

Juvenile Justice Commission
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William F. James Ranch
Inspection Report
September 2020

EXECUTIVE SUMMARY

The Juvenile Justice Commissions are established in Division 2, Part 1, Chapter 2, Article 2 of the California Welfare and Institutions Code (WIC). One of the charges of the Commission is “to inquire into the administration of justice in a broad sense, including but not limited to, operations of the Juvenile Court, Probation Department, Social Services Agency and any other agencies involved with juvenile justice or dependency.” (Section 1.2(B) of the Bylaws of the Juvenile Justice Commission of Santa Clara County; see also WIC 229).

Note that for ease of comprehension, **new or notably changed information is identified by blue font.** **Information that is a related to COVID 19 (hereinafter Covid) practices are identified with red font.**

The Santa Clara County Juvenile Justice Commission (JJC or Commission) conducted its annual inspection of the William F. James Ranch (JR or Ranch) a secure detention facility for youth offenders from June through September of 2020. This inspection was conducted while the JR staff, JR residents and Commissioners were were operating using modified procedures made necessary by the Covid pandemic, including restrictions on visiting the facility. The JJC conducted one in-person visit with JR staff to receive and review documents and do a walk-through of the newly approved but not yet occupied cafeteria, gym and administration building. The JJC conducted all other aspects of the inspections virtually. Likewise, due to the Covid pandemic, California’s Board of State and Community Corrections inspection of JR was completed remotely this year. The remote nature of this year’s inspection, made necessary by the Covid pandemic prevented the JJC from conducting the youth satisfaction survey it has been administered for the last several inspections. When it is legally permissible and medically advisable to do so the JJC will return to on-site inspections. Beyond Covid related restrictions, wildfires caused the second evacuation of JR in the last three years. This year, youth were transitioned to Santa Clara County Juvenile Hall (JH) as a precaution.

The inspection team of twelve commissioners conducted inspections and discussions with managers and staff and reviewed documents related to Ranch operations and programs, and numerous required inspections by other agencies and bodies. Commissioners examined Ranch administration, discipline, educational and vocational programs, work programs, behavior management and personal development programs, medical and behavioral health services, facilities, support services, and security.

The Commission found the James Ranch to be a well-supervised and thoughtfully managed facility in substantial compliance with California’s Updated Title 15 standards for juvenile detention facilities and found the Ranch to be faithful to Santa Clara County’s progressive juvenile justice practices.

Previous years Ranch reports are available at:

http://www.scscourt.org/court_divisions/juvenile/jjc/jjc_home.shtml

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COMMENDATIONS AND RECOMMENDATIONS

Commendations

1. Santa Clara County Juvenile Probation Staff for proactive implementation of policies and practices to protect the youth from Covid.
2. Santa Clara County Probation for integrating ways to allow the youth to be in contact with their families during the Shelter in Place.
3. Santa Clara County Probation for a reduction of the James Ranch population.
4. The James Ranch Staff for the preparation and approval of 31 new policies and 29 drafted new policies to update the Policies and Procedures Manual to reflect the changes in the facility in the last four years and to include the requirements outlined in the 2019 adoption of updated Title 15.
5. The James Ranch Staff for developing and initiating a behavior modification rewards system.
6. The James Ranch Staff for developing and introducing art projects.
7. Juvenile Probation and James Ranch staff for a successful evacuation from and return to the James Ranch facility, while continuing meaningful programming for the James Ranch youth during their stay in Juvenile Hall.
8. James Ranch Staff and the counselors in particular for their extra efforts as counselors, parent surrogates, teachers and tutors during Covid.
9. Starlight Staff for their extra efforts to support and serve the Ranch youth.
10. Juvenile Probation and Juvenile Hall Staff for facilitating James Ranch youth and staff during their evacuation.

Recommendations

1. That Santa Clara County Office of Education (COE) provide online education that provides live video teacher to student instruction.
2. That COE provide consistency in the programs used to monitor student education levels.
3. That COE restores full Special Education Services to JR students.
4. That COE restore post high school college opportunities to JR students.
5. That COE restore vocational education programs to JR students.
6. That Santa Clara County Behavioral Health Department and Starlight develop a protocol to facilitate communication between clinicians at Juvenile Hall and Starlight clinicians immediately when a youth is transferred to the Ranch.
7. That Juvenile Probation's data tracking initiative expedite the rollout of the new case management system to provide data including the effectiveness of the Programing and Aftercare.
8. That Juvenile Probation evaluate whether Community Based Organization services are sufficient to make up for identified limitations of the early release to home without the transition period of the youth spending time at home and returning to JR and that insure the support necessary for the youth to succeed on pre-release and post-release, especially during Covid restrictions.
9. That Juvenile Probation find ways to encourage more activity outdoors for the Youth and seek to offer a track and soccer field for greater recreational opportunities.
10. That Facility and Fleets install the already purchased cameras in the identified areas of the new buildings.
11. That Santa Clara County approve funds for the placement of security cameras in all the identified sites on the JR campus.
12. That Skype functionality be restored to the room used for Attorney-Youth-Court interaction.

I. INTRODUCTION

The James Ranch (JR) in Morgan Hill houses up to 108 youth for a six to eight month program with the goal of giving the youth insight to their criminogenic behavior and gaining the skills to be a productive member of society. It is in a formerly rural setting and has been the site of construction over the past several years.

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| <p style="text-align: center;">WILLIAM F. JAMES RANCH</p> <p style="text-align: center;">VISION</p> <p>The Santa Clara County Juvenile Rehabilitation Program envisions a productive life for our youth working with the family, partner agencies and the community to provide our youth the skills and ability to fulfill their needs in a socially responsible manner.</p> <p style="text-align: center;">MISSION</p> <p>The Mission of the Santa Clara County Juvenile Rehabilitation Program is to positively impact our communities by providing appropriate services to the youth and families we serve. The program will be a holistic model relying on inter-agency and community partnerships for development, delivery and enhancement of services for our youth and families. We are committed to delivering a balanced and collaborative rehabilitative program with a focus on the development of pro-social skills through systematic intervention in thought, values, actions and positive relationship building.</p> <p style="text-align: center;">PROGRAM PHILOSOPHY</p> <p>Organizational Commitment / Diversity / Integrity / Leadership / Planning and Flexibility / Training / Value of System Partners.</p> |
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Therapeutic programming and education are the path to fulfill these goals.

II. ADMINISTRATION AND PROCEDURES

A. Youth Population

The Population of JR has varied over the years. A comparison of last year's population to this year illustrates this year's change in population.

| James Ranch Population | | | | |
|------------------------|---------------|--------|---------------|--------|
| | July 14, 2019 | | July 21, 2020 | |
| | Male | Female | Male | Female |
| Total | 54 | 6 | 34 | 1 |
| Asian | 2 | 0 | 0 | 0 |
| Black | 5 | 1 | 3 | 0 |
| Caucasian | 1 | 1 | 1 | 0 |
| Hispanic | 45 | 4 | 29 | 1 |
| Other | 1 | 0 | 0 | 0 |
| Age | | | | |
| 13 | 1 | | 0 | |
| 14 | 3 | | 2 | |
| 15 | 10 | | 4 | |
| 16 | 26 | | 8 | |
| 17 | 14 | | 12 | |
| 18 | 6 | | 9 | |

Probation has recognized that those under the age of 15 do not benefit from the JR program. There appear to be limited options for youth 14 and younger.

The population of JR has greatly decreased due to efforts to avoid Covid infections.

However, the population continues to be overly representative of the minority population of this county.

The JJC continues to note and support efforts to the decrease of the disproportionality of representation of youth of color in detention. The fact that only one youth at JR was not black or brown highlights the conundrum.

