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William F. James Ranch
Inspection Report
June 2019
Phase 1

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SUMMARY

The Juvenile Justice Commission (JJC) is established in Division 2, Part 1, Chapter 2, Article 2 of the California Welfare and Institutions Code (WIC). One of the charges of the JJC 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).

The Santa Clara County JJC conducted Phase One of its annual inspection of the William James Ranch (JR) secure detention facility for youth offenders from April 15, 2019 to June 28, 2019. Due to significant new construction, the JJC decided to conduct the overall inspection in two distinct phases. The first phase allowed the Commission to review programs not directly affected by the facility changes. The second phase of the inspection will be conducted at the completion of the remaining facility changes.

These facility changes being made at the Ranch are comprised of a new dormitory that will house up to 108 youth as well as four new classrooms. Further construction includes a gymnasium, kitchen, and eating area, scheduled to be completed this fall. An administration building will follow and includes demolition of the old dorm facility. It is anticipated to be completed in 2020. Reporting on this will be included in the JJC’s 2020 JR inspection.

Members of the Commission Inspection team conducted interviews with management at JR, including Probation, Medical Services, Behavioral Health, and the Blue Ridge School to review policies, procedures, and programs. The Inspection team also held interviews and conversations with youth, school staff, and other personnel to gain an insight into the everyday workings of the Ranch. In addition to touring the existing facility, the Inspection team also toured the new dorm facility, which included the living units and classrooms. This report summarizes information from those visits and interviews and includes the Commission’s resulting recommendations. Note that for ease of comprehension, **new or notably changed information is identified by blue font.**

Previous years Ranch reports are available at:

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

COMMENDATIONS AND RECOMMENDATIONS

Commendations

1. The Santa Clara County Office of Education (SCCOE) for the development of a new education program that focuses on Career Technical programs.
2. The SCCOE for hiring a teacher qualified to teach welding and shop.
3. Medical Services for continuous quality improvement initiatives and leadership.
4. Starlight and Pathways staff for dedicated service reflected in youth comments.
5. James Ranch Probation staff for their dedication to improving outcomes for Ranch youth.

Recommendations

1. Development and adoption of required Policies and Procedures by October 31, 2019.
2. Meaningful immediate and longitudinal outcomes data on behavioral health services.
3. A system of electronic health records accessible to all health services providers, including contracted staff.
4. Hiring of an on-site optometrist. Pending that, timely payment of the local provider.

I. POPULATION

For the first five months of 2019, the Ranch youth population averaged 58 per month, which is a nine percent increase from the average during the last five months of 2018. With the addition of the new dorm, Ranch capacity will be raised from 72 to 108.

II. ADMINISTRATION

A. Staffing

The Ranch currently has a total of 114 employees with 5 vacancies covering both facility operations and Ranch programs.

B. Policies and Procedures

No new Policies and Procedures have been adopted since 2016. Fourteen updated policies are in draft form and awaiting approval. Probation assured the JJC that those policies needing updating were included in the drafts supplied to and reviewed by the JJC. However, the specific policies and procedures, noted in last year's JR report that should be updated were not included in those drafts.

The JJC's review again notes a variety of areas where updating should occur.

Continuing in need of updating are the sections on “Screening for Commitment” Section 03.02 which appears to exclude many of the present Ranch population.

Staff articulated that the programs at James Ranch were “just the Ranch Program, not The Enhanced Ranch Program” though throughout the manual, it continues to refer to it as “The Enhanced Ranch Program.”

Other sections that need updating include references to the number of Pods available to house youth, and will need to be updated to include the increase in capacity of JR once the new dorm is open.¹ “Appeals” forms are no longer a separate document, but the right to appeal and the assertion of the desire to appeal is included in the new Due Process Forms in use since September. This change is not reflected in the Manual. The section dealing with the Chain of Command does not include the further supervisory positions added in the last year.² Since the contract for Mental Health and Alcohol and Drug Prevention Services is now merged, that section of the Manual will also need updating.³

The adoption of the revised Title 15 Section 1341, which requires notification of specific persons of a youth’s serious injury or illness, needs to be added to the manual.⁴ The section on Staff Training⁵ does not include as a requirement Trauma Informed, Culturally Informed, and Suicide Prevention training as required in the new sections of Title 15.⁶ Section 1358 requires a revision on use of mechanical restraints⁷ and Section 1374 on visiting⁸

Overall JR has not kept its Policies and Procedures current.

C. Prison Rape Elimination Act (PREA)

The last PREA audit was conducted by a certified Department of Justice PREA auditor in late 2016, and a report was released on January 5, 2017. Thirty-six of the 42 standards were met or exceeded. Six standards were not met, but subsequently were corrected so that all standards were met or exceeded.

