

Santa Clara County Juvenile Justice Commission

William F. James Ranch Inspection Report

June 2014



I. INTRODUCTION

The Santa Clara County Juvenile Justice Commission (JJC) is a state-mandated, court-appointed authority. The broad purpose of the JJC is to inquire into the administration of juvenile law in Santa Clara County. The JJC is dedicated to the promotion of an effective juvenile justice system operated in an environment of credibility, dignity, fairness and respect for the youth of Santa Clara County.

In fulfillment of these responsibilities, the JJC conducted its annual inspection of the William F. James Ranch in June 2014 pursuant to California Welfare and Institutions Code Section 229. Eight Commissioners inspected the facility and met with Probation staff, the school's principal and certificated staff, service providers, the youth, and their families. All visits to the Ranch were pre-arranged. This report summarizes the information gathered during visits that took place from June 2014 through mid-July 2014

The prior year's reports and inspection reports from other facilities are available on the internet at (<http://www.sccsuperiorcourt.org/juvenile/jjc.htm>).

II. STAFFING

There have been no changes in staffing levels even though the population at the Ranch has decreased.

III. FACILITY

Built in 1956, the facility is in good working order with no material defects noted.

IV. POPULATION

The William F. James Ranch (Ranch) is a residential rehabilitative program operated by the Santa Clara County Probation Department for youth ages 12 to 18 years old. The Santa Clara County Juvenile Justice Court commits youth to the program. The goal of the program is to give youth the tools needed to successfully reintegrate into their families

and communities. The Ranch is located on Malaguerra Avenue in Morgan Hill, California.

The licensed capacity of the James Ranch is 96 youth, but the current working capacity is 84 youth. The adoption of the “Enhanced Ranch Program” (ERP) changed the James Ranch from a military, barracks-style program to a “family-style” environment with small-groups and personal oversight. On June 30, 2014 there were 44 youth at the Ranch.

Ages	Ethnicity	Gender
13 Years – 1	Hispanic – 39	Female - 1
14 Years – 0	White – 3	Male - 43
15 Years – 3	Black - 2	
16 Years – 13	Asian - 0	
17 Years – 20	Other - 0	
18 Years – 7		

V. CLASSIFICATION AND SEGREGATION

Commissioners reviewed written policies regarding admittance procedures, release procedures, classification, orientation, segregation, institutional assessment and plan, counseling and casework services, use of force, use of physical restraints, safety room procedures, searches, grievance procedure, reporting of incidents. Below are some highlights of these policies:

a. Admittance Procedures, Classification, Orientation, Institutional Assessment and Plan, and Release Procedures

The James Ranch is a minimum-security residential facility that provides treatment and educational services to both male and female offenders. Youth are Court ordered to complete a 180 to 240 day program. Youth are usually in Juvenile Hall at the time they are ordered to the Ranch and initial orientation to the Ranch occurs there. Specific topics such as fire and earthquake safety are reviewed when the youth arrives at the Ranch.

New arrivals are allowed to settle in to their new surroundings on the first day. Classes and routine schedule begin on day two.

Within 30 days of arrival at the Ranch, a Multidisciplinary Team meeting (MDT) is held to identify the youth’s specific needs including education, counseling,

substance abuse, gang diversion, etc. and a case plan is developed. Parents are invited to this planning meeting.

Exit MDT's are held 60 days and 30 days prior to the youth's scheduled release from the Ranch. Please see Social Awareness Program for more information on this.

b. Counseling and Casework Services

The Enhanced Ranch Program (based on an evidenced based practice often referred to as the "Missouri Model") includes staff that serves as counselors in each of the pods and lead group process activities. Staff members receive 96 hours of instruction in a cognitive based treatment model of group counseling. Youth also receive counseling from mental health and substance abuse counselors.

c. Use of Force

James Ranch personnel do not use physical restraints or segregation as a means to control the behavior of the youth, therefore there is no "safety room." Force is only used by the staff to divide combating minors with a defensive "hold" in order to protect both the youth and staff. Handcuffs may be used in the aftermath of a fight or other disruptive incident and for the purposes of transporting youth under certain circumstances. In either event an "Incident Report" is completed describing the circumstances of the event, any injuries and the resolution of the event.

d. Grievance Procedures

Grievances – Title 15 requires the administrator of a detention facility to have written policies and procedures and inform minors in custody that they have a right to file a grievance regarding any inappropriate conditions that include, but are not limited to behavior or action of staff or volunteers, conditions of confinement, health care services, mental health services, education services, classification decisions, program participation and services, telephone, mail or visiting procedures, clothing, bedding and hygiene.