B. Admittance and Orientation

The order of admission to JR starts when JR is advised of the dispositional orders for the youth to receive treatment at JR. Ranch staff then go to the youth while still in Juvenile Hall (JH) to advise them of the JR expectations and procedures, letting the youth know of the levels they will work through toward release, and expectations of their behavior at the JR. The youth receives an [updated](#) guidebook. JR informs all personnel of the transfer which takes place on a Tuesday or a Thursday. **Presently, due to Covid, all youth must be examined and cleared twice**

by Medical staff before being admitted to the JR.

After being cleared medically the youth arrives at the facility, is searched, is assigned Ranch clothing, assigned to a Pod¹ and a Pod Counselor, and then is given orientation. Orientation includes information about a person's rights, such as filing grievances and attorney access². It also includes the information that the Ranch program consists of four levels described in greater detail under JR Programs below. A youth is only moved on to the next level after successfully completing the goals at the youth's existing level. There are increased expectations of the youth's behavior at each higher level. Each youth's progress toward the next level is evaluated by the staff on Fridays. After successfully achieving level four (typically six months after arriving at the Ranch) the youth is eligible for release for home weekend visits OTs (Out Temporarily) and other privileges explained later in this report.

Upon the youth's first entry into the Pod he is introduced, and the Counselor offers what benefits the newcomer can bring to the Pod, and Podmates then offer the skills they have to assist the newcomer to be successful.

C. Discipline, Incident Reports, Appeal/Due Process and Grievances

The behavior modification model for the JR program includes rewards for behaving up to expectations and includes "passing one's week," but can also include rewards such as the use of video games. Infractions are also observed, and the levels of infractions are explained: Level One are minor infractions, such as violation of a simple rule. Level Two are moderate infractions, such as disrespectful behavior towards another resident or a staff member. Level Three, the most extreme infractions, are "blatant" problems with a youth. The sanctions imposed depend on the level of infraction, from a loss of privileges to not passing one's week, or to an Administrative Ranch Return (ARR) where the youth is returned to JH for a "time out." The basic ARR time out is three days at JH; a more severe infraction can lead to a five day time out at JH. Continued violations may cause a youth to fail the JR program and will result in a return to JH.

Because Covid transfers between JR and JH were suspended but have recently resumed physical transition to the JR following Covid clearance guideline. There have been no discipline problems resulting in an ARR since the Covid restrictions were imposed.

Staff explained to the JJC how "due process" has been updated. New arrivals are advised of Incident Reports (IRs) for matters ranging from an injury, a medical issue, a discipline issue or failure to pass one's week. If it is based on a discipline issue, a youth is advised that he can file an appeal by using the Due Process form supplied with every IR if the youth believes that the facts on which the IR is based are incorrect.

The Grievance process allows the youth to complain about situations they feel are unfair with staff, to concerns about the facilities, food, and hygiene. Of the 18 unduplicated grievances

¹.Housing unit.

².Posters at the Ranch explaining these procedures and are currently in three languages: English, Spanish and Vietnamese.

filed over the past reporting year, all that were capable of resolution were resolved. A number of grievance reports related to issues caused by the restrictions imposed because of Covid, including the youths' early inability to be served hot meals and not allowing youth to do a physical workout in the unit.

D. Visiting:

During the normal JR program youth can visit with their families one time per week until they reach Level 4 when they can start home OTs, generally on the weekends, although exceptions are possible if the parent/guardian requests. During Covid, weekly family visitations are only virtual, not in person. Skype is available at several places in the facility. Youth normally are allowed one phone call each week with family and "approved" friends, but this has been expanded while health orders related to the Covid pandemic are in effect. Letters are also allowed to those on an "approved" list. Access to the youth's attorney is allowed anytime during "regular" hours. Communications with lawyers, doctors and clergy are all confidential.

E. Policies and Procedures

The Policies and Procedures Manual has had major updating and has gone beyond the recommendations in the 2018 and 2019 Inspection Reports. All of the specific concerns of this manual have been addressed in the 31 policies approved and the 29 still in draft form but are pending approval. (See Appendix II) The 2019 Title 15's updated requirements appear to have all been met with this thoughtful undertaking.

F. Prison Rape Elimination Act (PREA)

Within seventy-two hours of admittance to JR a PREA assessment is done and referrals are made, if necessary, for special mental health treatment. Child and Protective Services is notified if appropriate. A Victim Risk Assessment is also generated and all this information is entered into the youth's computerized records

A PREA audit of JR occurred in March 2019. Changes as a result of the PREA audit were additional mirrors were installed throughout the facility and that the door locks on classroom bathrooms were installed to increase supervision. A new break schedule and Security Floater were put in place to ensure two staff were in each pod at all times. The documentation of PREA education for all youth was streamlined and a new Admit Orientation Form was utilized to assist in meeting the goals of PREA. Also, a Vulnerability Assessment Screening within 72 hours of admittance was instituted to support mental health referrals for prior victims of abuse. The report was finalized and submitted in October of 2019.

G. Staffing

The staffing of the program that is JR is below.

| James Ranch Staffing | | |
|--------------------------------|---------------|--|
| Position | Number | Qualifications / Duties |
| Probation Counselor (PC) | 63 | Bachelor's Degree + 80 hrs of orientation training + 24 hrs of training/year |
| Probation Counselor Extra Help | 37 | Same as PC |
| Probation Assistant (PA) | 15 | 60 semester hrs or 90 quarter hrs of postsecondary education with an emphasis on justice or counseling + 24 hrs of training/year / night duty and fill behind PC |
| PA Extra Help | 6 | Same as PA / on call when needed |
| Supervisor | 8 | (includes one in Internal Affairs) |
| Manager | 2 | one over facilities and one over programs + 40 hrs of training/year |

III. FACILITIES

The campus of James Ranch has changed. The original buildings dated from 1953 and have been added to and changed over time. The old dormitory has been demolished and the new dormitory building has been completed and is occupied. A new administration building, gymnasium and cafeteria are completed, and their use has been approved by Board of State and Community Corrections (BSCC) in a virtual inspection. This leaves the original administration building, a newer admin building, the old recreation hall, outdoor blacktop area for sports, a classroom for vocational training, previous portables and classrooms. The old cafeteria has been prepared for use as a culinary arts classroom.

A. Dormitory

Last year, 14 years after transitioning to its present treatment program, the Ranch moved from a large dorm, which was divided into makeshift pods, into a new structure with self-contained living pods encompassing not only a central sleeping/common area, but also a shared bathroom/shower, and counseling room. Four of the pods have classrooms.

The new dormitory is an attractive building. A control room is situated as one enters with the space for the display from an array of cameras to cover key locations in the newly built areas that have been purchased but not yet installed. The only camera in use for the whole facility is at the sally port, entrance to the facility.³ Interview rooms, a safety crash cart and a locked

³ The facilities have been surveyed by a security firm to locate the appropriate placement of cameras but the purchase of cameras to cover the older portions of the JR facility has been stalled somewhere around approval of the funds.

medication closet are also located at the front of the building. Seating areas are available along the central corridor and the actual occupied pods are situated on either side of a long hallway. The first, on the right of the hallway, is temporarily vacant and being used for large art projects and mediation. Last year the JJC was told that Skype was operational in that Pod for use to contact attorneys. It is now reported as not yet operational to facilitate communication with attorneys and the Court. A functioning Skype **would be useful during Covid.**

There are currently six boys' Pods and one for girls (located at the far end of the hallway). Two Pods are not in use as living units and remain vacant due to the current reduced population.

