

Juvenile Justice Commission
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William F. James Ranch Inspection Report

September 2016

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 (Ranch) between March and May pursuant to California Welfare and Institutions Code Section 229. The 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. Nine commissioners inspected the facility and met with Probation Department staff, the school's principal and staff, service providers, and the youth. All visits to the Ranch were scheduled. This report summarizes the information gathered during those visits and includes recommendations based on this information. Note that, for ease of identification, **notable new or changed information is identified by underlining and blue font.**

Prior year reports and inspection reports regarding other facilities are available at: <http://www.sccsuperiorcourt.org/juvenile/jjc.htm>.

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SUMMARY

The JJC has completed its annual inspection of the James Ranch. The Ranch residents are well-supervised in a safe and secure environment. The JJC believes that, based on this inspection, the Santa Clara County James Ranch meets Title 15 standards for a safe juvenile facility. As a result of the 2016 inspection, which is described in detail below, the JJC makes the following:

COMMENDATIONS

1. Credit the James Ranch nursing Staff and VMC Nurse Manager for efforts to shorten the time for dispensing of eye glasses. (Section: VII. MEDICAL SERVICES - *Eye and Hearing Exams*)
2. Credit the VMC Nurse Manager for continuing to advocate implementation of HealthLink, which the county Health and Hospital System has initiated as a program to join Custody Health with the county's HealthLink electronic medical record system, which is currently scheduled for launch Nov. 7, 2016. (Section: VII. MEDICAL SERVICES - *Medical Records Management*)
3. Credit the Ranch administration for instituting bi-monthly communication meetings between Ranch staff and service providers for enhancing collaboration and resolving schedule and resource issues (Section: II. **STAFFING**)
4. Acknowledge Ranch administration for the new area created and maintained by youth for vegetable gardening, with a picnic table. (Section: IX. FACILITY - *Dormitories*)
5. Acknowledge the maintenance staff for constructing and maintaining a running track. (Section IX. FACILITY - *Grounds*)
6. Credit the counselor through whose initiative guitars and music instruction have added an important dimension to the youths' development. (Section V. PROGRAMS AND ACTIVITIES - *Music*)

RECOMMENDATIONS

Santa Clara County Office of Education (COE):

1. Assign a computer education teacher to the Ranch Blue Ridge education team, as recommended previously. (Section IV. EDUCATION - *Technology, Vocational, and Online Learning*)
2. Invest in the Ranch education program, involving the teachers in examining and implementing evidence-based, best practice programs for this population. (Section IV. EDUCATION - *Academic Performance Goals*)
3. Accelerate the plan to offer certificated Career Technical Education (CTE) courses to Blue Ridge students. (Section IV. EDUCATION - *Technology, Vocational, and Online Learning*)
4. Provide basic keyboarding instruction. (Section: IV. EDUCATION - *Education Framework*)

Probation Department:

5. Expedite the generation of data reports to determine the overall effectiveness of the Ranch Programs and make these reports accessible to all management level staff, in order to support program improvements and guide decision making. (Section: V. PROGRAMS - *Evaluation Data*)
6. Repair the noted leaky building roofs before the rainy season. (Section: IX. FACILITY - *Maintenance*)
7. Improve perimeter security and video surveillance at the gates, as previously recommended. (Section: XII. SAFETY AND SANITATION)

Social Services Agency and Health and Hospitals System:

8. Authorize inclusion of Juvenile Behavioral Health in the HealthLink medical records system. (Section: VII. MEDICAL SERVICES - *Medical Records Management*)

Pathway Society (CBO):

9. Hire a qualified full time counselor. (Section: VIII. MENTAL HEALTH SERVICES - *Pathway Society*)

I. POPULATION

Decrease since last report. On April 14, 2016, there were 29 youth at the Ranch, reflecting a decrease in the population from the same period in 2015. The licensed capacity of the James Ranch is 96 youth, while the current working capacity is 84 youth.

The age, ethnic, and gender breakdown was as follows:

| Age | | Ethnicity | | Gender | |
|-------|----|-----------|----|--------|----|
| Years | # | | # | | # |
| 13 | 0 | Hispanic | 25 | Female | 2 |
| 14 | 1 | White | 2 | Male | 27 |
| 15 | 3 | Black | 1 | | |
| 16 | 5 | Asian | 1 | | |
| 17 | 11 | Other | 0 | | |
| 18 | 9 | | | | |

II. STAFFING

The ratio of youth to staff continues to be about six-to-one. The Commission strongly supports continued funding at existing staff levels, despite reduced populations. The higher acuity of the population, and the introduction of behavioral modification programs, requires greater intensity of services, more mental health services, and far more one-on-one work.

