



2024-2025 Santa Clara County Civil Grand Jury

Right Facility, Wrong Time:

The Role of James Ranch in Today's Juvenile Justice Landscape

June 17, 2025

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SUMMARY

Nationally, juvenile justice has slowly shifted from a system of punishment to one of rehabilitation, treatment, and community-based solutions that involve on-site residential programs that supervise, treat, and then support youth when they return home. As a result of these reforms and a decline in juvenile arrests, the County of Santa Clara (County), consistent with counties across the State of California (State), has experienced a dramatic decline in the number of youth in detention.

One such detention facility is the County's William F. James Ranch (James Ranch), which provides a long-term rehabilitative program for youth emphasizing personal development and community reintegration. Youth at James Ranch attend school, can take various types of vocational training, and receive individualized counseling.

In 2008, the County Probation Department (Probation) began planning to update and expand James Ranch. That expansion ultimately added an adjacent 11-acre site, approximately 50,000 square feet of new buildings, and an additional 24 beds, increasing the dormitory capacity from 84 beds to 108 beds. In 2015, the year prior to breaking ground, the population at James Ranch had declined to 38.

Over the last 20 years, as the population at James Ranch has dropped, the annual cost per youth at James Ranch has steadily grown. Based on County-provided data, in 2025, with an expected average population of 27, the estimated combined total annual cost per youth is projected to be \$1.69 million (Figure 5).

The County does not track or aggregate the total operating costs of James Ranch. While the facility has its own budget, services from multiple departments supplement its operations, contributing additional costs that are not accounted for in a comprehensive manner. The Civil Grand Jury put considerable effort into collecting financial data from the County to determine the total costs of James Ranch.

Probation's goal is to have each youth return home from James Ranch with the necessary tools for successful reintegration into family and community. However, Probation does not measure its progress in achieving that goal once youth leave James Ranch. Post-release, Probation focuses on recidivism and does not track other measures of success for youth. The Juvenile Justice Commission (JJC) has requested better statistical measures for over a decade, highlighting a persistent gap in the ability to evaluate the success of James Ranch programs.

When managing a facility like James Ranch, it is crucial for the County to have a comprehensive understanding of both the financial expenditures and the measures of success for youth released from James Ranch.

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James Ranch may be the right facility, but at the wrong time. This facility was built for a juvenile justice system with a larger population, not for today's population.

BACKGROUND

Overview

In the County, all youth detained in the juvenile justice system are initially held at Juvenile Hall. The Juvenile Division of the Superior Court of California, County of Santa Clara (Court), subsequently determines whether youth are retained at Juvenile Hall or sent to James Ranch.

James Ranch, in Morgan Hill, is a residential rehabilitation facility operated by Probation. The State-approved facility generally serves youth aged 13 to 18, who are typically detained from six to eight months by the Court. When the commitment period ends, the youth return to the community and participate in a 10-week aftercare program, typically followed by approximately six months of case management provided by Probation's Reentry Services Unit (Board of Supervisors Management Audit Division, 2022).

In 2006, the County remodeled the congregate care at James Ranch to a rehabilitative model of care (Teji, 2011). To support this new approach, a \$26 million expansion was planned to add a new kitchen, gymnasium, and housing unit (Moore, 2017). The year prior to breaking ground on the James Ranch expansion, the average daily population at James Ranch declined to 38 (California Board of State and Community Corrections, 2025). This decline in daily population coincided with a decrease in juvenile arrests and detentions across the United States.

James Ranch offers a comprehensive educational program through Blue Ridge School, a school operated by the Santa Clara County Office of Education (SCCOE). Students can pursue their high school diploma or GED, engaging in core subjects such as English, math, science, and history, along with electives like art, culinary arts, construction trades, digital music production, and horticulture. Additionally, students can enroll in community college and university courses (Santa Clara County Office of Education, n.d.).

Complementing the academic curriculum, James Ranch provides vocational training programs aimed at equipping youth with industry-recognized certifications. A pre-apprenticeship program offers a 14-week, skills-intensive curriculum in construction trades. This program is a collaborative effort among the SCCOE, the County's Division of Juvenile Probation, and the Laborers' International Union of North America (LiUNA) (Santa Clara County Office of Education, 2023). Through the program, students can earn up to 12 industry-recognized certifications in preparation for entering the construction workforce.