Each pod can house up to twelve youth in an open, home-like setting, in line with the Missouri Model,⁴ which demonstrated the effectiveness of housing youth in smaller family-like "pods". **To accommodate social distancing during the Covid outbreak, the pod size was reduced to 8 or fewer youth and an additional pod was opened. Also contributing to the ability to maintain social distancing is the consideration for minimum program release dates as mentioned above. Since more Pods are open and with the lower number of youth per pod, staff report that incidents between youth have decreased by a significant amount though there is no hard data on the specific number.**

Bunk beds are arranged at the perimeter of the back of the rooms, with a living area in the front. The furnishings are fresh and appropriate. A windowed counseling room is attached to each unit to facilitate confidential sessions not appropriate to for the shared cluster area in the center of each pod. Two classrooms are attached and shared with the first four Pods. These classrooms are equipped with new desks for students and a large screen television for the projection of instructional materials. The rooms are well lit, with frosted windows, and bathrooms. **The youth clean their unit three times a day and clean the shared classroom as they leave.**

A new laundry facility is located at the far end of the building and is modern and updated. Each youth's personal items are cleaned for them in laundry bags twice a week.

B. Building/Trades and Enterprise Building

This building is set up for construction trades education. Modules are set up to allow training in areas from plumbing to electrical. **Though useful for potential vocational education training, since no teachers have been on site since Covid related health orders and restrictions this facility and the vocational education opportunities have been unused.** Another portion of this building is part of the Enterprise Program run by a PC, not a classroom teacher, where youth build picnic tables, park benches and fire rings which are sold to County Parks and for Recreation for use by the public. **Since Covid restrictions the program has replaced the benches on the JR site and built an outdoor pavilion that can be used for family visits when they resume.**

⁴ The Missouri Model, Reinventing the Practice of Rehabilitating Youthful Offenders: <https://www.aecf.org/resources/the-missouri-model/>

C. Supply Building

Commissioners were shown “the barn” where reserve items are kept. This was neat, organized and compartmentalized. Cleaning and hygiene supplies are stored here. Items were boxed for protection. A separate supply building stores the chemicals for use at the JR pool.⁵

D. Mental Health and Drug and Alcohol Services Building, Starlight

This building houses the Starlight staff that provides mental health and substance abuse services to JR youth. There are offices, a conference area and a group session room. Other group sessions are held in other facilities including the conference room in the secondary administration building. This building is older and shows sign of wear. It is anticipated that after some of the older buildings will be refurbished so that the Starlight staff will have enhanced space.

E. Legacy⁶ Cafeteria/Classroom

The original cafeteria is ready to be used as a culinary arts classroom with new equipment but has not yet been decommissioned as the JR kitchen and cafeteria. Issues with the freezers in the new kitchen have prevented the transfer of food services to that facility.

F. New Kitchen and Cafeteria

The new cafeteria is smart, clean and appears to be highly functional, but is not in use, until the freezer issues have been resolved, food service employees are trained to operate the new equipment, food supplies ordered and the facility is stocked.

G. New Gym

The new gym is big enough to have a divider down the middle so that different pods can participate in various activities on either side. When inspected, one side was set up for volleyball and the other was in use as a basketball court. Further equipment has been ordered such as badminton, soccer goals and cross fit equipment to allow greater and varied use of this space.

H. Legacy Recreation Hall

The Rec Hall houses a room for large muscle exercise equipment and a large room divided in two by temporary walls in order to allow youth from two different Pods to have family visitation at the same time **when visits with family were allowed prior to Covid.**

⁵ A recreational pool is situated between the Trade and Enterprise Building and the main storage facility. It is fenced and has bathrooms.

⁶ All buildings previously used before the opening of the new gym and kitchen/cafeteria that are going to continued to be used either as they were previously or after refurbishing and repurposing are now referred to as “Legacy” buildings.

It also houses what was a library, which is not in use but was to be reorganized by the [librarian and library tech newly added this year by COE](#). It now contains disorganized educational and recreation reading materials. This situation has continued for more than a year and has not been resolved. [With Covid the library staff has not been on campus to resolve this.](#)

I. Legacy Classrooms

The inspection team viewed the classroom use in the old education wing. The welding building remains the same, with areas to practice the craft. [All legacy classrooms sit empty as all instruction has been on-line since the Covid SIP, but these facilities appear to have sufficient space to allow social distancing. Three portable classrooms that housed the Special Ed Facilities, post-secondary education, and music and art are unused as well because of Covid.](#)

J. Administration Buildings (3)

The administration buildings house offices for supervising counselors and administrative staff. The legacy administration building is set to be refurbished and repurposed after the asbestos flooring is removed. A second admin building holds additional offices and a conference room and will continue to be used by the Scheduling and Quality Systems Team. [The new administration and visiting structure is built where the old dorm use to be, and contains additional offices, a conference room and a programs area that is convertible to use for family visits when they are resumed. There is also an area set aside by use for younger children/siblings that includes a small play kitchen and an art table that can be used when the family visits resume. It has areas for the initial search of arriving minors.⁷ The clerical and reception area are at the front of this building.](#)

[There are new facility parking lots adjacent to the Reception area and a green space set aside between the dorm and the new kitchen and gym that is of sufficient size if a fire truck were necessary, but is not an inviting field for recreational activities. Aside from the swimming pool and the now mostly abandoned outdoor blacktop/half basketball court area, when the youth are not walking to classrooms and trades areas the advantage of being in a rural setting and the opportunity for fresh air with their exercise seems to be lost in the upgraded, modern and new campus.⁸](#)

IV. PROGRAMS

A. Ranch Program (RP)

A team of Commissioners met with the two Ranch Division Managers, a Supervising Probation Counselor and two staff on July 30, 2020 to discuss changes to the RP. The RP still is based on a hybrid of the Missouri Model program, which was considered an innovative program nearly two decades ago housing youth in communal living pods in a more family-like

⁷ Searches are performed by counselors of the appropriate sex.

⁸ A wish list would include a soccer field and a track.

setting and used behavior modification techniques to teach youth to change and control their behavior. This program has evolved and developed over the last fifteen years.

RP still uses a cognitive based rehabilitative treatment approach, which is driven by the youth's individual needs. The goal is to help youth develop pro-social skills by using interventions to change their thought, values, and actions and build positive relationships.⁹ Probation Counselors in each pod lead group counseling activities and meet with each youth when necessary to move the youth forward in the development of the pro-social skills. At least one hour a day is spent on scheduled programming. The skill sets taught are:

- Problem solving – recognize a problem, define it verbally, identify feelings, separate facts from opinions, assemble information to find alternative solutions, consequences and selection of best solution.
- Social Skills – skill to act pro-socially rather than anti-socially, how to respond to others' feelings, persuasions, failures, contradictory messages, and complaints.
- Negotiation Skills – how to compromise in conflicts.
- Managing Emotions – how to recognize and manage emotions when responding to interpersonal conflict.
- Value Enhancement – Youth are challenged to examine their beliefs and consider other viewpoints. Moral dilemma scenarios and worksheets are used to examine values, morals and community standards.
- Critical Reasoning – all taught skills are revisited.

Bits, TPs and Guides (structured prescriptive teaching tools), which originally were a basic part of the RP, now are used as one of many intervention options available to the counselors.¹⁰

B. Additional Programs

1. Other group programs are provided on a weekly basis and rotate based on the needs of each pod, all of which are conducted by Community Based Organizations (CBOs).¹¹

- The Beat Within: “A creative writing program that provides youth with opportunities to share ideas and life experiences in a safe space.... The program publishes a monthly newsletter compiled of writings from youth across several institutions.”
- El Joven Noble: A youth development, support, and leadership enhancement program that is a vehicle for “rites of passage” and youth healing. The program focuses on character development and a safe place to heal from the high-risk factors that affect daily life. It targets the reduction of teen pregnancies, substance abuse and community violence.
- Got Choices (Girl Scouts): This program is offered “to girls to help in the development and enhancement of self-image, learning teamwork, offering leadership skills and anger management.”