Communication meetings. The Ranch administration has instituted bi-monthly communication meetings to enhance collaboration and resolve schedule and resource issues. These meetings include all staff related to the Ranch, including CBOs.

III. CLASSIFICATION AND SEGREGATION

The JJC reviewed policies regarding admittance and release procedures, classification, orientation, segregation, institutional assessment plan, counseling and casework services, use of force, use of physical restraints, grievance procedure, and reporting of incidents.

Admittance, Assessments, and Release Procedures

The Ranch is a minimum-security residential facility that provides treatment and educational services to both male and female youth through a 180 to 240 day program.

- Youth are in Juvenile Hall (JH) when ordered to the Ranch program. They receive orientation prior to transfer.
- Assessments required by the Prison Rape Elimination Act (PREA) occur upon the youths' admittance into custody.
- Orientation includes a guidebook and the assignment of a probation officer, who will see them through the Ranch program and continue as the assigned probation officer once the youth completes Aftercare.
- Assignment of a youth to a specific housing pod is based on factors such as age, maturity, and educational needs.
- 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 service plan is developed. Parents are invited to this planning meeting.

The Enhanced Ranch Program

The 2006 adoption of the Enhanced Ranch Program (ERP) changed the Ranch from a military, barracks-style program to a "family-style" environment with small groups and personal oversight. The units, called pods, are the center of each youth's activities. The ERP relies on an evidence-based practice model often referred to as the "Missouri Model." In the ERP:

- Staff serve as counselors in each of the pods and lead group process activities.
- Staff receive both initial and on-going training in a cognitive-based treatment model of group counseling.
- Staff are trained to recognize each youth's behaviors and assist the young person's growth through the program.
- Youth receive counseling from mental health and substance abuse counselors, as needed.
- Exit MDTs are held 60 days and 30 days prior to the youth's scheduled release date from the Ranch. These coincide with the youth's earning home passes. At the MDT the parents or guardians and the youth enter into a pre-release contract agreeing to obey the law, abide by court orders, and to give strict parental supervision.

- The final phase of the ERP is Aftercare, the 10 week period when the youth first returns home. Upon commitment to the Ranch, the youth is assigned to a Probation Officer in the Reentry Unit. An Aftercare Probation Counselor is also assigned and supervises the youth. The Reentry Probation Officer will be a part of the youth's stay at the Ranch, will work with the Aftercare Counselor during Aftercare, and will supervise the youth when Aftercare is complete. The Aftercare Counselor and Reentry Probation Officer are assisted with wraparound services provided by community based organizations (CBOs). These services are available to the youth and their families even on evenings and weekends. The services can extend to further counseling and assistance in helping the youth find employment. The Aftercare Counselor also allows for setbacks and may increase supervision if the youth is struggling. Case management by the Reentry Probation Officer may continue for approximately 6 months, depending on progress.

Levels

While in custody, youth at the Ranch progress through four levels by demonstrating increased accountability for their behavior. The minimum duration is:

Level 1 – Orientation (1 month)

Level 2 – Self Awareness (2 months)

Level 3 – Family Unification Planning (2 months)

Level 4 – Reentry and Aftercare Preparation (1 month)

Use of Force

The Ranch personnel counsel each youth individually when it appears that a youth is at risk of acting out, in order to avoid the use of physical restraints or segregation to control the behavior of the youth. The Ranch has no "safety room." Force is used by the staff only to divide combatants. Handcuffs may be used in the aftermath of a fight or other disruptive incident or for the purposes of transporting youth under certain circumstances. An Incident Report (IR) is completed describing the circumstances, any injuries, and the resolution of the event.

Reporting Of Incidents

Incidents, including injuries, assaults, escapes, and 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 each day. All incident reports are reviewed by the Ranch manager and by the deputy chief of probation. The JJC reviewed a random sampling of the incident reports since the last inspection, and these incidents seemed to be handled appropriately.

Grievance Procedures

Four grievances were filed during the past year and were handled appropriately. Title 15 requires the administrator of a detention facility to have written policies and procedures and to inform minors in custody of the 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 Title 15, grievance and appeal forms are available in each pod, and there is a locked box, located away from the staff desk, where the grievances (or suggestions) may be placed confidentially.

IV. 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. The JJC met with the principal of the Blue Ridge School, toured classrooms, and met with faculty and staff.

The school provides education to students, grades 7-12:

- **High school requirements.** A student may choose to complete high school requirements or may choose to take a proficiency test, such as HiSet, in order to qualify for high school completion before release from the Ranch.
- **High-school graduate program.** Once a student graduates, they may no longer participate in high school classes. Graduated students currently have access to college enrollment, but if they graduate mid-semester no alternative resources are available to them. In an effort to meet the needs of graduates, COE is planning a graduate program designed specifically for Blue Ridge graduates. Though not a responsibility of COE, the principal stated that this program is considered part of the student's education and life-long learning process that are supported by COE.