The Probation Department publishes an annual PREA report that combines data for Juvenile Hall and James Ranch. The report for 2018 has been completed, but not yet published. The 2017 Report stated that five reports were made of youth-on-youth abusive sexual contacts.

¹ JR P&P Section 09.01

² JR P&P Section 02.01

³ Section 10.06 contains a misspelling of “custody” and tries to separate suicide from any other type of death, though both reflect loss of life while in JR custody.

⁴ May include the juvenile court, parent or guardian or in loco parentis, and the youth’s attorney JR P&P 10.04

⁵ JR P&P Section 02.02

⁶ Sections 1322 and 1329

⁷ JR P&P Section 06.03

⁸ JR P&P Section 05.04

Four were not sustained and a fifth was determined to be unfounded. There were no reports of youth-on-youth non-consensual acts. An incident of staff-on-youth abuse that was still under investigation in 2016 was determined to be “sustained” in 2017.

Subsequent to this incident, guidelines were put in place to requiring that when a youth is removed from the pod, a second staff member must be available. However, current staffing doesn’t permit consistent adherence to this policy. PREA standards were taken into consideration in the construction of the new James Ranch dormitory facility. A major upgrade is a video surveillance system that has been installed throughout the new buildings. Probation Counselors will be able to monitor the pods via the surveillance system at a “control desk.”

D. Reporting of Incidents, Appeals, and Grievances

Any medical need, injury, assault, or escape attempt at the Ranch generates an Incident Report (IR). These are now reviewed by the youth with a Due Process Form, which is generated by the probation counselor with the sanctions that are to be imposed (i.e. failure to earn certain points toward having a successful week). The reason for the sanction and the sanction are provided in writing to the youth. They initial that they have received a copy and indicate whether they agree or disagree with the sanction. If they disagree with the sanction, this acts as an Appeal did previously and allows them to present a defense. A supervisor upholds or modifies the sanction. The previous computer-based forms also are used. The Commissioners review the IRs throughout the year. Those in which the youth disagreed with the resolution appeared to have been handled appropriately. A supervisor reviews the resolution of the appeal, and the youth is informed if they were successful or not on their appeal.

Of the 10 grievances filed over the past reporting year, all were resolved. Two of the grievance reports related to the absence of barber services for a period of time at the Ranch.

E. Ranch Programs

The Enhanced Ranch Program is a rehabilitative program located at the William James Ranch in Morgan Hill and under the direction of the Probation Department.

The Enhanced Ranch was adopted and embedded in the protocols after Santa Clara County Probation staff visited Missouri, where an innovative model of rehabilitation was in place. Instead of using antiquated, barracks-like dormitories, individual “pods” of no more than 12 were created by using office dividers to form a more family-like setting. After 12 years of this makeshift configuration, the youth will move into a new purpose-built dormitory environment, designed to foster a more home-like atmosphere with walls, windows, and attached meeting and classrooms.

The difference is more than the walls. Instead of incarceration as punishment, it was recognized that the youth need to learn to control their behavior. To that end, first the staff was taught behavior modification, and then how to apply it.

Probation counselors are in each of these pods, and lead group process activities. Staff members receive 96 hours of instruction in a cognitive based treatment model of group counseling. The program utilizes mindfulness and a cognitive behavioral approach that includes three main components:

- Anger Control – Practicing alternatives to emotional reactions in stressful situations.
- Skill Streaming – A teaching model that helps youth put into practice alternative, positive behaviors that replace negative and aggressive behaviors. The youth participate in role play, acting out real or imagined stressful situations, using the skill-streaming techniques
- Moral Reasoning – Teaching a value system and understanding, whereby the youth are encouraged to put themselves in the other person’s place. This is most often practiced during role playing.

Until recently, there was little data to measure and analyze the outcomes of the program on the issue of recidivism. Nonetheless, it was clear that there were fewer incidents of violence or unrest at the Ranch, and there was better behavior by the youth after release. Management reported that greater safety has allowed greater freedom. However, there was recognition that further services are required to assist youth after release, thus warranting the on-going addition of new aftercare-probation services and WRAP care providers.

Fidelity to the educational component of the “Missouri Model” was impeded by the Ranch’s physical configuration. In the new facility, it will be possible for the first time for classrooms to be connected with the pods, thereby fulfilling one of the basic tenets of the Missouri Model.

The Enhanced Ranch Program consists of a progression through four levels, of which some levels have been modified to address identified issues:

Level 1: A minimum of four weeks (including a Multidisciplinary Team Meeting [MDT]) are required to recognize a youth’s needs and to plan for services. At this time, the youth are introduced to the program, receive a Guidebook, and learn that their progression through the program depends on their growth in core values. This program focuses on family issues, education and employment challenges, positive peer relationships, and avoiding criminogenic relationships. Youth also receive substance abuse and mental health services.