As specified in the Title 15, grievance forms are available in each pod and there is a locked box where the grievances are placed in a confidential manner. The Ranch manager checks the boxes daily for grievances and initiates a response. In the case of the Ranch, many youth submit the grievance directly to the pod counselor and the grievance will be discussed and often resolved on the spot.

Commissioners reviewed 24 grievances from the past year. Eight of these grievances were complaints about being hungry (an extra snack was added in response to these grievances), and other grievances covered a range of topics. In the review of the grievances, several grievances were resolved in favor of the youth and their complaint was addressed appropriately. In other cases, the youth generally agreed with the resulting action.

e. Reporting of Incidents

Incidents including injuries, assaults, escapes, medical emergencies are reported utilizing a computer-based reporting system. The policy is for all staff involved in an incident to complete the report before they go off duty at the end of the day. All incident reports are reviewed by the Ranch manager and by the Deputy Chief of Probation.

Commissioners reviewed incidents from January – June 2014 and these incidents seemed to be handled appropriately. Commissioners noted that since the last inspection, the use of “restraints” (mechanical restraints and defensive holds used when intervening during a fight) has decreased by approximately 50% to levels that were comparable to those prior to the merging with the Muriel Wright Center. Similarly, fights and assaults have also decreased in the past 6 – 10 months. The Ranch Manager informed Commissioners of steps she has taken to help counselors intervene in order to prevent situations from escalating.

Commissioners also noted that in most cases, when counselors intervened in situations, the situation usually de-escalated fairly quickly and often with voice control.

VI. PROGRAMS AND ACTIVITIES

Commissioners reviewed Title 15 requirements covering Education, Recreation and Exercise, Religious Program, Work Program, Visiting, Correspondence, Telephone Access, Access to Legal Services, and Social Awareness Programs. The following highlights were noted.

a. Education

Education programs at the Ranch are provided by the Santa Clara County Office of Education (COE) and include standard academic subjects as well as career technical education. Commissioners met with the principal of the Blue Ridge School and toured classrooms and met some of the faculty and other staff. Commissioners also reviewed several Individualized Education Plans (IEP’s) for students with special education needs. No irregularities were noted by Commissioners.

As a result of collaboration between Ranch management and the COE, the Blue Ridge School will introduce a modified block schedule commencing July 7, 2014. In this schedule, students will have one 45 minute period, focused on life skills (administered by Probation staff.) This will be followed by three “blocks” of core academics or career/technical education (CTE). No student will take more than one block of CTE a day. The day will then end with an advisory period which will include character education, special projects and the development of Individualized Learning Plans. In this program, students will be expected to earn

8 or more credits every three weeks. Students will be able to do homework and projects to accelerate their attainment of credits. Students who do not satisfactorily complete classwork and assignments will not earn credits (seat time alone will not earn credits.) With this model, COE officials believe students could earn up to 48 credits in a semester, which will support an accelerated pace of credit recovery and greater likelihood of obtaining a high school diploma. The pods will remain together for the school day.

In this new model, Probation will see fewer movements, greater incentives for academic performance, and greater accountability. Pod counselors will need to allow time for and provide supervision of homework and monitor P.E. logs to ensure students are getting physical activity and P.E. credit. COE faculty will work from 8:45 – 3:15, will need to prep for three classes and hopefully they will be able to connect on a deeper level with students around academic outcomes, project guidance and transitions. Teachers will also be assigned to “Professional Learning Communities” that will meet every Tuesday and Thursday to work on collaborative multi-subject projects.

In this model, special education students will remain with their “pod” and will receive supports in the classroom, “push-in”, and will meet with a specialist outside the classroom, “pull-out”, when needed.

Effective June 16, 2014 the computers located in the computer lab will be utilized to assist the youth with on-line college classes. This is a new program, fashioned, planned and programmed with the cooperation of many contributing partners, and implemented by the James Ranch Probation Manager. It will be overseen by a Supervising Probation Counselor.

Commissioners spoke to a class instructor who teaches many trades the youth might find helpful in obtaining employment, and fundamentals in many areas of construction that would certainly help the youth navigate daily living.

In this class, each station contained a tool box that was built by the youth. These classes include plumbing, electrical, basic framing, and sheet rock installation among other potential trade training. It was noted that in this portion of the facility it appeared that special care was given to both safety and pride. The youth build furniture for Santa Clara County Parks and refurbish furniture for use by the ranch.

This instructor has also begun a class, entitled, “Cast Your Buckets.” He helped the youth who have built an impressive retaining wall, (still in progress), with rocks found on the property, some of which he refers to as, “Ancient.” While this project is progressing, the youth are learning the geological and geographical origins of each type of rock.