⁹ The RP description below this point comes from the Santa Clara County Probation Department, Juvenile Ranches Procedures Manual, Program Philosophy Description ([11/26/219](#)), Sec 3.01, pgs. 1 - 3.

¹⁰ Written materials that were part of the the original programming when the JR started their enhanced program.

¹¹ The following descriptions in parentheses of the various CBO programs were taken from the Juvenile Ranch Procedures Manual at Sec. 5.01, III.C.2., pgs. 7-8

2. Other programs offered are:

- Gang Redirect (New Hope for Youth): The program relates to gang topics and includes awareness and intervention; anger management and conflict resolution; and choices and consequences. The focus is on improving problem-solving, and decision-making skills, responsibility and critical thinking. It also helps youth develop positive relationships. Staff work with youth one-on-one.
- Xinachtli (New Hope of Youth): This is similar to the El Joven Noble, but for girls.
- Victim Awareness: Victim speakers tell their stories and answer questions. A goal of the program is to help youth develop empathy towards victims and youth accountability.

All programs led by CBOs and Victim Awareness (using volunteers contracted with the Juvenile Probation Departments Victim Services Unit) are held virtually during Covid restrictions, except for Starlight's mental health and addiction services, which are person to person.

C. Art Projects

Organized art projects have been introduced at the Ranch. Pod Counselors assign and facilitate these projects. Originally the projects were provided to an individual, but now the pod is able to work on collective projects, which teaches youth how to work collaboratively. The projects are based on a particular theme. As an example, the youth learned about warm and cool colors and shading techniques. The youth may then be assigned to do a self-portrait or sketch an animal using different color themes or other art medium. The team projects followed the themes.

D. PBIS¹²/ Reward System

PBIS was introduced in JH as a pilot program this last year and was intended to start this year at the Ranch with COE beginning the training JR staff. This had not occurred before the Covid restrictions were first issued in March so this promising program for behavior modification has not been implemented. Instead, JR staff developed and introduced a rewards-based system. This is used as a motivational and behavioral tool to encourage youth to complete distance-learning assignments and to decrease the number of disruptive incidents. Youth maintain a Star Chart. Twenty-five stars can be earned during a month, which then could be used to obtain various goods from the Canteen. If a youth completes schoolwork, the youth is able to do an art project or a book report to earn extra incentives.

E. Field Trips

Field Trips were added last year as a motivational incentive and continued until Covid restrictions were imposed. Youth at level 3.5 or higher who were highly motivated and did not fail programs for that week were eligible for these trips. The trips were limited to 10 youth. Staff supervised these trips, but they could only occur if Ranch staff shifts were covered. The

¹² Positive Behavioral Interventions and Supports

field trips included a range of events: professional and college sports, college tours, Monterey Bay Aquarium, deep-sea fishing and community service.

Once Covid hit, for the safety of the youth, trips were suspended. As an alternative, the youth have become involved in making banners/posters and writing letters thanking people who have donated masks, and first responders, including hospital staff.

F. Progression through Program Levels

In the RP, a youth progresses through the four levels. Moving from one level to the next depends on the youth's growth in core values and behavior.

Level 1 (four weeks): A Multidisciplinary Team meeting (MDT) is facilitated within 30 days of arrival to develop a service plan based on the youth's individual needs. The MDT includes the youth, the assigned Probation Counselor, Treatment Supervisor, Programs Coordinator, Probation Officer (PO), Starlight therapists and supportive adults to develop an individual service plan. During this phase the youth's emphasis is on family issues, education and vocational training, and positive peer relationships rather than criminogenic relationships. Youth also receive mental health and substance abuse services.

Level 2 (eight weeks): The youth works on self-improvement.

Level 3 (eight weeks): The youth is working towards reunifying with family. Another MDT is held approximately 60 days before completion of the RP to plan for the release and the possible program the youth will enter in Aftercare. At the 60-day MDT, the transition plan is developed.

Level 4 (four weeks): Attention centers on whether the youth has met program expectations. If a youth has met expectations consistently, the youth will be eligible for release at level 4.5. The 30-day MDT prior to release is held to finalize the transition plan. Normally, a youth was eligible for OTs (Out temporarily) at 4.0. However, with COVID, OTs have been temporarily suspended. Now a youth can be eligible for release at 4.0, at the minimum projected release date of 180 days.

Depending on the youth's progress, additional MDTs may be scheduled to adjust the transition plan. During COVID, the MDTs are held virtually to include family and natural supports in the community.

G. Observations

The staff offered that the reduced number of youth in a pod has provided more opportunities for positive interactions between the counselors and the youth. The counselors are better able to manage the pods and have had more time to work individually with each youth. The number and severity of incidents have decreased, which they partly attribute to the change in the youth's environment with the new building. Staff also stated that the counselors and treatment teams have made a great effort with their level of interventions and de-escalation techniques and there have been no ARRs since the SIP and reduction in Pod youth.

H. Sports/Recreation/Exercise

The sports program at the Ranch remained the same until COVID. Youth at level 3.5 or higher could volunteer to participate in the Probation Community Athletic League (Pro-Com) and the Central Coast Athletics League. The JR teams compete against other Alternative School and Ranch programs in basketball, flag football, softball, volleyball, soccer and cross-country running. **Since the COVID outbreak, this program was suspended.**

Recreational activities normally are available to the youth on a rotating pod schedule. The activities include the sports listed above plus jogging as well as table games – pool, foosball and ping pong. Swimming is also available during the summer months. **With COVID the number of recreational activities has been limited. Contact sports have been modified – horse for basketball, catch football and baseball. The number of youth in the pool has been restricted to 1 youth per 300 square feet or 6 youth at any given time, per public health guidelines.**

The youth are provided the opportunity to exercise at a minimum one hour per day of large muscle activity. This could be an outdoor recreational activity or the use of the Weight Room. **Now with COVID, if a youth chooses the Weight Room, the equipment must be wiped down before and after the next pod has access to the Weight Room.**

The new gym is open. Cross-fit equipment will be available such as dueling ropes and jump boxes as well as indoor basketball, volleyball soccer and badminton. The Weight Room will remain in its present location.

Due to the pandemic, there are no in-person religious services being held at the Ranch. However, virtual services are offered. Additionally, the Chaplain has been sending out weekly Bible study packets to youth who request it. These packets are not specific to any denomination, but rather, contains general information. For youth who are not Christian, information on other religions is provided upon request. The Ranch reaches out to the appropriate provider of the young person's faith for resources and guidance.

Toward the end of the JJC inspection period, it was announced that the JR programing will undergo an evaluation by Cincinnati University Corrections Institute¹³ and will be receiving recommendations of ways to improve the programing to reflect the fact that the JR is dealing with youth with higher criminogenic and social needs.

V. EVACUATION

While dealing with the many restrictions caused by the Covid pandemic, JR was in a likely evacuation zone of the fires caused by the many lightning strikes that occurred in the San Francisco Bay Area mid-August 2020. Having been evacuated previously, the JR staff worked

¹³ <https://cech.uc.edu/about/centers/ucci.html>

quickly to organize the youth to successfully gather their belongings and be transferred with others in their Pod to JH. On August 20th the youth of each Pod were transported with their cohorts to JH where Ranch staff transitioned with the youth to provide supervision and insured their education and programming continued while they were residing in JH. This evacuation was orderly and anticipated by the updates to the Policies and Procedures Manual. They returned to JR on September 3rd.

VI. HEALTH SERVICES

A. Medical Services

Commissioners met with the Medical Clinic Nurse Manager on June 30, 2020, at which time the youth census at the Ranch was 32, compared to 55 last year. The following table provides comparison data concerning the use of medical services collected by the Ranch Clinic over the last 4 calendar years.