Staffing

- **Faculty hours.** COE faculty work from 8:45 a.m. to 3:15 p.m. They prepare for six classes each day. Teachers are assigned to Curriculum Groups that meet bi-weekly for continuing and updated instruction on professional development, collaborative multi-subject projects, and to review student work progress.
- **Positions.** The approved faculty positions at Blue Ridge include:
 - 1 Principal. Due to a low Ranch population, as in 2015, the principal is on-site the equivalent of two days per week.
 - 3 Core Education teachers: English, Science and Math
 - 1 Special Education teacher
 - 2 Vocational Education teachers: Welding, Construction
 - 1 Aide
 - 1 Resource Specialist (Part-Time), works full days Monday and Wednesday, full-time, and an additional hour four mornings a week, providing extra instruction to the youth.

- **Para-educator.** Beginning July 1, 2016, Blue Ridge will have a full-time, dedicated para-educator, who will facilitate COE’s new pilot program, specifically designed to maintain and further educational goals for Blue Ridge youth who have graduated high school.

Education Framework

On April 14, 2016 the Ranch population was 34. The following information on enrollment and educational status for that date was provided by COE:

| At the time of the inspection | Students |
|---|-----------------|
| Enrolled - | |
| - Regular | 13 |
| - Special Day Class (SDC) | 13 |
| High School Requirement Completion (no longer participating in classes) | 1 |
| Individualized Education Plans (IEP) | 20 |

- **Special education.** All special education students are mixed with other pods and receive support in the classroom (“push-in”), in addition to the two hours of SDC education provided them daily (“pull-out”).
- **Block schedule.** As a result of collaboration between Ranch Management and the COE, the Blue Ridge School is using a modified block schedule. Students participate in a Life Skills class, four periods of core subject classes, and one class block for CTE purposes. This program makes it possible to accelerate credit recovery, increasing the likelihood a student will graduate from high school. Physical Education is provided by the large muscle activity provided by Probation, however Commissioners were unable to confirm that Title 15 PE requirements are met.

Support and Tutoring

- **Tutoring is available after school.** The principal stated there is some assistance for youth who may be working below grade level or who may need help with math or reading. The extent is unknown.
- **Student computer readiness.** The instructional and testing materials are desktop computer-based, but many of the youth have had limited exposure to computers and have essentially no keyboarding skills. This deficiency has been recognized and noted in previous reports, but has not been addressed.
- **Two desktop computer-based programs available.** LEXIA is for reading support, and Thinkthrough Math is for math support. Some assistance is available to get the youth started with the programs. They are then encouraged to navigate the classes on their own.
- **Reading support.** Title 1 funds overtime for an instructor two days per week, providing 30 minutes of instruction per scheduled student needing help with reading and phonetic skills.

Technology, Vocational, and Online Learning

- **Tiny House Project.** Ranch youth are in the process of constructing a “tiny house,” a growing trend in housing. All youth have the opportunity to participate in the project, which combines academics and life skills—a fundamental vocational experience. The project incorporates math, science, history, teamwork, planning, and communication skills necessary to complete a project. All funding for this initial, innovative project has been provided by COE. Upon completion, the house will be donated to a community based organization or charity that serves at-risk or homeless families in Santa Clara County. COE is hopeful that creative funding efforts and donations will fund several additional houses, which will be sold to community-involved agencies, allowing the project to become self-funding over time.
- **California Apprenticeship Program.** Youth are encouraged to apply for a place in the California Apprenticeship Program. This program (after release from the Ranch) qualifies them for a trade. Entrance requirements, which should be strongly emphasized by the COE curriculum, include a pre-algebra test.
- **UC/SCU online courses.** Blue Ridge School is certified by the Western Association of Schools and Colleges (WASC); however the general coursework does not meet University of California and California State University entry requirements. To address this insufficiency, Odyssey-Ware, an online learning program that satisfies UC and CSU requirements is now available. At the time of this inspection, some Blue Ridge instructors were involved in Odyssey-Ware training classes. Other previously trained instructors were already using Odyssey-Ware with qualified students. There was no estimated timeline given as to a possible future date when all qualified Blue Ridge youth would be able to utilize this program.
- **Online college classes.** There are 20 laptop computers available to assist students with online college classes, as well as for other general educational purposes. The online college program has been fashioned, planned, and programmed with the cooperation of many contributing partners, implemented by the Ranch probation manager, with oversight by the Blue Ridge resource specialist. At the time of this inspection, no students were enrolled in online classes.
- **Inactive computer lab.** It has been two years since the instructor for the popular computer programming course was reassigned to another facility. Since no replacement has been provided by the COE, the computer lab is not in use. The COE should assign a computer education teacher to the Blue Ridge education team.
- **Vocational classes.** Classes include instruction in plumbing, carpentry, electrical, welding, basic framing, and sheet rocking, among other potential trade-based, hands-on instruction. All young men and women participate in the vocational classes. Staff unanimously advocated restoration of an automotive vocational program, making a strong case that this may be many youths’ best chance at learning a trade that could transform their lives. Their natural fascination with automobiles can be leveraged to metaphorically “trick them into learning” valuable and marketable skills. Ranch youth have been constructing industrial picnic tables and benches, as well as metal fire pits for years, selling them to Santa Clara County Parks and Recreation Department. The proceeds are used to pay down youths’ restitution charges. If excess monies exist upon release from the Ranch, youth are given their earned funds.