The youth are also planting different types of plants-both as ground covering plants and as hanging, decorative plants outside the classroom area while learning

the Latin names of each. Again, this knowledge and experience may serve to help the youth find employment and allows them to appreciate both their own efforts and to realize that beautification improves one's environment.

The welding instructor is retiring in summer 2014. With his retirement, COE will be replacing this program with a program in 3-D printing, providing minors with an opportunity to learn a valuable 21st Century skill.

Last year Blue Ridge School became WASC (Western Association of Schools and Colleges) certified. However, the coursework does not meet the UC and CSU entry requirements.

b. Recreation, Exercise and Sports

Youth have access to recreation and exercise activities each day including, but not limited to: basketball, volleyball, baseball, weight room, and yoga (for girls). Each youth shall receive one hour of large muscle activity each day and recreation (table games, television, radio, approved reading and writing) at least three hours a day during the week and five hours a day on Saturdays and Sundays. The individual pod logs keep track of exercise and large muscle activity in which the youth participate.

If a youth poses a safety and security risk and cannot participate in group exercise and recreation activities, s/he will be given the opportunity to participate in one hour of large muscle activity on his/her own. The probation manager, with written order, may suspend, for a period not to exceed 24 hours, access to recreation and large muscle activity.

There is also the opportunity to travel to sports competitions with other detention facilities or alternative education programs through the Probation Community Athletic League and the Central Coast Ranch Athletics League. The four sports in this league include basketball, volleyball, baseball and kickball. Youth must be at Level 3 or higher to participate. (See explanation of the level system on pages 7-8).

c. Religious Program

Youth have a right to religious services and/or counseling of their faith weekly. Religious services must be permitted equally for all faiths, although the time and frequency may be regulated and the size of religious groups at services may be restricted. Chaplaincy services and programming is coordinated by the department chaplain and all requests for services/visits will be forwarded to the department chaplain.

Religious services (Catholic and Protestant) at the Ranch are held on Sundays with two services at 8:30 and one at 9:30. There are also bible study classes. Attendance at services must be voluntary and youth choosing not to attend shall be allowed to participate in normal activities programs. No incentive will be

given for attending religious services and the right to attend religious services may be prohibited only when it can be shown that institutional security is threatened, such as the youth is demonstrating disruptive behavior or the unit movement is on restriction. If the youth is unable to attend services because of restriction or illness, the Chaplain is to be notified if that individual wants to be seen by a religious representative.

Youth may request to receive counseling from either an approved volunteer or by their personal minister/clergy.

Religion-based dietary needs are also accommodated at the Ranch.

d. Work Program and the Enterprise Program

The goal of the work program is to train, educate and instill in youth a sense of accomplishment and to strengthen skills and work practices and “soft skills” such as character, self-esteem, a sense of pride and respect for property. General work crews are supervised by probation staff and will do general facility and grounds clean-up and maintenance on a daily basis. Special work crews will be assigned to special tasks including painting, construction, operation of landscape equipment, power washing, and working in the kitchen or off-Ranch work crews.

In the Enterprise Program youth are taught entry level job skills in viable career fields so that employment may be more readily sought upon release. Products can be sold to generate revenue used to sustain and expand the vocational program as well as awarding a stipend to participants that go towards their victim restitution. Instructors are provided by the COE and supervision of work activities is provided by the pod counselors.

e. Visiting, Correspondence, Telephone Access, and Access to Legal Services

These policies were reviewed and appeared appropriate to Commissioners.

f. Social Awareness Programs

As discussed earlier in this document, the “Enhanced Ranch Program” constitutes a rehabilitative social awareness program and is foundational to the philosophy and success of the Ranch. The components of this program include pod counselors who are trained in a cognitive-based treatment model of group counseling, a treatment plan that takes into account education, behavioral health, cognitive behavior treatment and counseling, a family atmosphere, group process with all members of the pod, small staff-to-youth ratios, family participation, relationship building and personal enhancement opportunities.