Level 2: This level consists of a minimum of eight weeks during which youth work on self-improvement and self-insight.

Level 3: Similarly, Level 3 is also a minimum of eight weeks, with a focus on preparing to reunify with their families. This level used to include OTs (Out Temporarily) to home, but they have been delayed until the youth reaches Level 4. (See discussion under ReEntry/Aftercare.)

Level 4: At a minimum of four weeks, this level focuses on the youth’s ability to meet the program’s expectations consistently. The expectations are posted in each Pod.

In addition to articulating the levels of progression, the Probation Department has created outcomes categories, based on measurable data, that include:

- A. Short-term outcomes (during the stay)
- B. Intermediate Outcomes (Aftercare)
- C. Long Term Outcomes (Re-Entry Outcomes)

The JJC has articulated in numerous past reports the need for outcomes data and analysis concerning the program. Commissioners were gratified to see progress in the form of logic models and early outcomes data covering the last two years. More robust and extensive data and analysis are expected in fall 2019. The Probation Department has committed to:

- A. A data collection and analysis matrix completed by 8/1/19
- B. Preliminary data by 11/1/19
- C. Further outcomes data by the end of 2019.

The new data outcomes report will represent a major advance to a program that has been in effect for a number of years and will provide information by which to evaluate and improve the program.

The 2015-2018 Department of Juvenile Justice (DJJ) and Ranch Comparison Report reported the following:

Data Performance Results	2015-2018
Total youth entered the Ranch	289
Still at Ranch	38
Exited Ranch (Successful and unsuccessful)	251
Unsuccessful at Ranch	75
Successful at Ranch	176 (176/251=70.1%)
Successful exit from Ranch but did not enter Aftercare	25
Entered Aftercare	151
Still in Aftercare	10
Exited Aftercare (successful and unsuccessful)	147
Unsuccessful in Aftercare	54
Successful in Aftercare	87/141=61.7%

F. Staff Survey

The Probation Department shared with the JJC its 2017 staff survey that was designed to assess staff knowledge and understanding of the casework and counseling services that are provided to the youth while at the Ranch. Staff were asked their opinions in areas such as Treatment, Individual Service Plans (ISP), Juvenile Assessment and Intervention System (JAIS), Multi-Disciplinary Treatment process (MDT), Grading/Behavior logs, the petition process and other elements of the Ranch Program.

Survey Results showed that the goals of the Treatment plan are well understood by the staff. Most staff have a favorable opinion of the MDT meeting as a resource tool and are comfortable in its use. Conflict mediation is used either “sometimes” (over 50%) or always (36%) to resolve disputes.

Areas of needed improvement identified by the survey included a large percentage of staff (75%) having not received training on how to create ISPs. Seventy-eight percent of current ISPs are not effective in informing staff about an individual’s progress. As a result, a number of recommendations were made to correct these issues.

The Petition Process results showed that it is well understood by the staff, and documentation is completed by the staff on a daily basis, which is providing an effective and good source of information regarding whether the youth has met the level expectations for the week.

Each of the areas in the survey includes recommendations to identify the issues and outline the corrective action required.

The JJC is appreciative that the Probation Department shared the survey.

III. REENTRY AND AFTERCARE

Commissioners met on April 24, 2019 with the Probation Division Manager, Well-Being (Title IV-E) Services, the Ranch ReEntry Supervising Probation Officer, and a James Ranch Supervising Probation Counselor. It was reported that eight Probation Officers (POs) are dedicated to ReEntry Services, with a caseload of approximately 12 youth each.

The intent is that Ranch Counselors and ReEntry Probation Officers work with each youth in concert, through Multi-Disciplinary Teams (MDTs), from the time of the youth’s arrival at the Ranch. MDTs are held at 30-days from arrival, then again 60 and 30 days prior to completion of the Ranch program. Due to an increase in the Ranch population, up to a 3-month delay can occur before the case is transferred and assigned to a ReEntry PO. POs try to compensate for this loss of time by communicating with Ranch staff from the time of the youth’s admission. The JJC intends to monitor the status and impact of the delay.

When youth successfully complete the six to eight-month residential portion of the Enhanced Ranch Program (ERP), they are released to the community under a 10-week Aftercare program,⁹ during which time they remain under Ranch supervision and are supported by both a Ranch Counselor and a ReEntry PO. Upon completion of Aftercare, the Ranch Counselor hands off all supervision responsibility to the ReEntry PO. ReEntry services continue for a period of four to up to 12 months.

⁹ All youth leaving James Ranch enter Aftercare, except those whose cases are dismissed on release and those who move out of county or who are supported as Dual Status youth.