Newer state laws, falling youth crime rates, and changes to juvenile sentencing have caused the population of youth placed at juvenile facilities to plummet from peak levels of the 1990s. This is

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a significant factor contributing to the rising costs per youth detained. Some states and counties have reshaped their juvenile justice systems because of declining arrests, increasing costs, and a nationwide evolution in the philosophical and policy approach to juvenile justice that means only the most serious offenders are detained. Juvenile detention centers continue to see fewer occupants, but some counties appear reluctant to make major changes. Many are merely tweaking their approaches around the edges, trimming budgets where they can, and slowly adjusting staffing levels (Palomino and Tucker, 2019).

METHODOLOGY

The Civil Grand Jury conducted more than a dozen interviews with officials from the SCCOE and various County departments, including Probation and the Office of the County Executive, as well as officials from the Juvenile Justice Commission. The Civil Grand Jury reviewed data from County departments that provide services to James Ranch to understand the full cost of operating the facility. The Civil Grand Jury also analyzed trends in the juvenile justice population using data from State and County online repositories.

INVESTIGATION

Juvenile Justice Changes Since the Early 2000s

For more than a century, the State used state-run correctional facilities for youth who had been sentenced to prison. This system was acknowledged to have largely failed to produce rehabilitation but instead exposed the youth to poor living conditions, a culture of violence, staff abuse, and separation from family (Center on Juvenile & Criminal Justice, n.d.). Recidivism rates, as reported in 2017 by the California Division of Juvenile Justice, were 72.4% for re-arrest, 53.8% for conviction, and 37.3% for return to state custody within three years of release (Washburn, 2017). In 2020, the California Legislature voted to close the Division of Juvenile Justice (Cal SB 823, 2020). This action took effect in June 2023 and shifted responsibility for youth in state custody back to the counties (Cal SB 92, 2021).

At James Ranch, Probation provides a range of services that are tailored to the individual needs of the youth in its custody. These services can include cognitive behavioral therapy, family therapy, substance-abuse treatment, and restorative justice. These services, coupled with educational and vocational programs provided, are aimed at reducing recidivism. The programs at James Ranch have evolved concurrently with legislative measures restricting or ending the prosecution of younger teens in adult courts and increasing emphasis on trauma-informed approaches.

Juvenile Detention in the State has Been Dropping Since the 1990s

The State's evolving juvenile justice policies, emphasizing rehabilitation over incarceration, coupled with legislative reforms, community-focused approaches, and declining juvenile arrests have reshaped the landscape, contributing to a significant decline in youth detention rates.

Focusing on the years starting with 2002, the population at juvenile detention facilities across the United States saw declines of 73%, from 102,200 to 27,600 (Figure 1).

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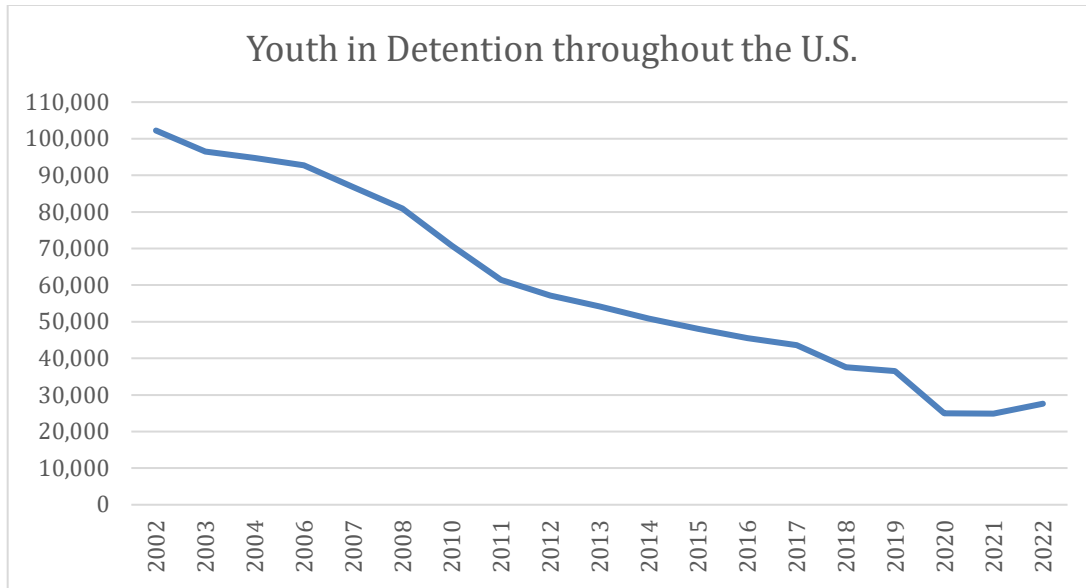


Figure 1: Number of Youth in Detention in the U.S. from 2002 to 2022. Data from the Office of Juvenile Justice and Delinquency Prevention (a division of the U.S. Department of Justice).