The “in-custody” aspect of the program lasts up to eight months, with youth progressing through four levels of expected behavior change:

Level 1 – Orientation (About 1 month)

Level 2 –Self-Awareness (insight) (2 – 3 months)

Level 3 – Family Reunification Planning where youth begin to spend time at home on the weekends (2 months)

Level 4 – Re-entry and Aftercare Preparation (1 month)

Below are some descriptions of specific aspects of the Enhanced Ranch Program:

i. Teaching Important Pro-social Skills (TIPS):

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.

ii. Ranch Re-entry Assistance Program (RRAP)

The RRAP program was piloted in spring 2012 in an effort to reduce recidivism and improving success in the community. This program attempts to ramp up the identification of re-entry needs through the use of MDT’s and focuses on the development of supportive linkages for youth and their families. The components of RRAP include:

- Sixty days and thirty days prior to release, an MDT will be assembled to create a highly responsive, individualized Re-entry plan.
- Upon release, a “high touch” model will be used for probation staff. The assigned probation officer (PO) will have a small, intensive caseload (15 maximum) and s/he will be empowered to work with youth and families in non-traditional ways, working in the evening and on weekends and assisting with many life domains, including employment services, participating in community activities with the youth and providing counseling in a variety of areas including cognitive behavioral treatment and substance abuse assistance. This new, non-traditional relationship between the youth and the probation officer allows for normal adolescent setbacks without the traditional response of court intervention.

Supervision can be increased when the youth is struggling and decreased when the youth experiences success.

- For the first 10 weeks the youth is home, there are strict guidelines and this is officially a “pre-release” program.
- Case management and supervision is sustained for a period of six months.
- Probation counselors, who have developed a relationship with the youth while in ERP, will continue to work with the youth and provide intensive support and supervision of minors while they transition back to the community.
- Wraparound support services provided by a community based organization (CBO) will also support the youth and his/her family by providing basic services such as assistance with housing or transportation, socialization and recreational experiences, family education, education and vocational support, mental health services, 24-hour crisis intervention, respite care and parent advocacy support.

RRAP will be used with all youth younger than 18 leaving the Ranch. The model is similar for youth 18 years and older leaving the Ranch. However, there is no funding to provide wraparound services for those over age 18.

Commissioners attended an MDT for a youth leaving the Ranch in approximately 60 days. This was also attended by the youth’s probation officer, a Ranch supervisor, a mental health provider and a CBO-team who would be providing wrap-around services to the youth. Education was not present at this 60-day meeting and education information was not yet available and would be provided at the 30-day MDT. The CBO had worked with the youth before and the members of the youth’s care team seemed to have a consistent perspective on the youth’s needs. Members of the MDT are focused on the youth’s strengths, and designing a supportive approach to his re-entry into the community.

It was noted that it may be valuable to hold the “60-day MDT” at an earlier date in order to address youth absconding when they are on their home visits. Home visits provide an opportunity and a challenge for youth because up until this point in time, they haven’t had to put the skills they have learned at the Ranch at work in the “real world.” While many youth manage this challenge, on average 2 – 3 youth per month struggle and “escape” while they are staying with their family

Holding an MDT so it is coordinated with the first home visit, would allow staff and community providers to discuss and develop strategies with the youth that will address his/her specific challenges.

At the time of the inspection, data was not available that evaluated the effectiveness of the RRAP program and the overall effectiveness of the Ranch program. Evaluating the effectiveness of programming for justice-engaged youth can be very challenging, given the wide variety of differences in the needs and skills each youth possesses when s/he enters the juvenile justice system. Evaluation that is accessible to Probation and Ranch managers can be very helpful to guiding practice and making informed decisions about changes to programming. Without quality data, managers have to rely on anecdotes and intuition to adjust programming.

iii. Other Programs Provided by Community Based Organizations (CBO's):

A wide variety of programs to encourage pro-social behavior are offered by CBO's at the Ranch:

- Adolescent Family Life Program – Services for pregnant and parenting teens.
- Art of Yoga- A system of exercises and journaling to promote control of the body and mind and address past trauma.
- Fresh Lifelines for Youth (FLY) – Provides law-related education and life skills course.
- California Youth Outreach – Provides gang-redirection through 10-session curriculum that focuses topics similar to those taught in TIPS.
- Got Choices (Girl Scouts) – Program offered to female youth to aid in the development and enhancement of self-image, learning teamwork, offering leadership skills and anger management skills.
- Master Gardeners Program – Volunteers teach youth basic gardening skills through lecture and hands-on and 45-minute classes offered in cooperation with COE.
- Sexual Abuse Treatment – Gardner Family Care provides individual and group counseling to you identified as victims of sexual abuse (based on their needs).
- Sexual Offending Counseling – Also provided by Gardner Family Care and provides individual weekly counseling. Youth are court-ordered to participate in this program.
- Victim Awareness – Victim speakers participate in workshops with the goal of developing empathy towards victims and youth accountability. Most facilitators have participated in a 32 hours of training from the California Youth Authority and Mothers Against Drunk Driving.

- Role of Men – This class underscores the importance of young men understanding their role as sons, brothers, uncles and fathers and the necessity of developing and maintaining healthy relationships, families and communities.
- Real Options – A dynamic and interactive abstinence and STD program that challenges youth to move beyond media information and to get the facts about STD's, love vs. infatuation, peer pressure, etc.