ReEntry services were revamped in January 2019, in an effort to improve outcomes by aligning services with evidence-based and promising practices. On a continuum ranging from least to most intensive, ReEntry services, coordinated by the ReEntry POs are:

- Pro-CSR, a capitated program contracted to Fresh Lifelines for Youth (FLY), and MediCal leveraging applied for behavioral health services through Seneca
- Community Solutions, a MediCal funded program contracted through the Department of Behavioral Health Services to Community Solutions
- Pro-GRIP, specialized for gang-involved youth, and contracted to Catholic Charities
- Wraparound services, under contract with several community-based organizations (CBOs), including Seneca, Rebekah’s Children Services (RCS), Uplift, and STARS.

The most recent available Juvenile Justice Crime Prevention Act (JJCPA) Annual Evaluation Report (2017)¹⁰ states the following with respect to Ranch ReEntry outcomes for that year:

Of the 42 youth who did have a ReEntry Probation Officer, 34 youth successfully exited the Ranch (79%) and 19 youth successfully completed the initial 10 weeks of aftercare services (47%).

Of the original 42 youth, 19 entered the supervision of a ReEntry Probation Officer following Ranch custody and aftercare. Of those 19, three recidivated during ReEntry services and 11 (26%) went on to complete the ReEntry program successfully. After ReEntry services were completed, four of the 11 successful youths and one youth who exited unsuccessfully then recidivated before the data export in July 2018.

Comparative data for prior periods is not available. The Probation Department indicates a commitment to more robust data collection and analysis efforts, which should in the future facilitate an understanding of outcomes and trends, to inform evaluation and continuous improvement of ReEntry services and programs. The Probation Division Manager reported that a Ranch ReEntry Dashboard is expected to be available in the next six months. The JJC has long sought such tracking and analysis and notes progress in that the Logic Models underlying JJCPA-funded services now have been developed and can be found in the 2017 JJCPA Evaluation Report.¹¹

The commissioners note a change in the ERP with respect to time off-Ranch (OTs). OTs are an earned privilege allowing youth to leave the residential Ranch program for single day or for weekend visits home. The purpose of OTs is to begin the process of reintegration into the family home and community before release from the Ranch. The following table shows the previous and the new, more restrictive, criteria for granting OTs.

¹⁰ See Documents Reviewed. Applied Survey Research (ASR), 2017 Juvenile Justice Crime Prevention Act (JJCPA) Evaluation Report, p. 29-30.

¹¹ Ibid., p.37

ELIGIBILITY

Level		Level	Positive Incentive
3.0 (3.00 mo)	To	3.3 (3.75 mo)	One Day (Leave and Return the same day)
3.4 (4.00 mo)	To	3.7 (4.75 mo)	Two Day (Leave and Return the same day for both Saturday and Sunday)
4.0 (5.00 mo)	To	4.4 (Release)	Overnight - Leave Saturday Return Sunday

Level		Positive Incentive
4.0 (5.00 months)		One Day (Leave and Return the same day)
4.1 (5.25 months)		One Day (Leave and Return the same day)
4.2 (5.50 months)		Two Day (Leave and Return the same day for Saturday and Sunday)
4.3 (5.75 months)		Overnight - Leave Saturday return Sunday
4.4 (6.00 months)		Overnight - Leave Saturday return Sunday

This change reflects an effort to improve successful Ranch completion rates by increasing the youths' exposure to the cognitive tools, programs, and therapies of the ERP before allowing them time off-Ranch in the community. The changes result in fewer OTs, and there is some concern that it diminishes pre-release opportunities for the youth and family to work on family dynamics and issues with ongoing intensive support provided by the Behavioral Health therapists and counselors at the Ranch. This change will need to be evaluated for its impact on Ranch completion, Aftercare, and ReEntry success rates.

The Probation Division Manager reported that the National Council on Crime and Delinquency (NCCD) survey ranked Santa Clara County one of the highest of all California waiver Counties for parent engagement and trust in Probation Department programs.

Like other Juvenile Justice stakeholders, the Probation Aftercare and ReEntry staff expressed concern about the escalation of violence among juveniles, abetted by social media. The need for attractive alternative activities in the community is compelling and urgent. In that context, they noted the positive trend of increased Ranch youth participation in the ProCom Athletic League programs (described elsewhere in this report).

IV. HEALTH SERVICES

A. Medical Services

Commissioners met with the Medical Clinic Nurse Manager on May 22, 2019, at which time the youth census at the Ranch was 55. The following table provides comparison data concerning the use of medical services collected by the Ranch Clinic over the last 3 calendar years.