In that same period, the State saw an almost identical trend in the decline of youth populations within state juvenile detention facilities (Figure 2).

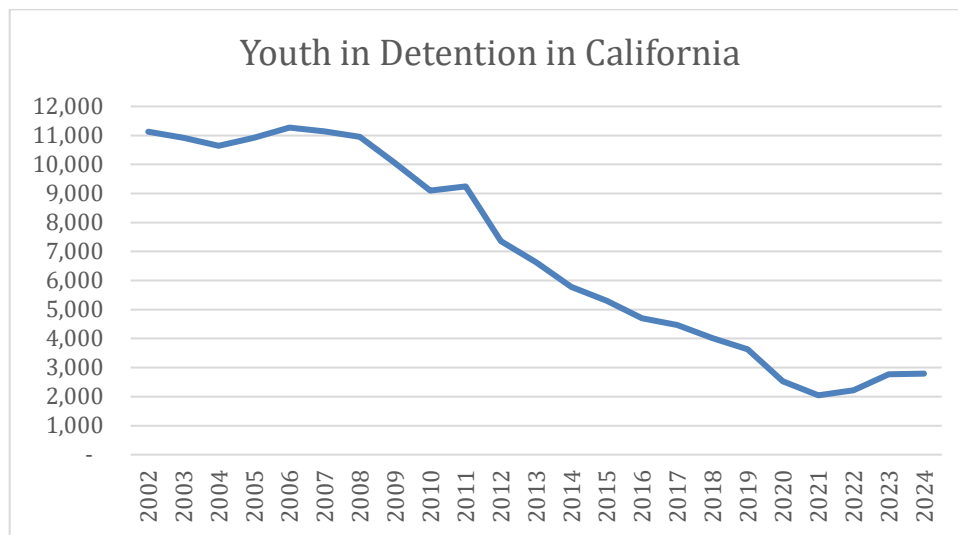


Figure 2: Number of Youth in Detention in the State from 2002 to 2024. Data from the California Board of State and Community Corrections Dashboard.

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Besides James Ranch, the County has had two other ranch-like facilities, which have closed: Harold Holden Ranch for Boys, which closed in 2004, and Muriel Wright Recovery Center, which was formerly used as a probation ranch for girls and younger boys and ceased operation as a juvenile justice facility in 2012. The population of youth at those facilities has been included for the years they were open (Figure 3). As seen across the United States and the State, the County experienced a dramatic reduction in the population of youth detained at its ranch and camp facilities.