- **Certifications.** Currently, the single certification provided Ranch youth is a certificate for completion of the welding curriculum. However, plans are pending for certification in food handling safety (Safe Serve), green technology, landscaping, and carpentry. Certification will assist Ranch youth in seeking employment after their release.
- **3-D printer on hold.** In 2014, the COE committed to the acquisition of a 3-D printer, providing the youth the opportunity to learn a valuable STEM skill. At the time of this inspection, no printer had been purchased, and funds for this project had been used to purchase materials for the Tiny House Project.

Academic Performance Goals

Blue Ridge is an Alternative Education school (AED), administered by the COE. Historically, most youth entering the Ranch have tested significantly below grade level—youths’ academic levels range from mid-elementary level to high school senior. A reported challenge from Blue Ridge staff is the range of academic skill levels of their students when they arrive.

In COE’s annual Local Control and Accountability Plan (LCAP), several performance goals are established for alternative schools. Although many goals relate to administrative matters (e.g.: monitoring the number of instructional days provided by substitute teachers), others establish academic performance goals. The JJC reviewed the Academic Program Needs goal that states “Benchmark testing in AED will show a minimum 5% growth per semester of enrollment in English Language Arts (ELA), Math, with program as measured by Benchmark testing.”

- **Grade improvement.** According to the test data provided by the COE, after an average of 175 days at the Ranch, the academic standing of the youth is generally improved (See Appendix A).
 - ELA testing showed a grade improvement of 0.5.
 - Math testing showed a grade improvement of 0.6.
 - COE’s LCAP improvement goal is “a minimum of 5% growth per semester of enrollment in ELA/Math, as measured by Benchmark testing.” It’s not clear how the 5% growth per semester LCAP goal relates to the testing results of 0.5 and 0.6 (See Appendix A).

While it is clear that the youth at the Ranch present unique and significant educational challenges, it is also broadly acknowledged that improving the educational attainment of the youth is one of the best means of improving their ultimate outcomes. The COE should continue to make investments in the Ranch educational program, involving the teachers in examining and implementing evidence-based, best practice programs for this population.

V. PROGRAMS AND ACTIVITIES

Other enrichment programs and activities include:

Recreation, Exercise and Sports

While participation on the teams for games and tournaments is selective, based on a youth's level. The staff noted that the Sports Program has been reinvigorated by new stewardship and that it is well-equipped. They report that the Sports Program is now an important part of the ERP, from which the minors learn teamwork, self-discipline, pride, respect, and perseverance in the face of setbacks.

Minors at the Ranch participate in recreational time, large muscle exercise, and supervised unscheduled activities daily with their pods, as specified by Title 15. Youth who have achieved Levels 3 and 4 are eligible for the Sports Program, which offers the following:

- Basketball (Pro Com League) – co-ed
- Volleyball (Ranch League) – males only
- Cross Country Track Tournament (Ranch League) – males only
- Soccer Tournaments (Ranch League) – males only
- Softball Tournament (Pro Com League) – males only
- Golf Program (1st Tee) – co-ed
- Yoga – females only

Music

A staff member has taken the initiative to informally provide guitars and music instruction to interested youth. The staff felt the introduction of music adds a missing component to the ERP that can enrich the youths' lives and benefits them cognitively, emotionally, and motivationally. Continued support for music in the program is encouraged.

Religious Program

The Department Chaplain ensures that youth have the opportunity to participate weekly in Bible study, Protestant services, and activities of other religious traditions. Catholic services are managed through the Diocese. In addition, individual and group religious counseling is provided as requested by youth. In cases where a youth requests access to religious guidance for a different religion, the Chaplain coordinates with an appropriate cleric. Religious diets are accommodated.

Work Program and Enterprise Program

- **Work Program.** Youth at Levels 3 and 4 are eligible to participate in off-Ranch work crews for the county Parks Department. Priority is given to high school graduates, while those still in school may work a half-day per week. The experience allows them to experience a real work situation and learn how to comport themselves in the workplace, developing good work habits. Youth are paid for these periods of vocational training. Their earnings are applied first to court-ordered restitution and court fees, with any remaining funds restored to the youth upon their departure from the Ranch.