VII. DISCIPLINE

While in custody, youth at the Ranch progress through the 4 levels by demonstrating increased accountability for their behavior. Advancement to each level is earned through good performance on individual youth goals. Each youth is evaluated on a weekly basis to determine if s/he “made her/his week” and whether s/he is ready to progress to the next level.

When a youth is disruptive, disrespectful or engaged in other challenging behavior, this is often used as an opportunity for individual counseling by the probation counselor and/or an opportunity to process the behavior with the other youth on the pod in a group setting. More than one incident of challenging behavior during the week may lead to the youth not passing his/her week and consequently slow down progress towards moving to the next level. A bad week may lead to a youth who has already earned home visits, to lose his/her home visit for that week.

a. Administrative Ranch Review (ARR)

Administrative Ranch Reviews occur when a youth is having difficulty adapting to the ERP program. It may be used when a youth has behavior that is difficult to manage or may even have attempted to escape. In these cases, the Ranch manager will make a decision to have the youth return to Juvenile Hall for a designated amount of time. This “time-out” allows the youth to consider his goals and whether she or he can benefit from the Ranch program. It also allows management at the Ranch to reevaluate the pod that the youth lives in and if placement in another pod will lead to better results. When a youth on an ARR returns to the Ranch, he or she usually does not have to start the program over and is placed on the level he or she was when the ARR occurred.

Between May 2013 and April 2014, 52 youth were sent to Juvenile Hall for an Administrative Ranch Review at least one time. Of those, 9 are still engaged in the Ranch program and 25 have completed the Ranch program.

b. Appeals

Youth may “appeal” a disciplinary action, such as a bad week rating or an ARR in writing. There were no appeals filed for general disciplinary action at the

Ranch. It is noted by Commissioners that the ERP model lends itself to more discussion of behavior and consequences with the minors and that a low number of appeals and grievances is not necessarily a reason for concern.

Since April 2014, in the case of an ARR, youth are always offered the opportunity to file an appeal. During this period five youth were referred for ARR and were offered the opportunity to complete an appeal, only one youth completed it. This appeal appeared to be handled appropriately.

VIII. HEALTH SERVICES

Two Commissioners met with a nurse and nurse manager at the Ranch, for this report. The 2013 Santa Clara Valley Health and Hospital System, County Health Services Annual Report, were also reviewed, along with additional documents outlined below. The clinic is staffed by on-site nurses and medical staff from Juvenile Hall. On-site Ranch nursing has been increased by 8 hours per pay period since the Juvenile Justice Commission's, (JJC) last inspection. Currently, youth have on-site nursing coverage 74 hours per week, with no on-site coverage 94 hours per week. This new schedule appears to be helpful in providing further care for the youth.

All youth are given comprehensive medical and dental exams at the Juvenile Hall Facility before being transferred to the Ranch. Medical records accompany the youth when they are transferred and are updated regularly by the nursing staff. When a youth is released, the updated medical information, including any immunizations and current medical issues addressed at the Ranch, are given to the parent/guardian.

The nurse's routine is much the same each day, going from one living unit, (pod) to another each morning, and again each evening, dispensing both prescribed and over-the-counter medications. Youth, accompanied by a pod counselor, appear at the nurse's office during the day to seek medical attention for minor medical issues such as cuts, bee stings, or for scheduled administration of their medication. Each of these visits is documented by nursing staff as they occur, thus keeping an updated, current medical record for each individual youth. This information can be accessed and updated by Juvenile Hall medical staff as needed, so that each resident has a complete and current medical record at all times. No longer is a duplicate, hard-copy entry necessary, a tedious and time-consuming process.

The Pediatrician is on-site Thursdays from 9:00 AM until Noon. During these visits, he is able to see 4 to 5 youth on average. During the nurse's rounds, the youth are asked if their medications are affective, if they have any medical concerns. If a youth requests a doctor's visit, the nurse will either address the concern when appropriate, schedule an appointment for the next Pediatrician's visit, or, if needed, the youth will be transported to Juvenile Hall or Valley Medical Center for immediate attention.