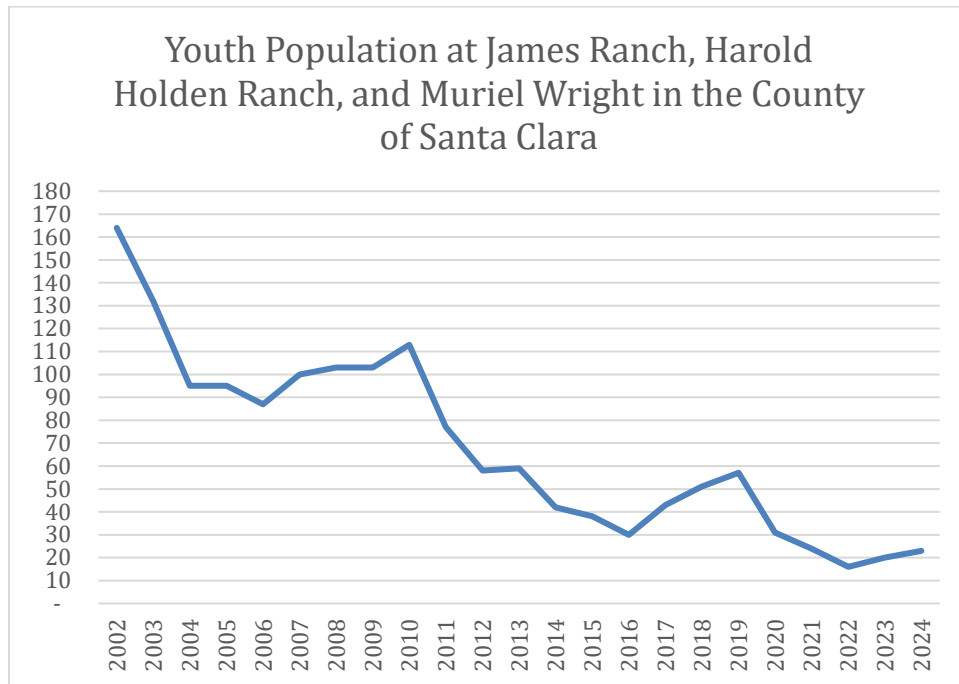


Figure 3: Number of Youth in Detention in County Ranch and Camp Settings from 2002 to 2024. Data from the California Board of State and Community Corrections Dashboard.

The Remodel and Expansion of James Ranch

When Probation began planning for the expansion of James Ranch in 2008, there were reasons to modernize and expand the facility, including the fact that a waiting list existed for youth to get into James Ranch (Juvenile Justice Commission, 2008).

By 2013, however, the youth population at James Ranch had declined significantly, mirroring state-wide and national trends. This was two years before the County would break ground on the expansion, at which point the average daily population at James Ranch was 38 (Figure 3). The Civil Grand Jury was unable to determine if the County paused to consider whether it should alter its plans in any way.

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The \$26 million expansion was completed in 2019 (Morgan Hill Times, 2019). The expansion increased the facility's capacity from 84 to 108 beds. Many of the older buildings on the property were replaced. The new dorm has nine living units, each with space for up to 12 youth. The expansion also provided a new kitchen and dining facility, a new gym, and a new administration building and was designed to make it easier to provide all the services James Ranch offers, including education, life skills, and vocational training (Santa Clara County Civil Grand Jury, 2004-05).

Cost per Youth Grows as Population Declines

Although the population of youth at James Ranch has declined significantly, the actual cost of running the facility has not, and therefore, the cost per youth has grown significantly.

Most of the costs of running James Ranch are associated with Probation, and, of those costs, the majority are for salaries and benefits. While there has been a small reduction in personnel and overtime because of the declining population, these savings have been offset by salary increases and inflation.

The Civil Grand Jury does recognize that there are some mandated services and staffing levels that drive the costs of a facility like James Ranch.

The County Does Not Track the Full Cost of Running James Ranch

County Expenses Are Tracked by Department but Not by Program

As a practice, the County tracks expenses by department, not by program, and, in the case of James Ranch, multiple departments are involved in delivering services. Costs from departments providing services are not totaled, and therefore, the full cost of running James Ranch is not analyzed or reviewed by County officials.

Departments or agencies other than Probation providing services to James Ranch include, but are not limited to:

- Behavioral Health Services Department (BHSD), which provides the Custody Treatment Services at James Ranch,
- Custody Health Services (CHS), part of Santa Clara Valley Healthcare, which operates and staffs the medical clinic at James Ranch, and
- Facilities and Fleet Department, which maintains the physical site and vehicles.

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Additionally, the SCCOE, which is a separate entity independent from the County, operates the Blue Ridge School at James Ranch under its own budget.

Direct Cost per Youth at James Ranch

The Civil Grand Jury has compiled these direct costs associated with James Ranch from the aforementioned departments. When these costs were added to Probation's costs for James Ranch, the annual projected direct cost per youth placed at James Ranch in 2025 is \$1.03 million (Figure 4). That represents an annual expenditure of \$27.86 million for an average daily projected population of 27 youth, based on County-provided data.

Direct Cost per Youth at James Ranch

| Year | Avg. Daily Pop. at James Ranch | Direct Costs to James Ranch | | | |
|------------------|--------------------------------|-----------------------------|------------------------------------|----------|-----------------------|
| | | Probation | Other County Departments and SCCOE | Total | Direct Cost Per Youth |
| 2025 (Projected) | 27 | \$23.99M | \$3.87M | \$27.86M | \$1.03M |
| 2024 | 31 | \$24.05M | \$3.95M | \$28.00M | \$0.90M |
| 2023 | 20 | \$23.11M | \$2.81M | \$25.92M | \$1.30M |
| 2022 | 17 | \$21.46M | \$2.34M | \$23.80M | \$1.40M |
| 2021 | 30 | \$19.13M | \$3.40M | \$22.53M | \$0.75M |

Figure 4: Annual cost per youth placed at James Ranch based on direct costs to James Ranch (Data provided by the County Executive's Office and SCCOE).