- **Enterprise Program.** The work program complements the Enterprise Program. It consists of vocational training offered at the Blue Ridge School that provides work that is “meaningful, constructive, related to vocational training or increasing a sense of responsibility,” as stipulated by Title 15. Projects include building picnic benches and fire rings.

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

The Title 15 requirements were reviewed by the JJC and are met by the Ranch. For example, visitation is for two hours, generally on Sunday, but it may be at any time if the parent cannot come on a weekend. All efforts are made to have appropriate family contact. Mail is visually scanned for any security issues. If a concern is spotted, only then would the letter actually be read. Letters to Courts, attorneys and public officials are not read. Thus, youth are always able to communicate confidentially with their legal counsel and contact information for legal counsel is available in each pod.

Social Awareness Programs

A substantial number and range of social awareness programs are provided as part of the ERP, designed to promote social awareness and reduce recidivism. The programs are gender-responsive, and many are provided under contract with CBOs. Staff stated that a written annual record review, with respect to relevance and currency, is undertaken, consistent with Title 15. They indicated that management and staff input regarding the relevance and value of programs and the effectiveness of the CBOs is considered in determining the programs and providers to be incorporated in the ERP. Staff were positive about the composition and content of the programs.

- **Teaching Pro-social Skills (TPS)** helps youth accept, reduce, and manage anger, by directing their feelings pro-socially rather than anti-socially. It utilizes role play and peer group interaction. Components are skill-streaming (substituting constructive behaviors for aggression), anger control, and moral reasoning. This is an intensive program, with sessions five evenings per week. TPS is taught/led by probation counselors, in their respective pods. TPS includes tests at various points in the program to measure progress by the youth. The staff report a decrease in IRs concerning aggressive behavior, and they attribute the decline largely to TPS, although it is not clear whether this is causative or coincidental.
- **BITS (Brief Intervention Tools) and Guides** are still in use by the staff, and they report that the youth continue to benefit from their use. Used in addition to TPS, the youth are immersed in an environment that encourages them to imagine different responses to challenging situations and, while in a safe environment, to try out these different responses.
- **Adolescent Family Life Program** is taught by onsite nursing staff to pregnant and parenting female youth to equip them better for parenthood.
- **Victim Awareness Workshops** is a program conducted by the Probation Department with trained volunteer facilitators. Goals are to promote the development of empathy and accountability in offending youth through interaction with victims.

- **Ranch Reentry Assistance Program (RRAP)** is the reentry program that follows the youth upon exit from the Ranch and continues for four to six months, following completion of Aftercare. The assigned reentry Probation Officer meets with them for support, helps them negotiate difficulties, checks progress in school and/or on the job, in family relationships, and in any other area that may be challenging. Although this program is not voluntary, not all Ranch youth are eligible to participate (due to their being over the age of 18 at the time of release). Of the 68 who participated last year, 37 completed it successfully. In the FY15 Juvenile Justice Annual Report, Ranch Reentry recidivism was reported to be 32% for FY15 (16% <3mo, 12% 3-6mo, and 4% 6-12mo). This data suggest that if the youth can successfully negotiate the first six months after leaving the Ranch, the likelihood of remaining on a positive path is high. This six-month period is the time during which the youth participate in RRAP.

Programs Provided by Community Based Organizations (CBOs)

- **3 Principles.** Focuses on inherent health and well-being.
- **Art of Yoga.** Promotes control of the body and mind through self-expression and class journaling. The program is aimed at negating self-destructive behaviors and promoting authentic change. Only females were participating.
- **Law Program by Fresh Lifelines for Youth (FLY).** The first phase of this program is onsite and directed to education about the law, the consequences of crime, and skills to reduce the risk of criminal behavior. After release, FLY provides a case manager/mentor to support youth in getting their lives on a positive track. Ranch staff singled out FLY for praise based on the value and effectiveness of their programs, described later in this section.
- **Gang Redirect / Refusal Skills by FLY.** This is a 12-session onsite course aimed at reducing gang involvement.
- **Girl Scouts.** The program alternates between the two female pods every eight weeks, promoting self-image, teamwork, anger management, and leadership skills.
- **Role of Men – Fathers.** The goal of the class is to help each male youth become the best man (father, son, brother, uncle) possible.

Evaluation Data

The Ranch staff and community providers were enthusiastic about their work and the positive effect on the youth. Nothing the team observed suggests otherwise; however, no data that objectively measures the effectiveness of these various programs was available.

VI. 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 he/she has “made her/his week” and whether he/she is ready to progress to the next level.