James Ranch Medical Clinic 3-Year Data:

Activity	2016	2017	2018
Clinic Visits	128	269	339
RN Sick Call Visits *	790	1262	2387
VMC Appointment (includes scheduled and unscheduled visits)	30	46	58
*Please note, while the average monthly population from 2017 (44) to 2018 (51) increased 14%, the number of sick call visits increased 89%. ¹²			

Medical policies and procedures are accessed by staff electronically and reviewed every 2 years, the last of which was 1 year ago. Currently, several policies and procedures are under review for changes. The medical policies and procedures are separate from probation policies and procedures, even though in some instances, they overlap. Under Judge Katherine Lucero’s recommendation to move towards a patient/youth-focused approach, the agencies have agreed to common language for the following areas, which now reside in their respective agency policies and procedures:

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

The Ranch Clinic now is staffed sixteen hours a day, 7 days a week, in 2 shifts which overlap between 1:00 pm and 3:15 pm. Previous to this year, the number of hours staffed was 12.

Last year, the JJC recommended that an optometrist be added to the Ranch staff in order to shorten the vision-care process. In response, the Probation Department agreed that on-site provider would expedite the provision of services. The Probation Department also indicated that Custody Health Services is “currently working on requesting a full-time coded position to expand services provided to the jails to include Juvenile Hall.” As of the date of the interview, no on-site position has been added. Currently the Ranch uses optometry services located in Morgan Hill. The local business is able to schedule next day appointments and provide glasses in one week. The business owner is generous in billing only to cover costs. However, reimbursement for claimed costs takes up to six months. Given the importance of vision to succeed in education and the development of skills, the JJC recommends that the County expedite the hiring of an on-site optometrist. In the meantime, the reimbursement process must be accelerated to promptly compensate the local vision care provider for the full cost of the service.

¹² Santa Clara County Probation Department memo entitled “Probation Department Population Sheet” to Juvenile Justice Commission, 4/2/19.

Dental services are still provided at Juvenile Hall every Wednesday and youth are transported to appointments. At this time, staff indicated the number of appointments does not support adding a dentist to the Ranch staff.

Built into the design of the new dorms is a medical closet with a crash cart. This will allow for a quicker response to the medical needs of the youth and staff. Also, with the new configuration of and additional space in the residence units, medical staff intend to make sick calls in the day room of each unit.

Several quality improvement projects have been undertaken this last year. These projects are determined in the annual plan. Completed projects include STD tests for girls and for youth returning from home visits, providing written confirmation to youth of requests for medical appointments and auditing for injuries of youth who have been physically restrained. The next project will be wound care.

The BSCC and County Health Inspection 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. Psychiatric Services

A psychiatrist from the County's Health and Hospital system continues to visit James Ranch on Mondays. Psychiatrists are on-call, including on weekends, for consultation by Tele-Medicine. Psychiatrists use a different electronic health record, and do not have access to HealthLink. As a result, the primary psychiatrist provides a weekly email with the current status of youth who are receiving psychotropic medication. Staff report that the number of youth receiving psychotropic medication fluctuates. At the time of the visit by commissioners, clinic staff reported that 26% of youth were currently receiving psychotropic medication. When youth who are prescribed psychotropic medication are released home, they are sent with a 30-day supply of medication, and a nurse follows up with a call to the family within that time frame in case there are any concerns.

C. Behavioral Health Services

Commissioners met with staff and supervisors of the contracted behavioral health providers as well as the County's contract monitors. Behavioral Health services, which include support for mental health and substance use, are administered by the Santa Clara Department of Behavioral Health Services (BHS). During 2018, there were two separate contracts with community-based organizations, one for each component. Starlight Community Services provides mental health services, and Pathway Society provides substance use counseling. A single contract for the provision of integrated behavioral health services has been awarded to Starlight, effective July 1, 2019. The move to a single contract for integrated mental health and substance use services is in line with best practice within the behavioral health field, which has

determined that substance use and mental health conditions frequently occur together. Treatment outcomes are generally improved when both are addressed concurrently. This follows last year's organizational integration within BHS of Mental Health and Substance-use Treatment Services (SUTS). A further best practice is the coordination of behavioral health services with medical health services. This has been a challenge, since neither Starlight nor Pathway has had access to HealthLink, the electronic medical record used by the medical clinic. This has been overcome with the aid of workers from Starlight and Pathway joining the staff of the medical clinic in daily medical rounds meeting, as well as sharing the staff psychiatrist's weekly email update. All parties involved report that this sharing of information has been beneficial.