Estimated Combined Total Cost per Youth at James Ranch

Not included in the direct costs in Figure 4 are the costs for services that are shared between James Ranch and Juvenile Hall, which are not specifically allocated to either facility. For 2025, there are \$57.10 million in projected shared costs for which the County was unable to provide an allocation, as outlined in [Appendix 1](#).

The Civil Grand Jury adopted a methodology for allocating these shared costs based on population to determine a rough estimate of costs, which was endorsed by the County. The Civil Grand Jury acknowledges there may be other methods for allocation.

Using this method for 2025, the James Ranch allocation of the shared costs is \$17.72 million (Figure 5). When added to the costs directly associated with James Ranch of \$27.86 million, the

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total cost is \$45.58 million. For 2025, this represents an annual average cost per youth at James Ranch of \$1.69 million.

Estimated Combined Total Cost per Youth at James Ranch

| Year | Avg. Daily Pop. at James Ranch | Allocation of Shared Costs Attributed to James Ranch | Allocated Shared costs per Youth (Allocation of Shared Cost ÷ Avg. Daily Pop.) | Estimated Combined Total Cost per Youth (Direct Costs + Allocated Shared Costs) |
|------------------|--------------------------------|------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| 2025 (Projected) | 27 | \$17.72M | \$0.66M | \$1.69M |
| 2024 | 31 | \$17.52M | \$0.57M | \$1.47M |
| 2023 | 20 | \$11.10M | \$0.56M | \$1.86M |
| 2022 | 17 | \$11.69M | \$0.69M | \$2.09M |
| 2021 | 30 | \$17.37M | \$0.58M | \$1.33M |

Figure 5: Annual estimated combined cost per youth placed at James Ranch based on an allocation of shared costs between James Ranch and Juvenile Hall and on direct costs to James Ranch. See Appendix 1. (Data provided by County Executive’s Office and SCCOE).

The County does not track the full cost of James Ranch – meaning costs across multiple departments. As a result, the Civil Grand Jury had to conduct multiple interviews and make numerous data requests to gather and tally the figures that approach the full cost of operating James Ranch. Even then, the County could not provide a method to allocate shared costs between Juvenile Hall and James Ranch. Since the County did not have its own allocation method, the Civil Grand Jury ultimately proposed an allocation method, which the County endorsed. Additionally, the County could not provide the Civil Grand Jury with a minimum base operating cost for James Ranch.

The Civil Grand Jury understands that the system and options for placing youth in juvenile justice are complex and involve judges, Probation, families, attorneys, and others. The County has decided to operate two facilities. When the Civil Grand Jury asked if the County is required to run two facilities, it was told the County could not provide the level of services it offers at James Ranch at Juvenile Hall. The Civil Grand Jury is not aware of any legal reason that two facilities are required. Given the extraordinary cost of running James Ranch, the County should explore whether two facilities are truly necessary.

The Civil Grand Jury recognizes that there are mandated services, staffing levels, union contracts, etc. that drive the costs to run a facility like James Ranch. Nevertheless, if the County does not

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account for the full cost to run James Ranch, it is not able to assess if prudent financial decisions are being made or determine if a different model should be considered especially against the sustained backdrop of low incarceration rates. The County should determine if there exists a certain population size and associated cost level at which operating the facility no longer makes financial sense.

How Do We Know the Program Is Successful

James Ranch offers services designed to help youth attain educational and employment goals. Nevertheless, Probation does not measure whether these goals help youth achieve positive life outcomes post-probation.

The JJC identified recommended measures of success to be collected, including educational goals achieved, sustained employment, and stable housing as indicators for the likelihood of reduced recidivism. These recommendations were echoed in a 2022 management audit of James Ranch requested by the County Board of Supervisors and acknowledged by Probation as appropriate measures.

In its June 2017 Inspection Report, the JJC, which is charged with inquiring into the administration of the juvenile court law in Santa Clara County, wrote:

Santa Clara County has supported its juvenile justice philosophy with a substantial resource commitment. The Commission's recommendations reiterate past calls for more robust data collection and analysis, to ensure that the application of these resources results in the most favorable outcomes possible. While evidence-based practices are sought, without reliable outcomes data and analysis, continuous improvement in strategies and methods is a challenge. Furthermore, longitudinal data is needed to strengthen the case that progressive juvenile justice practices such as those that guide James Ranch provide commensurate long-term individual and societal benefits.