James Ranch Medical Clinic 4-Year Data:

| Activity | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|
| Clinic Visits | 128 | 269 | 339 | 502 |
| RN Sick Call Visits * | 790 | 1262 | 2387 | 2575 |
| VMC Appointment (includes scheduled and unscheduled visits) | 30 | 46 | 58 | 25 |

The increase in sick calls in 2019 was attributed to the availability of new sick call boxes, as well as counselors encouraging youth to make sick call requests when returning from OT after unprotected sex. The most frequent requests were for STD testing, acne and skin related requests, and health information. In 2019, most of the youths' medical conditions were within the scope of pediatric practice and could be handled by nurses and/or pediatricians, using Telehealth when needed. Consequently, there were fewer VMC specialty visits required. (One or two youth with chronic conditions, such as diabetes or hemophilia requiring frequent visits, can cause considerable variation in specialty visits from year to year.)

The medical policies and procedures are accessed by staff electronically and reviewed every two years. The medical policies and procedures are separate from probation policies and procedures, though they overlap. In a move towards a patient/youth-focused approach, the agencies have agreed to use common language for the following areas:

- Suicide prevention
- PREA
- Behavioral Health referral
- Medical clearances when the youth arrive at the Ranch
- Discharge planning
- Covid infection control.

No youth at the Ranch have tested positive for Covid as of this writing.

New policies and procedures have been implemented relating to infection control in response to Covid.¹⁴ They specify strict testing, hygiene, and social distancing protocols and were developed in cooperation with the County Department of Public Health. Youth transferring from Juvenile Hall are tested two days before transfer. A nurse meets with each newly transferred youth to explain the protocols.

Staff are tested as indicated or at least every five weeks. Temperature checks are conducted every time a staff member reports for work.¹⁵

The Ranch Clinic staffing remains unchanged from the previous year. The Ranch Clinic is staffed sixteen hours a day, 7 days a week, in 2 shifts which overlap between 1:00 pm and 3:15 pm. Seven nurses rotate between Juvenile Hall and the Ranch, while two serve primarily at the Ranch. During night-time hours, Telehealth with the Juvenile Hall medical clinic is utilized.

Psychiatric care is provided by two Behavioral Health Service Department (BHSD) staff psychiatrists, on-site weekly to meet with patients and available remotely as needed. Through weekly emails, and Tele-psychiatry (from JH), they coordinate with medical clinic nurses and Starlight behavioral health staff. *(Please see Electronic health records comments, below.)*

For the last two years, the JJC has recommended that an optometrist be added to order to shorten the vision-care process. An optometry clinic at Juvenile Hall has been approved and will be utilized for Ranch youth, with Covid procedures in place. Opening is pending equipment installation, delayed by Covid.

Dental services are slated to be resumed soon at the Juvenile Hall Dental Clinic, with new Covid protocols.

Quality improvement projects are undertaken every year and are determined in the annual plan. The next project will be wound care but has been delayed by Covid. A major ongoing initiative has been Motivational Interviewing, led by the Medical Clinic Nurse Manager in cooperation with UCSF. This initiative trains nurses in motivational interviewing with a goal of improving justice youth adherence to psychotropic medication. It will be presented at the American Correctional Association annual meeting. Combined with last year's achievement of providing a 30-day transitional supply of medication to youths leaving the Ranch, compliance has increased from 40% to 70% of youth to date.

At the time of this interview, 45% (18 of 40 youth) were being prescribed psychotropic medication. **This represents an increase, which may be attributable to the increased acuity of youth remaining in custody during Covid.**

¹⁴ Juvenile Custody Health Services: Standardized Procedure for Infection Prevention and Control for Covid-19, 7/15/2020.

¹⁵ Temperature checks are performed by the Facility Manager or Security staff.

Electronic health records remain a concern. A multi-year effort resulted in a unified medical record through HealthLink for youth in custody, enabling an integrated, patient-centered platform. Due to Short-Doyle¹⁶ billing issues, affecting the 70% of BHSD services contracted to community providers, BHSD was transitioned on September 1, 2020 from HealthLink to a MyAvatar (NetSmart) platform. A conversation with the Deputy Director of Managed Care Services for the Health and Hospitals System has reassured the JJC that the psychiatrists serving JR youth will not be transitioning and will continue to document in HealthLink, preserving a unified medical record. Starlight, as the contracted BHSD provider at the Ranch, has not had access to HealthLink, so past accommodations to ensure coordination and communication with medical staff and psychiatrists will continue. Starlight's integration with MyAvatar, giving medical clinic staff access to the behavioral health record, will improve coordination and integration of care.

With respect to the prospective new Probation data system, a Medical Portal has been created so that clinic staff can access youth information to coordinate and reduce conflicts with court dates when scheduling outside medical procedures.

The most recent BSCC and County Health Inspections have passed medical services at the Ranch with no violations. As has been the case in past years, the JJC found the medical services provide exceptional services to the youth at the Ranch.

B. Behavioral Health Services

Behavioral Health services at James Ranch are now provided under contract by Starlight through their Youth Therapeutic Integrated Program (YTIP). This program integrates mental health and substance use services, which were formerly provided under separate contracts. This approach is in line with best practice in the field, which recognizes that treatment outcomes are improved when co-occurring mental health and substance use disorders are treated concurrently. Starlight reports that virtually every youth at the Ranch meets diagnostic criteria for co-occurring disorders. They report that marijuana, alcohol, Xanax, and cocaine are the substances most frequently abused by the youth.

Services are provided using a team approach. The team comprises eleven individuals: A Clinical Supervisor, a Program Coordinator, six clinicians (MFTs or LCSWs), two Mental Health Rehabilitation Specialists, and one Case Manager. The team is currently fully staffed. Three team members are Spanish-speaking, and one is Vietnamese Speaking. Coverage is provided seven days a week from 9am until 7pm. The Clinical Supervisor and Program Manager alternate providing on-call coverage outside of regular hours. **Due to limited space and staff having to share offices, staff are currently working on-site three to four days a week and one to two days from home to facilitate social distancing during the Covid pandemic.**

The new contract with Starlight started in July 2019. Youth are seen within 48 hours of admission into the Ranch. An Assessment, using the American Society of Addiction Medicine

¹⁶ California's Short-Doyle Act (1968) provides state funding to Santa Clara County's Behavioral Health Services Department to fund community-based mental health services.

(ASAM)'s integrated tool, occurs within the first thirty days of admission through weekly sessions as well as consultation with Probation and other service providers. Information is typically not provided by the Behavioral Health Clinic at JH when the youth are transferred to the JR. Starlight staff report that the sharing of such information would be helpful to augmenting their assessment. Treatment is individualized based on the needs of the youth identified by the information gathered through the integrated ASAM assessment.

Services may include:

- Weekly One-hour individual therapy sessions (which includes the use of the Seven Challenges^{©17} model)
- Weekly Adolescent Community Reinforcement Approach (A-CRA^{©18}) and Seeking Safety^{©19}-based group therapy sessions
- Bi-monthly Family therapy **Virtual**
- Bi-monthly couples' therapy **Virtual**
- Weekly rehabilitation sessions
- Regular case management with Probation and other service providers.

Starlight reports that they have a productive relationship with the Medical Clinic at the Ranch. They participate in daily rounds and receive weekly emails from the psychiatrists, who are on site one or two days a week. This relationship permits coordination and a wholistic view of the youth and somewhat mitigates the contractor's continuing lack of access to the medical record.