- **Administrative Ranch Reviews (ARR)** occur when a youth’s behavior suggests difficulty adapting to the ERP program, when a youth poses a safety risk to themselves or others, or following an escape attempt. The Ranch manager will make a decision to have the youth return to Juvenile Hall for a “time-out,” which allows the youth to consider their goals and whether they can benefit from the Ranch program. Also, a youth may voluntarily ask for a "time-out." This also allows management at the Ranch to reevaluate the pod in which the youth lives and to prepare the other youth in the pod for the youth's return. When returned to the Ranch, a youth on an ARR returns to the same level. Between April 2015 and April 2016, there were 97 ARRs, including duplications.
- **Appeals.** Youth may “appeal” a disciplinary action, such as a bad week rating or an ARR, in writing. There were five appeals filed for general disciplinary action at the Ranch since the last Inspection Report and two from ARRs, all of which appear to have been resolved appropriately.

VII. MEDICAL SERVICES

Commissioners met with Ranch Medical Services staff on March 14, 2016, including the Valley Medical Center (VMC) Family Nurse Practitioner/Nurse Manager, who oversees all medical and dental care for in-custody youth at the Ranch and Juvenile Hall, and the Ranch on-site nurse.

- **Exams.** All youth are given comprehensive medical and dental exams at the JH facility prior to their transition to the Ranch. The youths’ records, including his/her specific medical and mental health needs, accompany the youth. Nursing staff keeps each youth’s file current, noting any changes in medications or special needs.
- **Medical records.** The county’s Health and Hospital System has initiated a program to join Custody Health with the county’s HealthLink electronic medical record system. As a consequence, both the Juvenile Hall and James Ranch are scheduled to “go live” with HealthLink as of November 7, 2016. The JH and Ranch medical staff is engaged with planning and training for this introduction. The Ranch should advocate for expansion of the HealthLink medical records system to include Juvenile Behavioral Health, to permit a comprehensive view of the youths’ health.

Other Inspections

- **The Institute of Medical Quality (IMQ)** inspects the Ranch Medical Unit, as well as inspecting the companion Medical Unit at JH every two years. The last inspection gave high marks for the standard of youth care at the Ranch. The next inspection by IMQ will occur in 2017.
- **Santa Clara Valley Health Public Health Department** conducts annual inspections of the Ranch and Juvenile Hall for compliance with Title 15. That inspection has not been completed for the current year. The Nurse Manager provided a copy of the 2014 Inspection Report, showing a high standard of care at the Ranch facility.

Clinic Statistics

(blanks indicate no data provided)

| | June 2014 | June 2015 | March 2016 |
|--|-----------|-----------|------------|
| Ranch Population (average in reporting month) | 42 | 39 | 32 |
| On-Site Nursing Coverage (per wk) | | 72 hrs. | 60 hrs. |
| Medical Visits to Nurse's Office (per yr) | | ~360 | 837 |
| Medical trips to VMC or JH (per yr) | | | 53 |
| Emergency Transports (per yr) | | | 12 |
| Dental Visits to Nurse's Office (per yr) | | | 68 |
| Dental issues requiring trip to VMC or JH (per yr) | | | 63 |
| Outside Dentist visits (per yr) | | | 28 |
| Dermatology Clinic (per yr) | | | 23 |
| GYN Visits to JH (per yr) | | | 14 |
| Ambulance Trips (per yr) | | | 1 |
| Psychiatrist Sessions (in person) | | | 312 |
| Psychiatrist Sessions via Tele-Nursing | | | 20 |

Tele-Nursing

A Tele-Nursing system, on-site in the nurse's office, is a helpful resource when a concern regarding a youth's medical care requires consultation with JH medical staff. A determination can be made as to whether the youth needs to be transported to VMC or JH for further medical attention.

Ranch supervising counselors all are trained in the Tele-Nursing process. Staff confirmed there is compliance with HIPAA regulations while Tele-Nursing is in operation. The system is checked for quality of operation twice daily by nursing staff. Staff stated this system has been a valuable tool in the care of Ranch residents.

The Tele-Nursing apparatus had been upgraded to include three separate camera lenses, each capable of transmitting a clear video of the youth's visible medical condition.

When HealthLink is operational, a photo of the injury or area of concern will be downloaded into the youth's electronic file folder.

Medical Records Management

When a youth is assigned to the Ranch by the court:

- The youth's medical record file accompanies the youth when they are transported to the Ranch.
- At the time of release from the Ranch, the youth's parent/guardian is provided with a copy of the medical record. Noted are current immunizations, along with reference to special medical, physical, and mental health needs.
- Families are provided with resource contacts as well, guiding them to agencies that might be able to assist them.