As discussed in previous JJC Ranch inspection reports, contracted services were allowed access to medical records, in past years when paper records were used. Federal laws permit access between entities for treatment purposes.¹³ In order to provide appropriate, coordinated, health care efficiently, the JJC recommends that the contracted behavioral health services be provided access to their clients' medical records through Healthlink.

a. Mental Health Services – Starlight Community Services

The percentage of Ranch youth who have mental health issues and/or experienced trauma is approximately 85-95%. Staff believe the number of youth on medication has increased over the years, partly due to better screening and the willingness of youth to take medication.

All youth receive both group and individual mental health services from Starlight Community Services. Anger is a common problem among the youth at James Ranch. It is addressed through an anger management program that uses journals and role play to help youth develop skills to manage their anger. Youth also learn the common causes of anger.

Staffing: There are currently five positions providing mental health services. The team includes Spanish-speaking clinicians, and a Vietnamese-speaking clinician is available when needed.

Time Off-Ranch (OT): As youth progress toward returning home, multi-disciplinary team meetings are held 90 days, 60 days and 30 days prior to release. [Recent changes in OT are described under the "ReEntry and Aftercare" section of this report.](#) Health staff have expressed concern about the resulting shorter transition period, providing less time for adjustment.

Outcomes Data: Starlight reports two sets of outcomes data. The first is "Performance Learning Measures" (PLM), which is required by the County's Behavioral Health Department, but is not meaningful in a custodial setting, since it tracks time between referral and initial appointment, the numbers of "no shows," and successful discharges. The second measure is the Child and Adolescent Needs and Strengths (CANS), which tracks treatment outcomes and

¹³ Title 45 Code of Federal Regulations §164.506 and 42 Code of Federal Regulations §2.12(c)(4).

efficacy. There still is no longitudinal tracking of youth following their release to identify long term outcomes in order to inform program improvement.

b. Substance Use and Treatment Services (SUTS) – Pathway Society

All youth are screened for substance use treatment and education needs. Services occur both in groups and individually. Pathway uses motivational interviewing and the Seven Challenges program, which is a highly regarded, evidence-based model designed specifically to be used with youth. One obstacle to implementing the Seven Challenges program is the low level of literacy of some youth, since the program includes reading and journaling. Pathway staff attempt to accommodate such youth so that they can participate. The Seven Challenges program is regularly reviewed by the program’s developer to assure that fidelity to the model is being maintained. Pathway has been found to be achieving fidelity in all areas. Pathway staff report that youth tend not to follow through with continuing with substance use services following release from the Ranch. Pathway staff are now providing a warm hand-off to assure that youth are connecting with substance use services.

Staffing: Pathway Society employs three staff at James Ranch, one of whom is CADC (Certified Alcohol Drug Counsel).

V. EDUCATION

The Santa Clara County Office of Education (SCCOE) Alternative Education Department (AED) administers the education programs at the James Ranch. The current program includes standard academic subjects, special education support and now includes some career technical education (CTE). During this inspection, the inspection team met with SCCOE Director of Alternative Schools, who also serves as Principal of both Juvenile Hall’s Osborne School and the Ranch’s Blue Ridge School. The team also toured classrooms and attended classroom sessions.

Staffing

In 2019, the Blue Ridge School staff consists of:

- 1 Principal (also serving Osborne and Director of SCCOE AED)
- 1 Academic Counselor
- 1 School Psychologist
- 1 Student Assessment Technician
- 1 School Office Coordinator
- 1 Program Specialist
- 1 [College Liaison](#)
- 2 Para educator (SDC)
- 1 Resource Specialist
- 6 Teachers

Enrollment

For the 2015-2016 year, average daily enrollment was 21. In 2016-2017, however, enrollment increased to 33, in years 2017-2018, the enrollment was 50, and in years 2018-2019 increased to 62.

Title 15 Requirements Minimum Standards for Juvenile Facilities

As discussed in previous James Ranch inspections, the SCCOE has been unresponsive to the Title 15 requirement for a published review of educational programs. However, the SCCOE responded to last year's recommendation. The use of the LCAP and its annual update along with The Alternative Schools Department Mid-Cycle Progress Report will provide much of the information required to meet inspection data requirements.

Professional and Academic Development

The JJC has expressed ongoing concerns over the lack of education programs and academic achievement in its recent annual inspection reports. A number of personnel and facility changes have been occurring over the 12 months that indicate significant improvements and outcomes in the education program at the Ranch.

The expansion of the Ranch facility will allow repurposing of the former production kitchen and the development of additional Career Technical Education (CTE) programs, which will include Culinary Arts, and a pathway to remodeling of unused buildings through the Building Trades programs and Arts and Technology.

As noted in the 2018 annual inspection report, the teaching materials used in many of the classrooms were out of date or not to State Education standards. In response, the Blue Ridge principal has created a program to update and align the school to Common Core State Standards. Over the next 12 months, teachers will be required to teach subject matter that is consistent with their educational and experience background.