Due to the Covid outbreak, Starlight is unable to provide in-person family therapy. They have been using Telehealth to provide family but, therapy participation has decreased compared to before the outbreak, which they attribute to some families' lack of access to technology. They also tried using Telehealth to provide individual therapy found that the youth did not relate well to it. Group sessions are still occurring in the group rooms, which are large enough to accommodate social distancing. Since the outbreak some of the units have introduced plants into the group rooms. They are cared for by the youth and help brighten the room.

The Case Manager attends all MDT meetings (intake, 60-day, 30-day, and exit MDT). At the 60-day MDT, which is completed 60 days before release, he meets the incoming referral agency, who will work with the youth upon release. He coordinates and supports the youth in engaging with the agencies and remains in contact through release and up to 30 days post release. Starlight staff expressed reservations about the early release engendered by Covid.

Starlight staff report that they have not observed any significant change in youth behavior since the outbreak of the pandemic and the resulting changes at the Ranch, but they have noted that youth seem not to be well informed about Covid and some have expressed worries about their families. One challenge, that has resulted from new policies, is that youth who are experiencing a mental health crisis are unable to return to Juvenile Hall on a mental health hold. In the past a

¹⁷The Seven Challenges[®] is a comprehensive counseling program that incorporates work on alcohol and other drug problems.

¹⁸The Adolescent Community Reinforcement Approach (A-CRA) is a developmentally-appropriate behavioral treatment for youth and young adults ages 12 to 24 years old with substance use disorders. A-CRA seeks to increase the family, social, and educational/vocational reinforcers to support recovery.

¹⁹Seeking Safety is an evidence-based, present-focused counseling model to help people attain safety from trauma and/or substance abuse.

youth could remain at Juvenile Hall until stabilized and return to the Ranch. When there has been a crisis, they have not been able to separate the youth from the general population or place them on closer supervision. Instead, they have alerted Probation Department staff and coordinated with them to be sure that they are aware of skills that the youth can use to help alleviate their symptoms. Starlight staff have followed up as necessary.

The Starlight team have been using the Child and Adolescent Needs and Strength (CANS) assessment instrument to measure outcomes²⁰, also pre-and post-tests. At the time of the inspection, they indicated that they have insufficient data to produce a report.

Starlight's contract for Behavioral Health Services is monitored by the Department of Behavioral Health Services (BHS), who report having a positive working relationship with Starlight. BHS reports that Starlight staff are readily available and have a good understanding of trauma-informed care. They have a joint monthly management team meeting and otherwise meet as needed. BHS reports that they are willing to share records of youth who are transferring to the Ranch, but since they are unaware of to whom a youth will be referred, they are unable to make the offer directly to the provider and rely on a youth's clinician to contact BHS staff at JH, after receiving the assignment. That follow-up typically does not happen.

VII. EDUCATION

The National Institute of Justice states that providing education opportunities while in custody is the most effective means to reduce recidivism. The Blue Ridge School, in James Ranch, is one of four Court and Community Schools operated by the COE Alternative Education Department (AED).

Commissioners conducted video interviews with the Principal and Vice Principal of the school and have had numerous meetings in which the state of education at JR during Covid-19 was a focal topic. The administration highlighted the new classes, programs and educational pathways for student advancement through education pre-Covid. Both the highlights of new changes, and the obstacles experienced this past school year, will be detailed in this section of the report.

- As of the time of this report, teachers are monitoring the students' use of the on-line programing using Odessyware, now acquired by Edgenuity which is promised to offer a greater variety of classes and services. It teaches to Common Core standards.
- Teacher interaction with the students is done by texting. For students with literacy limitations, and/or a lack of typing or keyboard skills, teacher-student interaction has been severely limited non-existent in some cases.
- Even before the disruption caused by Covid, no new textbooks were purchased or introduced.
- Over a year ago, the decision was made to switch from the previously used Northwest

²⁰ A multi-purpose tool developed for children's services to support decision making, including level of care and service planning, to facilitate quality improvement initiatives, and to allow for the monitoring of outcomes of services.

Evaluation Association (NWEA) assessment to Renaissance Learning (RenStar²¹). Unfortunately, JR student assessments are not yet available following the switch to RenStar. This is unfortunate because RenStar can provide an objective assessment of student educational attainment and progress.

- Student reading proficiencies will now be monitored through the Accelerated Reader STAR test, a part of RenStar.
- In order to encourage post-secondary education, the use of Naviance has been adopted, an online program designed to help college and career planning. **This program has been suspended due to Covid.**
- A librarian and literacy teacher have been added to the Blue Ridge staff and shared with Juvenile Hall. **Neither have been on site due to Covid.**
- The para-educators are using Insight, an online program to assist the Special Education students which allows a para-educator to see what a youth is working on and to have online contact with the student. **Unfortunately, for students with literacy limitations, and/or a lack of or limited typing or keyboard skills, teacher-student interaction is severely limited in some cases.**
- The two CTE teachers are assisting the regular staff in improving their ability to work with their students on-line. **No vocational education is offered during Covid.**

In sum, the onset of Covid has significantly hampered the education program at JR. Moreover, although most school districts within the County began planning for on-line teaching shortly after the shelter-in-place order was put in place, there appears to have been little planning for enhancing teacher-student interaction via video or other means. In fact, as the school year has commenced, and teachers and student are still limited to texting as they were six months earlier.

Likewise, for those students who were nearly ready to graduate or were high school graduates, their access to college classes ended in March and has not resumed. Knowing that educational progress is the most effective way to reduce recidivism, this six-month break in educational progress may be unrecoverable for some.

²¹ Testing is done to align with the school year.

Staffing

| Blue Ridge School Staff 2019-2020 | | |
|-----------------------------------|--------|--------------------------|
| Position | Number | Description |
| Principal | 1 | Shared with Osborne (JH) |
| Assistant Principal | 1 | Shared with Osborne (JH) |
| Academic Counselor | 1 | Shared with Osborne (JH) |
| School Psychologist | 1 | Shared with Osborne (JH) |
| Student Assessment Technician | 1 | |
| School Office Coordinator | 1 | |
| Program Specialist | 1 | |
| College Liaison | 1 | |
| Para-educator | 2 | For Special Day Class |
| Resource Specialist | 1 | |
| Teacher | 6 | |

ADDED since last year:

Shared with Osborne and the community schools:

One Materials Tech

One Library Tech

One Literacy Teacher:

During the last year 18 youth in JR graduated from High School with 5 in residence at the time of the interview.

Some of the JR graduates had been enrolled in community college, **but this ended with Covid.**

There is no face-to-face or visual teacher/student interaction for any of the in-custody youth. There has been discussion of implementing equipment carts for Zoom use, but this has not yet occurred.

Although a California Alternate Education Dashboard was to have been up and running during the 2019-2020 school year, it is not yet operational.

VIII. AFTERCARE AND REENTRY PROGRAMS

On June 30, 2020 Commissioners met with a Probation Division Manager, the supervising ReEntry PO, treatment supervisors, and counselors assigned to the Aftercare program. While the programs underwent only a few changes since last year's report, of particular importance to

the discussion was Juvenile Probation's efforts to comply with State's Covid directives at the Ranch and its effects on these two programs.

Two PC are associated with the Aftercare program who report to two Ranch Treatment Supervisors. Eight and ½ POs are assigned to the ReEntry Program. **The ReEntry staffing levels increased by ½ this year due to Covid With the temporary suspension of the Pro-Com Athletic program, which involves contact sports, the staff assigned to this program was reassigned half time to the ReEntry program.** The Aftercare program falls within the responsibilities of a Division Manager at the Ranch.