- Youth with asthma leave with inhalers. Birth control medication is dispensed to those females, upon request, who have been taking them on an ongoing basis. Written prescriptions are handed to the youth to be subsequently filled by the parent/guardian.
- After a youth is released, the medical file is returned to the Juvenile Hall Clinic.

Medications

Staff confirmed that medications continue to be stored in the locked nurse’s unit:

- A refrigerated unit is available for storage of any medications requiring temperature-controlled storage. There is a back-up generator to ensure proper storage in the case of a power failure. Staff confirmed the Ranch does not have any current residents diagnosed as diabetic, and added this has been the case for the past two years.
- Youth diagnosed with asthma are provided inhalers and given instruction regarding their use. Counselors, along with nursing staff, are all trained in the care of asthmatic youth. Staff confirmed that asthma-diagnosed youth are provided with, and encouraged to take, two puffs from their inhaler before athletic participation or outdoors work activities in addition to two puffs before bedtime. The on-site nurse stated there were currently six to eight youth currently at the Ranch who are diagnosed with asthma.
- The nurse makes rounds to each living unit each morning and each evening with a medication cart. Individually, the youth steps into the hall outside the pods, and the nurse administers the prescribed medications. As medication is administered to each youth, the nurse, accompanied by a counselor during the evening rounds, documents on a chart the specific medication, confirming that the youth is, in fact, the proper recipient of that particular prescription.
- According to the Nurse Manager, no residents were being prescribed pain medications.
- Although this documentation is currently in paper format, it will be electronically entered when HealthLink comes online, as noted above.

Nursing Staff Coverage

| | | | |
|--------------------|---------------|--------------|-------------|
| Mon, Tue, Thu | 12 hrs. / day | 7 am – 3 pm | 5 pm - 9 pm |
| Wed, Fri, Sat, Sun | 8 hrs. / day | 7 am – 11 am | 5 pm - 9 pm |

Pediatrician

The pediatrician who serves JH and Ranch youth is on-site four hours every Thursday. Youth are scheduled for appointments, but if needed, additional youth can be seen. Some youth have alternate pediatrician insurance coverage. Appointments for these youth are made by the parent/guardian, with transportation arrangements made through Probation staff.

Dental Care

The Juvenile Hall dentist administers to Ranch youth as well. Initial dental exams take place at JH upon admission, with follow-up care noted in each youth’s file. Ranch youth are transported to JH for additional exams or treatment.

If more serious dental needs are identified, or, in case of emergency dental treatment needs, youth are transported to VMC, with subsequent follow-up by the long-time JH/the Ranch dentist. Specialized treatment, such as root canal care, is taken care of by private dentists, if parents have private insurance. If insurance is not available, the dentist from Juvenile Hall will make needed arrangements for the procedure.

Dental Floss, now approved for regular use at the Ranch, is encouraged by staff and is handed out each evening before bedtime.

Eye and Hearing Exams

Optometric and hearing screenings take place at JH prior to a youth's transition to the Ranch. However, if a youth exhibits any sight or hearing problems, he/she is seen by a pediatrician, and is subsequently seen by a VMC specialist for determination as to the youth's need for glasses or a hearing device. If the youth has been wearing contact lenses at the time of their admittance to the Ranch, their optometric care would adhere to their prescription. However, new prescriptions for contact lenses for the youth are not provided.

Wait times reduced. Staff reported that, in the past year, the wait time for glasses has decreased considerably, largely because of efforts by VMC and Ranch nursing management. In past years, the process from diagnosis to fitting of a youth's glasses often took four to six months. At times, the lenses arrived after the youth's release from the Ranch. Currently, the wait time reportedly is less than eight weeks.

Medical Staff Training

Nursing staff, along with all Ranch counselors and supervisors, reportedly are certified annually in CPR, First Aid, the use of EPI-Pens (Epinephrine Auto Injector), suicide prevention, use of inhalers, use of Automated External Defibrillator devices (AED), and other areas of training the nursing staff finds necessary. EPI-Pens are available in all living units, the cafeteria, recreation areas, classrooms, and outlying buildings throughout the facility.

Medically Supported Nutrition

Included in last year's JJC Ranch Inspection Report was reference to a Double Tray Entrée Pilot Program, based on Body Mass Index (BMI), with oversight by physicians, specific to each youth's nutritional needs. This program has been adopted by the county's In-Custody Health Services.

The success of this program prompted an invitation for the Ranch Nurse Manager, VMC physician, and key partners to attend and deliver a presentation at the "2015 Winter Conference," hosted by the American Correctional Association in January, 2016 in New Orleans.