With each subsequently released report by the JJC, it has called for the County to undertake data collection on the youth released from James Ranch. In its 2023 Inspection Report, the JJC wrote:

The Commission's recommendations reiterate past calls for more robust outcomes data. Longitudinal data are needed to strengthen the case that progressive juvenile justice practices such as those that guide the Ranch provide commensurate long-term individual and societal benefits. The ultimate yardstick is reduced recidivism and differential gains in education and employment.

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Later in the same report, the JJC states:

The JJC recommends that the Probation Department expand on their plan to collect and analyze recidivism data to add additional outcomes data, to provide information on how Probation can best address recidivism and proactively address issues that adversely affect recidivism. The JJC recommends adding a process to track the housing, education, and employment status of their outgoing youth, while on probation. This can be captured by the Probation Counselors monitoring these youth and tracked systematically as an indicator of future success or risk.

The Probation Department reports that it is only able to follow up with youth while they are actively on probation, which typically lasts between six and twelve months. Probation only tracks recidivism because it reports that it has an inadequate case management system.

Probation agrees that tracking each youth for two years after release from James Ranch is appropriate. While the department can gather data while a youth remains on probation, it cannot compel reporting once probation ends, and Probation reports that most youth would be reluctant to provide updates voluntarily. A past attempt to collect post-probation information had a low response rate.

The Civil Grand Jury recommends that Probation collect information (e.g., education outcomes, employment experience, stable housing) from youth while they are on probation. The Civil Grand Jury recognizes that Probation reports it does not currently have a case management system that it feels is suitable for collecting this information. Success in school, gainful employment, and stable housing are issues a probation officer should discuss with youth on probation. Given the small number of youth at James Ranch, data collection should be very manageable by the probation counselors assigned to the youth without sophisticated case management software.

Additionally, given that two years of data on success measures is desired, the Civil Grand Jury recommends collecting data post probation, this time using an incentive system like that used by the California Collaborative Courts (Judicial Council of California, 2010). Youth would receive an incentive to provide information about their success measures. As appropriate, caregivers could also be provided with an incentive to encourage the youth's participation in the program. Probation could enlist youth and their caregivers to sign up for this program prior to release from probation. Further, Probation could consider using a third party to collect the information and return the information to Probation with data deidentified at the individual level to reduce the reluctance of youth in participating.

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The Civil Grand Jury acknowledges that Probation's earlier effort to survey youth post-probation drew few responses. However, with mobile data-collection apps and incentives for both caregivers and youth, there is now a strong opportunity to try again and achieve far better results.

The Civil Grand Jury was told that Probation keeps robust data on recidivism. However, after repeated requests for five years of data, the Civil Grand Jury was provided with incomplete data on recidivism. The Civil Grand Jury looked for publicly available data in the form of public reports but was unable to find data specific to James Ranch.

Probation did provide limited information about 60 youth discharged between July 2021 and November 2023. Of those youth, all of whom were at the Ranch for serious offenses such as robbery, arson or carjacking among others, 13 youth (22 percent) had an adult conviction or a new juvenile case by November 2023 and of those youth, 10 (77 percent) committed less serious offenses than those for which they were originally sent to James Ranch.

Because the data provided to the Civil Grand Jury was limited to youth who committed certain serious crimes, it remains unclear how many total youth were discharged during the same time frame and what their recidivism rate was. Unlike education, employment, and stable housing, which can be more difficult to track, the number of youth discharged from James Ranch annually and data regarding whether those youth reoffending is something that Probation can track.

CONCLUSION

Probation has not adjusted to the decline in juvenile population at James Ranch. While the Civil Grand Jury acknowledges that James Ranch needed building updates, the County moved forward with the expansion and remodeling without regard to the declining need for facilities of that size and magnitude. The County has continued with its approach and the associated costs of running James Ranch and has not come up with alternatives to address what is now a sustained population decline. The County does not track the full cost of the James Ranch program, which the Civil Grand Jury estimates for 2025 to be \$45.58 million annually, or \$1.69 million per youth per year. This cost is staggering. Without knowing and being transparent about the full cost of the program, there is limited fiscal accountability for program outcomes and limited opportunity to understand whether the \$45.58 million estimated annual combined cost is appropriate.