Additionally, Tele-Nursing is available. Located in the Ranch clinic, the video transmission equipment is used by both the nurses and Probation staff when a nurse is not

available. The transmission is received by Juvenile Hall and allows triaging with the medical staff, as they observe and speak with the youth. A determination is made regarding necessary treatment. This visual apparatus is supplemented by magnifying equipment, capable of transmitting a clear image of a very small injury, as well as minute printing on a medication label. If a determination is made that the youth requires further in-person care, he/she is transported to Juvenile Hall or Valley Medical Center as needed. During the hours when a nurse is not on-site, all supervisors, as well as some counselors, are trained in the use of Tele-Nursing. This equipment, which is checked and tested each morning to ensure its operation, has proven to be of great value. Commissioners were told, however, that it is currently used less often, as nursing coverage has increased, allowing nursing staff to be more proactive in addressing the youths' medical concerns before more serious problems arise.

a. Medical Visits

Medical visits have increased this past year. The Juvenile Justice Commission's 2013 James Ranch Inspection Report reflected an average of 100 sick calls per month. For January through June, 2014, there was an average of 130 sick calls per month. Considering the JR population has decreased somewhat, nursing staff has attributed this increase to increased and proactive contact with Ranch youth by Probation staff. For instance, when minors return from being out temporarily, (O.T.) the Probation Counselor checks in with the minor. If there is any need for medical attention, such as STD screening, or screening for other communicable diseases, the counselor will either, encourage the minor to sign up for sick call, or refer the minor directly to the nursing staff. This is only a part of the concentrated effort by Probation and Nursing staff to promote best health practices for the youth.

b. Dental Care

The nursing staff praised the dentist who takes care of the youths' needs. Dental visits from January, 2014 through June, 2014 numbered 34. Each youth was transported to JH for care, which averages more than 5 youth transports per month. The Ranch nurse stated the dentist, who is based at Santa Clara County Main Jail and Juvenile Hall, will, in an emergency, attend to a youth with an emergency dental issue after hours. This giving of his own time in a dedicated manner, the staff stated, is his approach to the care of these youth. Youth at James Ranch are now allowed to use dental floss which helps improve the youth's dental health.

c. Medical Records

As indicated above, the Ranch clinic has an electronic data base which it shares with Juvenile Hall. This database called ELMER is used by all of Custody Health Services, which includes Juvenile Hall, the Jails and the Ranch. However, while this does make it possible for information to be shared between the Ranch and Juvenile Hall, it does not connect in any way with the County Health Link database. This causes several serious problems. The first is that there is no sharing of information with Valley Medical Center (VMC). So any medical care received there is not automatically entered into the minor's medical record maintained by Custody Health Services. This also was problematic this summer when the psychiatrist went on vacation. As we pointed out in last year's report, when this doctor is gone youth may have no access to psychiatric services or drug supervision. When an attempt was made to get coverage from other physicians in the County system, none were available who could access ELMER. They were all on the County Health Link database, and if they did see any youth at the Ranch, they had to do all record keeping by hand. These written notes are then entered into ELMER by the Ranch clinic nursing staff. This is cumbersome for the nursing staff, and can cause a serious disruption in providing psychiatric service to youth who are in-custody, at either the Ranch or Juvenile Hall.

d. Training

All Probation and nursing staff are certified annually in First Aid, CPR, Suicide Prevention, and in the use of Automatic External Defibrillator, (AED). Defibrillators are located throughout the Ranch campus, to include each living unit.

The Nurse Manager has been able to obtain training for nursing staff at University of California, San Francisco, (UCSF) through a selective, specialized program. The focus of this program is based on team-building, with specific concentration on Personality Analysis and leadership development, all of which would be helpful in better serving James Ranch and Juvenile Hall youth.

e. Hunger Management

A pilot program has been implemented to address when a youth requests additional portions due to hunger. A youth's Body Mass Index, (BMI) is considered, and, if the youth is underweight, a 60-day trial, providing the youth with double entrée trays is begun. The youth is monitored monthly, with the oversight of a physician. If the youth is of normal weight or the BMI indicates overweight or obesity, the youth is engaged in nutritional counseling, and, if complaints about being "hungry" persist, he/she is referred to a MD, and the determination re additional entrees is made by the MD, while adhering to the specific BMI standards that are prescribed.

f. Special Medical Issue

The Commissioners were discussing the safeguarding of temperature-sensitive medications such as insulin, and were told that last year the refrigerator shut down due to a power outage. This was of great concern to the medical staff and as a result an alternative power source now kicks in if there is a power interruption.

During the above discussion, Commissioners inquired about youth with diabetic diagnoses. The Nurse and Nurse Manager explained that serious diabetic issues were addressed at Juvenile Hall before a youth transitioned to the Ranch. The youth were provided education regarding their condition at Juvenile Hall, closely monitored, and transfer did not occur until stable blood levels for the youth were established. Nursing staff stated a youth with a diabetic diagnosis had not been a resident at the Ranch for some time.

