:

Background:

The Board of Supervisors has directed several County Departments that serve children and youth (including Probation, Health Services Agency, and Human Resources Agency) to work together to address adolescent drug problems and associated issues such as Juvenile Hall overcrowding. These are complex matters and a number of task forces and groups have worked over the years to develop sound policy and program recommendations for Board consideration. As a result, several new programs addressing these critical problems are now in the planning and implementation stages. Each of these represent important background elements for this report:

- Juvenile Challenge Grant: This three-year program establishes two day treatment and reporting centers for Probation Youth, one center in South County and one in North County. Each center includes school services, Probation supervision, drug and alcohol treatment, vocational services, mental health treatment, and recreational activities. These two centers will open in the 1999/2000 year.
- Probation Group Home Beds: Twelve special residential drug treatment beds serving youth on probation and linked to a school and a special day treatment program will open this summer. Historically there have been no local drug treatment beds for Probation Youth. This new residential program will allow

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more family involvement and support in the transition back into the community for these high-risk young people.

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- Drug Treatment Residential Beds for Youth Not in the Juvenile Justice System: Funding was approved for 10 beds plus a day program for youth who need residential treatment due to serious drug involvement and who are not involved with the juvenile justice system. The Health Services Agency will seek proposals from local providers through an RFP (Request For Proposal) process. Authorization to release the RFP is requested in another Board letter on the May 18, 1999 agenda. Lack of residential treatment beds was identified as a major gap in the local drug treatment continuum for youth.
- Si Se Puede Residential Treatment Beds: Your Board approved funds for three beds for older adolescents at the Si Se Puede Residential Treatment program in January of 1999. The contract to implement these three new beds is on your Board's agenda for May 18, 1999. This is an important, culturally competent program in South County which has had significant success with high-risk drug addicted young men.
- Stabilization of Youth Services Drug Treatment Classrooms: Your Board approved funds for stabilizing drug treatment services linked to special school programs which had lost state Medical funding and were to close in January, 1999. These services continue to successfully serve high-risk youth through three special classrooms.
- Above The Line Residential Treatment Program: This new residential treatment program, which includes a school and day treatment element for homeless youth, is scheduled to open next month. The vast majority of these young people under age 18 have serious drug and/or alcohol problems where treatment is an essential component to ultimate success in school and work. Your Board approved facility financing through the Redevelopment Agency and treatment services through a Mental Health Services/Youth Services agreement to support this project.
- Family Resource Center: This next year HRA will be coordinating the opening of a new family resource center in Watsonville, which includes a wide variety of family supports, and will be linked to other services for high risk youth. Grant funds provided much of the financial support for this new family center.
- Transitional Youth Housing and Services: HRA and HSA are currently exploring a state program which provides funds for housing and support services for youth who are emancipating out of the foster care system. This is a high-risk group of young people who need support to live in the community

after they leave foster homes and group homes. This project is still in the planning phase and will come before your Board this next fiscal year.

All of these efforts approved by your Board will make a substantial improvement in opportunities for success for high-risk youth. This year has been one of sustained commitment to children and youth by expanding opportunities for treatment, rehabilitation, and housing. Probation, Health Services, and the Human Resource Agency have collaborated in planning and implementing these new programs. Monitoring these new system-wide services for high-risk youth is also very important and will be assured through a joint data system of the involved Departments.

South County Probation Treatment Beds:

In addition to the new programs which are being implemented, your Board gave additional direction to the Health Services Agency to evaluate options for adding south county treatment beds for youth. Juvenile Hall overcrowding has been a concern of the Board of Supervisors and the Juvenile Justice system for some time, and particularly for the last five years. Two years ago your Board commissioned a Juvenile Hall Overcrowding Task Force which made recommendations for reducing the population in Juvenile Hall. One recommendation was to develop a facility in South County similar to the Redwoods Program located in Juvenile Hall, which could work intensively with south county youth and families involved in the Criminal Justice System. The Redwoods Program has been cost effective and produced good outcomes, with many youth successfully returning to the community.

On February 23, 1999 your Board approved an application to the Board of Corrections for Juvenile Hall expansion and renovation funds. As part of your Board's actions, the Health Services Agency was directed to reevaluate the feasibility of developing a south county Probation treatment program similar to Redwoods. As part of this process, the Health Service Agency developed an estimate of program costs based on the existing Redwoods program. The estimated cost assumes that payments will be required for a new facility and that additional costs will be incurred if the facility is not located close to a county institution like Juvenile Hall. Several different options for program revenues are specified.

The Redwoods program began with a State Department of Mental Health System of Care grant. This grant plus \$400,000 in local matching funds and in-kind services allowed the 18-bed Redwoods program to be established. The Redwoods building was constructed with one-time funds available to Mental Health and so no county contributions were required for construction or debt service. The system of lease grant funding and special construction funds are no longer available, so other funding streams for a similar program in South County will have to be developed.