Probation should measure educational progress, employment, and housing stability once youth are released from James Ranch. All three areas are considered important factors in reducing recidivism and consistent with the mission of James Ranch. The Civil Grand Jury acknowledges that measuring these outcomes is difficult, but it is necessary to determine if the James Ranch program is effective as designed and delivered.

The Civil Grand Jury acknowledges the care and effort that Probation extends to the youth at James Ranch. Caring for these youth, measuring their progress, and being good financial stewards are all compatible and critical outcomes that can and should be achieved by Probation.

FINDINGS AND RECOMMENDATIONS

Finding 1

Probation broke ground on the expansion of James Ranch in 2016 when the data for the County, the State, and the nation had shown a consistent declining population of youth in detention facilities like James Ranch.

Recommendation 1

No Recommendation.

Finding 2

Although the number of youth at James Ranch has dropped, the Probation Department has not significantly reduced its operating costs.

Recommendations 2a

The County should find ways to reduce the cost of running James Ranch.

Recommendation 2b

The County should explore whether both James Ranch and Juvenile Hall are needed.

Probation should report to the County Board of Supervisors by March 31, 2026, with a plan for reducing the costs of running James Ranch and an analysis of whether both James Ranch and Juvenile Hall are needed.

Finding 3

Except for recidivism, Probation has not captured or reported on any other success measures while youth are on probation.

Recommendation 3a

Immediately expand what is tracked during probation and offer incentives for youth and their caregivers to participate in post-probation check-ins.

Recommendation 3b

Explore hiring a third party to collect data for youth post probation on measures of success and determine what would be meaningful incentives.

Probation should implement these recommendations by December 31, 2025.

Finding 4a

The County does not account for the full cost to run James Ranch, i.e., the County does not accumulate the cost of all the departments that provide services to James Ranch.

Finding 4b

Complete recidivism data is difficult to obtain for James Ranch.

Finding 4c

Despite repeated requests from JJC and the Management Audit in 2022, the County does not have measurable outcomes demonstrating the success of James Ranch beyond some recidivism data.

Recommendation 4

The County, working with SCCOE as needed, should produce an annual report that shows the full cost accounting of James Ranch, including the average cost per youth and the measures of success for the youth for a period of two years following release from James Ranch. In addition to recidivism, measures of success should include educational outcomes, successful employment, and stable housing.

The County should publish its first annual report by September 30, 2026.

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REQUIRED RESPONSES

Pursuant to California Penal Code § 933(b) et seq. and California Penal Code § 933.05, the County of Santa Clara 2024-25 Civil Grand Jury requests responses from the following governing body:

| Responding Agency | Findings | Recommendations |
|----------------------------------------|---------------------|-------------------|
| The County of Santa Clara | 1, 2, 3, 4a, 4b, 4c | 2a, 2b, 3a, 3b, 4 |
| Santa Clara County Office of Education | | 4 |

GLOSSARY AND ABBREVIATIONS

| | |
|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Behavioral Health Services Department (BHSD) | The County of Santa Clara Behavioral Health Services Department (BHSD) plans, funds, and delivers a comprehensive continuum of mental-health and substance-use services for County residents of all ages. |
| Custody Health Services (CHS) | Provides medical and psychiatric services to those in custody in the County of Santa Clara. |
| California Youth Authority | Former agency that operated state-run correctional facilities for youth offenders. Transitioned to the Division of Juvenile Justice in 2005. Dissolved in 2023. |
| Direct Costs | Costs with traceable ties to a particular service or product. Direct costs can be fixed or variable and may fluctuate over time. |
| Division of Juvenile Justice (DJJ) | See “California Youth Authority” above. |
| Juvenile Justice Commission (JJC) | The Juvenile Justice Commission is a state-mandated, court-appointed authority. The broad purpose of the commission is to inquire into the administration of the juvenile court law in the County. |
| Prison Rape Elimination Act (PREA) | Signed into law in 2003, the PREA is meant to eradicate prisoner rape in correctional facilities. |
| Recidivism | Juvenile recidivism refers to a youth's tendency to reoffend or engage in delinquent behavior after having been involved with the juvenile justice system. |
| Restorative Justice | A form of criminal justice emphasizing repairing the harm caused by criminal behavior. |
| Santa Clara County Office of Education (SCCOE) | Regional service agency serving the 31 school districts of the County of Santa Clara, including schools within correctional facilities. |

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APPENDIX 1: Calculation of Annual Cost per Youth at James Ranch

Calculation of cost per youth at James Ranch is based on numbers provided by the County in the form of costs directly allocated to James Ranch and costs shared between James Ranch and Juvenile Hall. Because costs are tracked in the County by department, data had to be collected from multiple sources. Additionally, costs from the Santa Clara County Office of Education were collected separately and included. In cases in which specific costs were shared between James Ranch and Juvenile Hall, the Civil Grand Jury adopted a calculation whereby the portion attributable to James Ranch was based on the ratio of the average daily population of youth in each facility. The average daily population of youth was taken from the Probation Department's online dashboard.