IX. KITCHEN

Two commissioners toured the kitchen facility on June 30th, 2014 and reviewed the food service program. There have been no staffing changes since April 2013. There are two shifts with the first starting at 5:00 a.m. and ending at 1:30 pm and the second, 10:30 am to 7:00pm. All food storage logs were up to date and followed the Title 15 Guidelines.

The youths are served meals 3 times a day and are given access to fresh fruit in the unit throughout the day. Each group of youth has 20 minutes to eat their meals. There are at least 2 youth helping out in the kitchen during meal times. Special dietary needs are attended to, such as: food allergies, vegetarian needs, and double portions. If, for any reason, a youth misses a meal, they receive a supplementary meal.

One notable change has been made in regards to the variety of food served in the kitchen: The kitchen has switched to serving turkey, chicken, and beef while avoiding meats like pork in order to reduce the cholesterol intake at the ranch. The kitchen also provides fruits, which vary depending on what is in season.

As of June 30, 2014, all kitchen staff members are now Serv-Safe certified food handlers. The temperatures of all freezers and refrigerators are logged daily and comply with Title 15 Guidelines. Food is stored in hot boxes in between groups in order to maintain safe temperature. Though out of date, the kitchen is clean and well-functioning. No significant changes have been made since April 2013.

X. CLOTHING AND PERSONAL HYGIENE

Personal items, along with clothing, are provided each youth at time of admission. Youth are provided pants, sweatshirt, underwear, tee shirts, long-sleeve shirt, shoes, tooth brush, comb (or pics), bra, and Chapstick. Jackets and appropriate clothing are also provided for work assignments and in cooler weather.

Soap and shampoo are provided in dispensers in shower area. Disposable razors are dispensed as needed, collected, accounted for, and placed in appropriate "Sharps" receptacle. Youth are discouraged from sharing personal care items.

Commissioners were assured that shoes are readily replaced when there are signs of wear, and odd-size shoes are sometimes purchased by counselors from outside providers when they are unavailable through normal procurement channels.

Staff stated that worn clothing is replaced quickly as well, and that a decent surplus is kept on hand for that purpose. Commissioners confirmed this while touring the adjacent Holden Ranch facility which houses three washers and three dryers presently being used as the laundry facility for James. They also saw a storage facility at Holden and another at James where there appeared to be a sufficient supply of bedding as well.

The facilities were clean and well-organized, and staff was helpful. They spoke proudly about their mission to prevent health problems with the youth by keeping clothing and bedding sanitary.

Clean undergarments and socks are provided daily. Outerwear is sent to the laundry twice weekly and made available to the youth in order for them to have clean outerwear daily as well. Sheets and blankets are washed weekly, with the coverlet blanket being laundered on a monthly schedule.

Youth are encouraged to shower daily, and are allowed to shave daily-providing their appearance wouldn't be altered in doing so, if there is any possibly of an upcoming court appearance where identification might be necessary.

Haircuts are provided the youth on a monthly basis.

James Ranch is a smoke-free facility.

XI. FACILITY

Signage for the ranch has been updated indicating this to be the Wm. F. James Ranch eliminating the word "Boys" in that the facility is now coeducational.

The electrical circuitry in the nurse's office was updated this past year after a temporary interruption in electrical service occurred at the medical clinic. Medications in the

refrigeration unit, which need to be kept at specific temperatures, were at risk. Now an alternate power source will kick in if there is another power interruption.

Fresh water dispensers were visible in each pod, as were bowls of fruit.

Furniture appeared to be in good condition and mattresses and pillows had the appropriate sanitary covering. Mattresses showers and bathrooms appeared clean, with quarterly professional cleaning augmenting the minors' cleaning ritual.

Privacy glass at medium height between floor and ceiling, and approximately 3 feet in width, separated the shower/bathroom areas and shower stalls from centralized staff and traffic areas.

Each residential pod had two doors to an outside hallway or Ranch grounds in case of emergency. Commissioners were informed that fire drills take place monthly, as the population changes, and incoming residence are advised of safety procedures.

Repairs to the conference room walls and the overhang outside were noted by the commissioners as well. The walls of the facility appeared to be freshly painted, but the commissioners were informed that the walls were regularly power washed, with the youth learning this as a potential useful skill. An area of concrete had been removed as equipment under the walkway needed replacement. A subsequent visit to the ranch has confirmed that this has taken place.

Each pod was equipped with air conditioning, and fans. An on-site maintenance person was observed several times during the tour moving from pod-to-pod, addressing repairs and working on projects that appeared to be in progress.

Public Defender and Alternate Defender phone numbers as well as Grievance and Appeal Forms were visible in all pods and placed in areas where the youth would not need to approach a Probation Counselor for access.