As part of the classroom tour, we observed changes in the teacher staffing and an increase in teachers' engagement with the students. Students were active in their class participation, and there was an enthusiasm that was not present in the last inspection.

The SCCOE has developed an Alternative Schools Impact Plan, with an emphasis on Career Technical Education towards students in order to increase potential opportunities post-Ranch. The plan requires a three-year time frame to meet its needs. Some of the steps to be taken include updating and aligning textbooks and supplemental materials to Common Core Standards to increase College and Career readiness.

The SCCOE also uses a school-wide action plan that identifies three standards: Alternative Education Department Areas of Focus, Local Control Accountability Plan (LCAP) Goals, and

Western Association of Schools and Colleges (WASC) that set goals and measure outcomes. Updates are published every six months on the County Office of Education website.

Measurement Criteria

One of the LCAP goals defined as a measurable goal is used to determine the Academic Performance Index (API) of the school through the State Department of Education Dashboard. This System was designed to measure school academic performance. Unfortunately, these measurement systems are currently not available to California's Alternative School System. The State Board of Education is in the process of developing a system to accommodate this situation, which will be available at some future date.

The Commissioners discussed developing a local measurement system using the existing Measures of Academic Progress (MAP) reports, which currently provide a measurement of academic performance in assigned subjects but has its own challenges. The Alternate Education program will continue to use the Students Annual Needs Determination Inventory (SANDI), which is focused on Reading, Writing, Math, and Communications Development, to determine student growth. Blue Ridge School will continue to use the newly developed Exit/Reflection Survey to determine the degree to which LCAP students and parents have achieved goals as self-reported.

VI. YOUTH SURVEY

A total of 55 of 60 youth voluntarily completed the anonymous survey, composed of 11 questions. Gender distribution taking the survey was 5 females and 50 males. Age range of the youth was 14 years to 18 years. The responses detail more themes. A copy of the survey is included as Appendix 1.

Questionnaire Results

Time in Custody Between Juvenile Hall and the Ranch

Average time in custody at the Juvenile Hall prior to the Ranch was 5.3 months while the current average time at the Ranch was 5 months.

What are you concerned about when you leave the Ranch?

Responses ranged from returning on a violation, getting in trouble again and getting a job.

Who or what has been most helpful?

Very positive response toward the staff assistance, counseling services, teachers and vocational education staff.

What have you not liked about being here?

Food, limited phone calls, current dorm facilities.

Has anything changed about your attitude toward school since you got to the Ranch?

Responses were divided with slightly more responses being negative, 5 youth were looking forward to graduation, 4 youth want to graduate and one response stating that he realized how much education he lost.

How do the adults at the Ranch show you they want you to succeed?

“They don’t give up on me.”

Do you ever feel unsafe at the Ranch?

All but three responders indicated that they felt safe at the Ranch.

What, if anything, would you change about programs at the Ranch?

The majority of responses indicated a desire for more contact with families, including returning OT eligibility to Level 3.

Do you feel the schooling you receive at the Ranch is ok?

Majority (over 90%) of youth indicated that they felt that school was ok.

Do you feel you are getting enough help (such as tutoring), so that you are able to learn what you’re supposed to?

Once again, the majority of responses indicated that they were getting enough help in their schooling. Less than 5% responded that they were not getting enough help.

Do you have lessons in science and math that make you work hard?

Over 70% of the responses were positive in terms of working harder. The remaining 25% either indicated that sometimes they do or not at all.

How do the adults at the Ranch show you that they want you to succeed?

Responses included “They don’t give up on me”, “They are very supportive”, “They hear us out”, “I’m better than my actions”, and “They help to redirect my behavior.”

Who helps you succeed in life inside or outside?

Responses ranged from my mom, my parents, outside programs like FLY, friends and counselors.

Survey Summary

The Ranch survey gave the youth an opportunity to express concerns about their life at the Ranch. The youth had very positive responses towards Ranch staff and the education programs. The increased use of phone calls was also highlighted. Most of the survey takers seem to enjoy the experience of being asked for their feedback and were actively engaged with the JJC personnel that administered the questionnaire.

SUMMARY FINDING

The JJC has completed its 2019 annual inspection of the James Ranch. It finds that Ranch residents are in a well-supervised and thoughtfully managed environment. The JJC, relying on both the recent report of the BSCC and its own observations during inspection, believes that the William F. James Ranch meets Title 15 standards for a safe juvenile facility.

The JJC also finds that County management and staff, supported by contracted providers, demonstrate strong commitment to the Vision and Mission articulated for the Ranch.

The JJC Commendations and Recommendations in this Report, made pursuant to its inspection, note successes and opportunities for specific improvement. The Commission asks for responses to its recommendations by October 31, 2019.