Staff from both programs work collaboratively with each youth once they arrive, through their time at the Ranch, and after release to facilitate a smooth transition back to the community. **With Covid, release of a youth are considered when a minimum of 180 days has been served and the youth has reached level 4.0 on the Ranch program. Prior to Covid, the youth was required to reach level 4.5 and have experienced OTs before release on Aftercare. This has caused some youth who were released to struggle while on Aftercare, since they did not have the bridge of OTs which provided an opportunity to debrief with staff when they returned from OTs.**

Aftercare staff and ReEntry POs participate in all scheduled MDT meetings at the Ranch. Last year's report noted that while Probation's goal is to assign a ReEntry PO immediately upon arrival, this assignment was delayed for 3 months after arrival. This was attributed to the population size at the Ranch at that time. This issue continued into this reporting year, but the assignment wait time increased at the start of Covid, due to early releases that reduced population levels at JR but increased the number of supervised youth. Currently the delay in assignment is back to the 3 month wait. Staff reported they could work with this delay since it provides an opportunity to learn more about the youth resulting in a better PO match.

The ReEntry PO's caseload includes the youth assigned to a PO while at the Ranch, those participating in the Aftercare program, and those on probation after the completion of Aftercare. The model caseload is 12 cases per ReEntry PO, which was generally achieved until Covid. **With the number of Covid early releases, the caseload for supervised youth in the community climbed. Currently the caseload for each PO has increased to 15 - 19 cases.** The Aftercare counselors have no cap to their caseload, but each currently has about 10 youth.

The total length of time a youth is in the Aftercare and ReEntry programs is 6 months. The length of time a youth stays on Aftercare, which is considered an extension of the Ranch program, but out in the community, remains the same – 10 weeks. After successful completion, the youth is handed off to the ReEntry PO for the remainder of the 6 months. However, the duration may vary depending on the youth's progress. This has not changed from last year. However, the process for the provision of supervision has changed slightly with Covid. An Aftercare counselor normally will make phone contact the day of release and have an in-person meeting within 48 hours of release. Phone conversations normally occurred several times a week, but **during Covid, phone or virtual calls occur daily.** ReEntry POs make phone calls or hold virtual meetings once a week as well as in-person visits. **This contact is greater than what occurred pre-Covid.**

As was the process last year, youth are placed within a continuum of services provided by CBOs after release. POs consult with Starlight and treatment supervisors about 90 days prior to release to determine the best ReEntry program that fits the needs of the youth. At the 60 day MDT prior to release, the providers are included to build the transition plan and identify the goals and expectations. The final plan is locked in at the 30 day MDT. Please note that **all of the MDTs are being conducted virtually since the imposition of Covid restrictions**. This continuum of services range from least to most intensive. Only three ReEntry programs are offered now:

Pro-CSR: Six months in length, six hours a month - offering intensive case management; linkages with behavior health services; employment, educational and vocational supports; with system navigation and advocacy through Seneca.

Pro-Grip: Eight months in length, eight hours a month – offering intensive case management for gang-involvement; mental health case management: community mobilization and street outreach activities through Catholic Charities.

Wraparound: 9-12 months²² in length, 20 hours a month – offering intensive case management, family centered, linkage to education, behavior health and community resources available through Seneca, Rebekah’s Children Services, Uplift and STARS

The staff noted that youth and their families may prefer one program rather than another because of their prior involvement with a particular CBO. At times a youth may cross over in this continuum to receive specific services not offered by their assigned service provider. The length of time in these program areas may vary depending on the youth needs.

Child Family Team Conferences (CFTs) are held that include Aftercare and ReEntry staff, the youth, family, persons important to the youth (natural supports), a mentor,²³ and community service providers to discuss progress and any necessary modifications. Use of CFTs are strongly encouraged when a youth is struggling on Aftercare and/or on the verge of failing. Throughout the duration of the two programs, the counselors and POs work together to find the correct service dosage to keep the youth on track. Staff believe that collaboration and communication between the counselors and POs as well as providers and families have improved noticeably.

Staff make efforts to avoid failing the youth in Aftercare and ReEntry and have “recalibrated the thresholds of failure.” However, Covid has eliminated one option that was once available to staff to keep youth from returning to Court. If a youth had violated his/her conditions of release and/or was involved in a new offense, staff could return the youth to the Ranch for a short adjustment period. This is no longer available. Now staff must use other tools (e.g. additional

²² Wraparound services regularly will be extended beyond the six months ReEntry probation period as long as the youth does not reach 18 years old or becomes incarcerated longer than 30 days.

²³ While a mentor program has been available to youth, this last year Probation contracted with New Hope for Youth to provide mentors (credible messengers) specifically for youth who have been involved in gangs.

MDTs and CFT) to keep the youth on track. This year, prior to Covid, the use of TPS, Bits and Guides, which are part of Ranch programming, have been extended to Aftercare and ReEntry.

Standardized outcome reports still are a challenge. Currently individual staff use a spreadsheet to keep track of the youth on his/her caseload. Any information for special reports must be collected manually from these spreadsheets. Without outcome data, staff is unable to determine trends or measure success and opportunities for improvement. Juvenile Probation is waiting for the rollout of the new case management system to provide such reports.

Counselors and POs provided perspectives and observations about the impact of Covid on these programs. Under normal time, some youth commit new crimes or struggle with meeting Aftercare rules when first released from the Ranch. As has been stated, to avoid failing the youth, counselors and POs would return the youth to the Ranch as a time-out. Now staff are unable to use a return to the Ranch as an option to correct behavior. Consequently, youth are pushing the boundaries on violations. With the initial early releases, managing the higher caseload has been difficult. Added to this situation are the restrictions on in-person contacts with the youth and families. All this resulted in not having enough time with the youth in the field. A question that Probation should consider is whether the CBO dosage is sufficient to make up for these identified limitations and provides the support necessary for the youth to succeed pre-release and post-release, especially during Covid restrictions.

Staff agreed that if a youth were able to complete the 10-week Aftercare portion, this is a good indicator that the youth will successfully make it through. Once the youth successfully completes their probationary period, the PO requests a probation dismissal.

IX. OUTCOME DATA²⁴

Of the 87 youth who entered JR in 2019, 69 (79%) successfully completed the program. Nine youth completed the program within six months while the remaining 60 youth required a longer time to complete it.

Sixty-seven youth entered Aftercare and 43 (64%) successfully completed the 10 week program. Following Aftercare, 30 youth entered Re-Entry, and 21 (70%) successfully completed it.

Defining recidivism has been a challenge across Juvenile Justice. For the purpose of the analysis of 2019 youth who have entered the ReEntry phase of the JR program, if a youth committed an offense sustained by the court during that time, then the recidivism rate was 25 percent.

²⁴ Probation data on outcomes was provided for the calendar year 2019. This data was compiled specifically in response to JJC's questions.

SUMMARY FINDING

The JJC has completed the 2020 annual inspection of the James Ranch and it finds that the Facilities and Programs are safe, and **improvements have been made**. The staff is exemplary, **committed, and striving for continual improvement while coping with the restrictions imposed by Covid**.

Approved by the Santa Clara County Juvenile Justice Commission on October 8, 2020.



Ron Hansen, Commission Chair



Victoria BurtonBurke, Ranch Inspection Chair

Appendix I

Documents reviewed:

Custody Health Services COVID-19 Prevention and Control Plan 04/14/2020

Environmental Health Evaluation Update (11/19/2019)

Inspection of JH and JR by Dr. Sarah Rodman Assistant Public Health Officer 05/04/2020

Investing for Impact SCCOE January 2020

James Ranch Fire Safety Inspection 5/24/19

James Ranch Staff Flow Chart 5/7/2020

Juvenile Custody Health Services: Standardized Procedure for Infection Prevention and Control for Covid-19, 7/15/2020.