Direct Cost per Youth at James Ranch

| | 2021 | 2022 | 2023 | 2024 | 2025 Projected |
|--------------------------------------------|------------------|------------------|----------|----------|----------------|
| Probation Department | \$19.13M | \$21.46M | \$23.11M | \$24.05M | \$23.99M |
| Behavioral Health Services Department | No data provided | No data provided | \$0.16M | \$0.86M | \$0.90M |
| Custody Health Department | \$0.11M | \$0.11M | \$0.12M | \$0.12M | \$0.13M |
| Facilities and Fleet Department | \$1.95M | \$1.12M | \$1.29M | \$1.58M | \$1.50M |
| Santa Clara County Office of Education | \$1.34M | \$1.11M | \$1.24M | \$1.39M | \$1.34M |
| Total Direct Cost | \$22.53M | \$23.80M | \$25.92M | \$28.00M | \$27.86M |
| Average Daily Pop. of Youth at James Ranch | 30 | 17 | 20 | 31 | 27 |
| Direct Cost per Youth at James Ranch | \$0.75M | \$1.40M | \$1.30M | \$0.90M | \$1.03M |

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Allocated Shared Costs Between James Ranch and Juvenile Hall

| Department | 2021 | 2022 | 2023 | 2024 | 2025 Projected |
|------------------------------------------------------|------------------|------------------|------------------|----------|-------------------|
| Probation | \$47.38M | \$47.41M | \$49.18M | \$52.04M | \$51.88M |
| Behavioral Health Services | No data provided | No data provided | \$1.16M | \$2.27M | \$2.91M |
| Custody Health | \$0.67M | \$0.70M | \$0.73M | \$0.76M | \$0.79M |
| Santa Clara County Office of Education | No Data provided | No data provided | No Data provided | \$1.46M | \$1.51M |
| Total Shared Cost | \$48.05M | \$48.11M | \$51.07M | \$56.53M | \$57.09M |
| Average Daily Pop. of Youth | | | | | |
| at James Ranch | 30 | 17 | 20 | 31 | 27 |
| at Juvenile Hall | 53 | 53 | 72 | 69 | 60 |
| Ratio of Youth at James Ranch | 36.14% | 24.29% | 21.74% | 31.00% | 31.03% |
| Allocation of Shared Costs Attributed to James Ranch | \$17.37M | \$11.69M | \$11.10M | \$17.52M | \$17.72M |
| Allocated Shared Cost per Youth at James Ranch | \$0.58M | \$0.69M | \$0.56M | \$0.57M | \$0.66M |

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Total Cost per Youth Combining Direct Costs and Allocated Shared Costs

| Department | 2021 | 2022 | 2023 | 2024 | 2025 Projected |
|--------------------------------------------------------------|---------|---------|---------|---------|-------------------|
| Direct Cost per Youth | \$0.75M | \$1.40M | \$1.30M | \$0.90M | \$1.03M |
| Allocated Shared Cost per Youth | \$0.58M | \$0.69M | \$0.56M | \$0.57M | \$0.66M |
| Estimated Combined Total Cost per Youth at James Ranch | \$1.33M | \$2.09M | \$1.86M | \$1.47M | \$1.69M |

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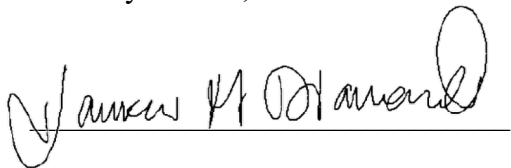
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This report was **ADOPTED** by the County of Santa Clara 2024-2025 Civil Grand Jury on this 17th day of June, 2025.

A handwritten signature in black ink, appearing to read "Lauren M. Diamond", written over a horizontal line.

Lauren Diamond
Foreperson