Approved by the Santa Clara County Juvenile Justice Commission on July 9, 2019.



Ron Hansen, Commission Chair



Ray Blockie, Ranch Inspection Chair

APPENDIX 1

James Ranch Youth Survey 2019

We are the Santa Clara County Juvenile Justice Commission (JJC). We inspect the James Ranch to help make sure it is safe and supportive. We advocate for needed services for you. Please DO NOT write your name on this survey. Thank you for sharing and being honest.

Age _____ Gender _____ How long have you been at the Ranch? _____

How long have been in custody? (Juvenile Hall and Ranch) _____

1. When you think about leaving the Ranch, what are you concerned about?
2. In your time at the Ranch, what or who has been helpful to you?
3. What have you not liked about being here?
4. Has anything changed about your attitude toward school since you got to the Ranch?
5. How do the adults at the Ranch show you they want you to succeed?
6. Do you ever feel unsafe at the Ranch? If so, why?
7. What, if anything, would you change about the program at the Ranch?
8. Do you feel the schooling you receive at the Ranch is ok?
9. Do you feel you are getting enough help (such as tutoring), so that you are able to learn what you're supposed to?
10. Do you have lessons in science and math that make you work hard?
11. Who helps you succeed in life inside or outside the Ranch?

APPENDIX 2

Ranch Youth Survey Results

Question	Responses
1. When you think about leaving the Ranch, what are you concerned about?	Employment-4 Coming back on a Violation-5 Going to school-5 Nothing-11 Getting in trouble again-6 Doing drugs-2 Family-2 How I will live-1
2. In your time at the Ranch, what or who has been helpful to you?	Staff -32 Pathways-9 Starlight-3 My friends in the POD-1 Teachers/Vocational Ed-4 Drug Counseling-6
3. What have you not liked about being here?	Rules-2 Food-13 Clothes-1 Bedding-1 Freedom-2 Rooms-10 Staff-17 Limited phone calls-6
4. Has anything changed about your attitude toward school since you got to the Ranch?	Work harder-3 Want to graduate-4 Look forward to graduate- 5 Nothing has changed- 25 It has changed- 20 I care about school now-1 I'm more involved-1 I hate it even more-1 I want to further my education-1 I don't have the classes I need
5. How do the adults at the Ranch show you they want you to succeed?	Teach me that I'm better than my actions Starlight and Pathways help us-1 Very supportive "hear us out"-1 Some adults tell us we are just a paycheck-1 Encouraging me-22

	Talk to us--1 Redirect me-1 N/A-5 They don't-6
6. Do you ever feel unsafe at the Ranch? If so, why?	No -50 Yes -3 N/A -2
7. What if anything, would you change about the program at the Ranch?	Helping minors find jobs-1 More phone calls- 10 OT's at level 3 -27 More food-7 Go home faster-1 Visits-3 Nothing-3 More staff interaction-1 More programs like FLY, New Hope-2 Sharing opinions-1 TV time-1
8. Do you feel the schooling you receive here is ok?	Yes-45 No-10
9. Do you feel you are getting enough help (such as Tutoring), so that you are able to learn what you're supposed to?	Yes-42 No-13
10. Do you have lessons in science and math that make you work hard?	Yes-35 No-18 Sometimes-5 N/A- 4
11. Who helps you succeed in life inside or outside the Ranch?	Family-35 Counselor-6 Myself-9 Friends-5

APPENDIX 3

DOCUMENTS REVIEWED

1. Title 15 Minimum Standards for Juvenile Facilities, Board of State and Community Corrections 15 August 2018
2. JJC James Ranch Annual Inspection Report August 2018
3. Santa Clara County Fire Department Clearance Notice 6/1/2018
4. Santa Clara County Public Health Department 12/18/18
5. Santa Clara County Office of Education Alternative Schools Department, Mid-cycle Progress Report 3/22/19
6. Alternative Schools Impact Plan 2018-2021
7. James Ranch Policies and Procedures Manual (dated)
8. 2017 Comprehensive annual Evaluation Report:
9. Juvenile Justice Crime Prevention Act (JJCPA) Programs Santa Clara County Probation Department, 2018
10. Youth Ranch Re-Entry Presentation Santa Clara County Probation Department, 2019
11. 2017 Annual Report, Juvenile Justice, Santa Clara County Santa Clara County Probation Department, 2018
12. James Ranch Organization Chart & Roster Santa Clara County Probation Department, April 15, 2019
13. Santa Clara County Environmental Health Inspection Report Santa Clara County Public Health Department, December 18, 2018
14. 2016-2018 Biannual Inspection Report CA Bureau of State and Community Corrections, August 18, 2018
15. James Ranch Staff Survey 2017