Nutritional Evaluation 11/20/2019

Probation's James Ranch Youth Survey Form (not yet administered)

Ranch Probation Manager Appraisal Survey Results 03/03/2020

Prison Rape Elimination Act Annual Report 2019 Juvenile Institutions Division

PREA James Ranch Facility Audit (submitted) 10/8/2019

Santa Clara County Annual Juvenile Justice Report 2019 (Juvenile Justice Model Courts)

Santa Clara County Fleets and Facilities Inspection of James Ranch 5/24/2020

Santa Clara County Probation Department PREA 2019 Annual Report

Santa Clara County Probation Department 2018 Annual Report

Santa Clara County Probation Population Monthly Average July 2019-June 2020

Youth Grievance Forms from June 2019-June 2020

Incident Reports and Due Process Forms-June 2019-June 2020

Appendix II

Revised Policies and Procedures Sections 2019-2020

- 1.01. Approved: 11/26/19 Use of the Policies and Procedures Manual with goal of updating every two years;
- 1.02. (draft not yet approved) Production of monthly salient features reports;
- 1.03 Approved: 6/12/2020 Responsibilities and relationships list for new pod numbers;
- 1.04 Approved: 6/12/2020 Defining ethical conduct, non-discrimination and (and PREA;)
- 1.06. Approved: 6/12/2020 Acceptance of gift;
- 2.01. Approved: 7/15/2019 Chain of Command list them by position including the new positions;
- 2.03 Approved: 10/4/2019 Guidelines for staff;
- 2.04 Approved: 7/15/2019 Staff patterns and training linked to the new Title 15 regulations including PREA training;
- 2.05. Approved: 7/15/2019 Identifies the chain of command as it presently functions including newly developed positions/job titles with a further approved on 6/12/2020 part 2 version that addresses scheduling of staff including issues of holidays and time-off requests;
- 2.16 Approved: 6/12/2020 Safety equipment and keys;
- 2.17 Approved: 6/29/2020 Provider guidelines CBOs;
- 3.01 Approved: 11/26/2019 Program philosophy and description;
- 3.02 (draft not yet approved) Screening for Qualifications of the youth for a ranch commitment. Requires a specific plan if youth has no home to return (DIY) committing offense must be a felony and the youth must have less than 170 HS credits;
- 3.02 (draft not yet approved) Classification consideration housing, treatment plan, assigned counselor, program and service referrals upgrade considerations weekly recognizes the possibility of a one year commitment recognizes the new Title 15 directions on LGBTI youth
- 3.04 Approved: 6/12/2020 Orientation JR also update as to Title 15 on sexual orientation, scheduled recreation time posted in each Pod and a schedule of list of language translation services;
- 3.07 Approved: 6/12/2020 Admittance Procedure;
- 3.08 Approved: 6/12/2020 Clothing and bedding including own underwear personal hygiene items;
- 3.09 Approved: 6/12/2020 Transgender & Intersex youth;
- 4.01 (draft not yet approved) Treatment programing
- 4.02 (draft not yet approved) Juvenile Assessment and Intervention System
- 4.03 (draft not yet approved) Individual Service Plan;
- 4.04 (draft not yet approved) MDTs;
- 4.05 Approved: 6/12/2020 Counseling Services Individual Service plans;
- 4.06 (draft not yet approved) Crisis Diffusion;

- 4.07 (draft not yet approved) Conflict Mediation;
- 4.08 (draft not yet approved) Use of the JPO records system; (risk and needs evaluation tool;)
- 4.09 (draft not yet approved) Grading behavior and a log
- 4.10 (draft not yet approved) Level advancement in the program when a youth has completed the minimum number of weeks for each level in the program then it is approved or not. (Also allows for 12-16 month program if so ordered).
- 5.01 Approved: 6/12/2020 Programs;
- 5.02 Approved: 6/29/2020 Education program;
- 5.03 (draft not yet approved) Off ranch work crew;
- 5.04 (draft not yet approved) Visiting;
- 5.05 (draft not yet approved) Furlough policy (OTS,)
- 5.06 (draft not yet approved) Pre-release (Last updated, 4/18/16,)
- 5.07 (Last updated, 4/18/16,) Home visits;
- 5.08 (draft not yet approved) Search policy;
- 5.09 (draft not yet approved) Facility search policy;
- 5.10 (draft not yet approved) Drug testing policy;
- 5.11 (draft not yet approved) Recreational area usage;
- 6.01 (draft not yet approved) Outline of rules and expectations for ranch youth;
- 6.02 Approved 6/12/2020 Discipline and Positive Behavior Interventions updated to new Title 15 expectations
- 6.03 Approved: 6/12/2020 Use of Force
(options, prohibitions, reporting and documentation including de-escalation techniques;
- 6.04 (draft not yet approved) OC spray (use only by transportation and pre-release officers;)
- 6.05 Approved: 6/12/2020 allowable reasons for removing a youth from their Pod, area, or program and ways to prepare them for reintegration;
- 6.06 Approved: 6/12/2020 Administrative Ranch Review (last resort) includes a Due Process Form (tier 1 up to 3 days for safety, destruction of ranch property, serious threats of harm return to level previous) (tier 2 up through 5 days assault on another youth, mutual fighting, attempted escape upon return to JR at C level.)
- 6.07 (draft not yet approved) Ranch Failure; reasons and evaluation for and the procedure;
- 6.08 (draft not yet approved) draft Escape or Attempted Escape (from facility, from transport, from furlough
- 6.09 Approved: 6/12/2020 Use of Physical Restraints handcuffs, shackles approved for transport on the Ranch requires 15 min checks;
- 7.01 (draft not yet approved) Pod Information Logs;
- 7.02 (draft not yet approved) Incident Reports;
- 7.03 (draft not yet approved) Supervisors Reports;
- 7.04 (draft not yet approved) Child Abuse Reporting (mandatory reporters;)
- 7.05 (draft not yet approved) Tarasoff warnings required;
- 8.03 Approved: 6/12/2020 Revision of the Youth's ability to file a grievance
- 8.04 Approved: 6/12/2020 Disciplinary Appeal and Due Process Forms coordinates with section 6.02
- 9.01 Approved: 11/26/2019 Updates the Facility Capacity;
- 9.03 (draft not yet approved) Control of Keys by Staff;
- 9.06 Approved: 7/15/2019 Re: Cleaning Agents and Hard Chemicals;
- 9.08 (draft not yet approved) Transportation of Youth;

10.01 Approved: 7/15/2019 Medical Program;
10.03 Approved: 7/15/2019 Managing Medication;
10.05 (draft not yet approved) Injury/Medical Emergency/Hospitalization of Youth
10.06 Approved: 6/29/2020 Death or Serious Illness or InJury;
10.07 (draft not yet approved) dealing with youth who return to the ranch UI or reporting sexual assault or abuse
10.09 Approved: 6/12/2020 Update on MH services,
10.11 Approved: 11/26/2019 Updated Nutritional Service including meal planning for emergencies;
10.12 Approved: 6/12/2020 Suicide Prevention Plan
11.01 (draft not yet approved) Emergency Preparedness;
11.02 Approved: 11/26/2019 Emergency Medical Equipment and staff training regarding it;
11.03 (draft not yet approved) Plan for potential evacuation including emergency exits and transportation plans;
11.05 (draft not yet approved) Plan in case of fire;
11.06 (draft not yet approved) Bomb Threat or Nuclear Attack;
11.07 Approved: 6/29/2019 Earthquake/Flood/Natural Disaster before and after plans;
11.09 Approved: 11/26/2019 Critical Incidents if not covered by the preceding portions of the manual, ie:out of control riot/ dangerous person on campus/police response and active shooter or hostage incident;
11.13 Approved: 1/8/2020 Narcan Policy training and use;
11.14 Approved: 6/12/2020 Active Shooter:

31 New Policies and Procedures

29 Draft Policies and Procedures