Dry erase boards were noticed in pods, with the names of the youth, along with their current "Level" at the Ranch.

Television channels and music are controlled by the staff counselors.

The ranch is in a rural setting and subject to nature choosing to come indoors. The only eating and drinking allowed in the pods is fruit provided by the staff and water provided from dispensers which are refilled and then replaced as needed. This restriction is in order to discourage vermin and rodents. James Ranch contracts with a pest control company but poisons are not used. Traps are implemented to control any rodent problem.

Commissioners spoke to a female resident, asking about her class activities. She was responsive, saying, with some excitement, she had just returned from her welding class, where she had made some rings. She seemed proud to show us her workmanship.

The recreation room is furnished with a pool table and Ping-Pong table. Music was playing, a counselor was in attendance, and four newly-admitted young men were using the equipment. An exercise/weight room was adjacent to the recreation room.

The equipment appeared to be in decent condition, although a couple of machines showed signs of wear. The activities schedule is posted in conspicuous places so that youth in each pod are aware of their particular activity on any given day. A drinking fountain is situated outside the recreation area in the courtyard where some of the sports activities take place.

The Ranch library dispenses reading material and provides a quiet place to read. This area is equipped with 5 computers.

All the computers at James Ranch have been upgraded in the previous year.

Unfortunately the facility is marred by large pipes abandoned on site with no potential value, and leaving the appearance that this could be a "dumping ground."

James Ranch contains seven dedicated classrooms which were clean, neat, appropriately furnished including further computer banks, teacher offices and an assessment center where standardized tests are administered and records are entered in the computer system.

XII. SAFETY AND SANITATION

Combination smoke detectors/carbon monoxide detectors are visible in all rooms, as are fire extinguishers. Each room has two doors, leading to an outside hallway or Ranch grounds in case of emergency. There are sprinklers in all rooms as well. All staff is trained yearly on emergency procedures including fire safety and natural disaster preparedness. Minors have monthly fire drills and are taught escape routes upon admission to the ranch.

The October 10, 2013 response from the Probation Department to the Juvenile Justice Commission (JJC) July 2013 James Ranch Inspection Report addressed the recommendation by the JJC that the circuit breaker problem be corrected, alleviating the necessity of running an electrical cord from the computer room along the cement walkway, to the adjacent classroom in an attempt to keep the window air conditioning unit from tripping the circuit breaker repeatedly. Commissioners confirmed that this issue has been taken care of. The electrical circuitry has been updated.

XIII. RECOMMENDATIONS

- 1.** Convene an MDT prior to the youth's first home visit to address issues the youth is likely to encounter in the community and parents' concerns.
- 2.** A timely evaluation data system showing the overall effectiveness of the James Ranch Program should be established by January, 31, 2015 and must be easily accessible to all management-level staff in order to support program improvement, guide decision making, and drive results.
- 3.** The Health and Hospital System should implement the EPIC electronic record system at the Ranch to insure uniformity across the Health and Hospital system.

XIV. DOCUMENTS REVIEWED

1. MEDICAL SERVICES DOCUMENTS

- a. Juvenile Hall/Juvenile Ranch Annual Report, 2013
By Santa Clara Valley Health and Hospital System Custody Health Services
- b. James Ranch Monthly Medical/Dental Report January through June, 2014
- c. Verification Letter from Supervising Probation Counselor
- d. Statement supporting ALL Probation Assigned Staff is current in annual training for CPR, AED and First Aid
- e. Copy of Management Protocol re Trial Based on Body Mass Index
- f. Minor Request for Double-Tray for Hunger implemented at James Ranch and Juvenile Hall
- g. Copy James Ranch Nursing Staff Coverage covers 7-day work week

2. INSPECTION REPORTS

- a. Annual Health Inspection
- b. Annual Report for Blue Ridge High School
- c. Fire Marshall Report
- d. Health and Hospital Systems Report
- e. Fleet and Facilities Inspection Report
- f. Breakfast, June 2014
- g. Dinner, June.2014
- h. Lunch, June 2014
- i. Monthly Fire Drill Report
- j. State Fire Marshall Inspection Report

SUMMARY

The Juvenile Justice Commission has completed its annual inspection of the James Ranch.

The Ranch residents are well supervised in a safe and secure environment. The Santa Clara County Juvenile Justice Commission believes, that based on this inspection, the Santa Clara County James Ranch meets the Commission’s standards for a safe juvenile facility.

Approved by the Santa Clara County Juvenile Justice Commission on:

Penelope Blake, JJC Chairperson Date

Tracy Lauth, Ranch Inspection Chair 10-23-14
Date