The estimated annual county share for a new South County program is \$565,000 with additional funds coming from Medical, Healthy Families Insurance, Private Insurance, and school education funding. This budget closely approximates the history of county

costs associated with Redwoods, plus the additional estimated costs associated with facility lease or debt servicing. Attachment A presents a general estimate of costs and revenue. This will be refined into a more specific budget as the project progresses.

Facility Options:

The Health Services Agency has initiated a review of potential sites in conjunction with County Real Property Services and the County Administrative Office. The success of the program will be inextricably tied to the appropriateness of a site. The site must be accessible to families and support services, and compatible with the surrounding neighborhood and/or businesses. Also, in order to achieve an economy of scale, the facility will have to contain more than 6 beds, thus requiring a special use permit which requires neighborhood notifications and Planning Commission Approval. There may be additional requirements if the location is in the coastal zone or an area with special environmental issues.

The Health Services Agency works with many large residential treatment programs. Through the years, characteristics of a successful site have been identified which are essential to supporting the mission of a particular program. The proposal being developed is based on an 18-bed co-ed program with a classroom. Some of the characteristics associated with program success include:

1. A minimum of 2 acres of land for buildings with fenced outdoor recreational space;
2. Neighborhoods with low population density;
3. Proximity to parks and recreational areas;
4. Proximity to bus lines and public transportation;
5. A building which includes bedrooms, a large kitchen and dining area, family room and therapy rooms, a classroom, laundry, baths, outdoor patios/decks, and a vocational training room. This is not a typical building easily found on the rental market, so it may need to be constructed. Some programs have utilized a large property and built three 6-bed homes with a central classroom and treatment center.
6. Located in or near Watsonville;
7. Access to clean water, electricity, and ideally on sewer rather than septic;
8. Away from active agricultural uses.

Based on analysis of similar licensed facilities for adults and children's facilities in other counties, the cost for land plus building is estimated at approximately \$1.5 million. Debt service for such a purchase is incorporated into the budget.

There are several components to the property search and analysis currently under way:

1. Review of County owned land in South County;
2. Review of Private property currently for sale which might be developed for this type of program;
3. Review of Private property not currently on the market, but with potential for development into an appropriate project.

The Health Services Agency is currently analyzing county owned properties. Each phase of analysis will include a review of essential site elements related to space, proximity to neighbors or businesses, land use limitations and requirements, estimated development costs, and environmental or infrastructure constraints. The County's Real Property Division is reviewing property currently for sale. Because site issues are complex, assistance and consultation from other departments is essential. It is anticipated additional resources for program analysis and architectural consultation will be required for this process to reach a satisfactory conclusion and may be recommended to your Board as part of the HSA supplemental budget submission.

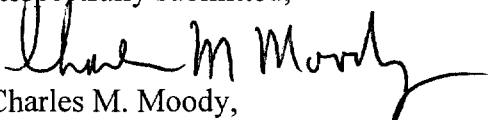
Conclusion and Recommendations:

This report describes a variety of activities taking place to increase services to young people throughout the County, but particularly in the South County area. These services are directed at young people and their families who are involved with the criminal justice system, as well as those who have not become so involved. The development of a residential treatment program to complement the existing Redwoods program, but located in the Southern part of the County, will be a major service gain to many young people and their families. This report describes a number of actions designed to assure development of a "Redwoods South" project.

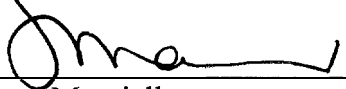
It is, therefore, RECOMMENDED that your Board take the following actions:

1. Accept and file this updated report on a youth treatment facility for Probation youth in South County; and
2. Direct the Health Services Agency to report back with additional information and recommendations at the Health Service Agency budget hearings.

Respectfully submitted,


Charles M. Moody,
Health Services Agency Administrator

RECOMMENDED



Susan Mauriello

County Administrative Officer

cc: HSA Administration

County Mental Health Services

County Counsel

County Administrative Office

Human Resource Agency

John Rhodes, Probation Dept.

County Alcohol and Drug Services

Attachment A: Draft Cost and Revenue Statement, Redwoods South

COST AND REVENUE ESTIMATES

South County Redwoods Program

May 18, 1999

Salaries and Benefits	\$871,917
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Services and Supplies	\$368,400
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Food

Laundry

Treatment Supplies

Travel/Transportation

Maintenance

Clothes/Bedding

School Supplies

Recreation Costs

Equipment leases

Debt Service Facility/Grounds	\$132,000
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Total Annual Costs	\$1,372,317
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State/Federal/Other Revenues	807,317
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County Funds	565,000
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Units of Service (18 Youth x 85% occup. X 365 days) = 5,584 Units

Cost for each day of service: \$246.