Communicable Disease Screening

Sexually-Transmitted Disease (STD) screening is a routine procedure at the time a youth is admitted to JH, as part of adolescent care. Follow-up screenings are conducted as clinically indicated at any time after a youth transitions to the Ranch. After home visits, youth may request a screening. Staff confirmed this is a common request by Ranch youth, and stated that, in the past year, there have been no positive test results.

Human Papilloma Virus Immunizations

Human Papilloma Virus (HPV) vaccines are provided to female youth as part of the mandated immunization protocol. However, they may opt out of this particular vaccine.

VIII. MENTAL HEALTH

Mental Health care at the Ranch is administered by Santa Clara County Behavioral Health Services (BHS). In addition to the Ranch psychiatrist, there also are two on-site providers serving the youth at the Ranch: Starlight Community Services (Starlight), providing mental health services, and Pathway Society (Pathway), providing substance abuse treatment.

Ranch Psychiatrist

A BHS psychiatrist is on-site at the Ranch each Monday for six to eight hours and conducts follow-up visits as necessary. The youth schedule appointments; however, emergencies can be addressed as needed.

- **Coordination.** Starlight and Pathways therapists and clinicians work closely with the psychiatrist. Previously, the majority of communication between these on-site therapists and the psychiatrist has been addressed through e-mail and phone conversations. However, there has been little time for in-person, round-table discussions regarding each youth's specific needs. The current psychiatrist favors the use of the previously mentioned Tele-Nursing system. Face-to-face video conferencing allows for in-depth and personal follow-up with each youth under the psychiatrist's care.
- **Psychotropic medications.** On April 5, 2016, 24 youth resided at the Ranch. Of those youth, 14 were receiving prescribed psychotropic medications.
- **Gender-responsive services.** Basic services for males and females, regardless of age, are the same. However, most girls assigned to the Ranch have been identified as trauma victims and receive court-ordered Trauma Focused Cognitive Behavior Therapy (TFCBT). Mental Health staff stated there has been an increase in the percentage of youth identified as Commercial and Sexually Exploited Children (CSEC). Based on this increase, use of Trauma Therapy and Motivational Interviewing has expanded. Youth in need of sexual abuse therapy are treated by Starlight therapists on-site, using the protocol and program of Trauma-focused therapy as requested by the court. Youth considered to be perpetrators are referred to Gardner Health Services, under contract with the County.
- **Back-up on weekends.** In previous years, there have been concerns regarding the need for a back-up psychiatrist on weekends, holidays, or when the assigned psychiatrist is on vacation or ill. The Ranch and VMC Nurse Manager confirmed that two relief psychiatrists are on-call, ensuring continuous support of the ongoing mental health care of in-custody youth.

Starlight Community Services

Starlight provides services including orientation at admission, assessments, mental health plans, participation in MDTs, individual therapy, family therapy, collateral rehabilitation, case management, and crisis intervention. Starlight is accredited by the Joint Commission.

- **Staffing.** Therapy services are provided by three full-time marriage and family therapist interns (MFTi), supervised by a licensed MFT clinical supervisor/assistant administrator. Two therapists speak Spanish, with a Vietnamese translator available by phone or in person.
- **Care and safety plans.** Starlight formulates a trauma-informed Client Care Plan within 30 days of a youth's admission to the Ranch. At admission, a Safety Plan is created to address self-harming behaviors.
- **Youth records.** Starlight therapists maintain their own therapy files for each individual youth, which are separate from the health records maintained by BHS.
- **Client Outcomes.** In October 2015, James Ranch began collecting data from Starlight to measure Mental Health program participant outcomes. Reports are not yet available.

Pathway Society

Mental Health support relating to substance abuse is provided by Pathway Society.

- **The Seven Challenges® Program.** Pathway utilizes this 10-week, evidence-based substance abuse program, a required component of the ERP. Structured guidelines govern the program, including weekly, 90-minute group therapy sessions, organized by pod unit, with up to 10 youth in each group.
- **Staffing.** Two full-time counselors are supervised by the director of clinical standards, who is a licensed MFT. One counselor is a Certified Alcohol and Drug Counselor-II (CADCI). A second counselor, newly hired, is a Registered Alcohol and Drug Trainee-I (RADTI), and is fluent in Vietnamese, Chinese, and Spanish.
- **Caseload.** Pathway has been without a third counselor since January 2016. Each counselor carries a caseload of 17 to 28 youth, who are either in residence at the Ranch or participating in RRAP. The director stated they were actively seeking a third, full-time counselor, but the hiring process had not proceeded as planned, and recruitment was ongoing.

IX. FACILITY

Buildings

The Ranch has been operational since 1953, and is located in a rural setting in South County. With the demolition of a barn this year, there are now 17 one-story buildings, of which 13 are in use, spread over nine acres. All operational buildings are well maintained, clean, and orderly inside.

- **Currently used buildings:**
 - Administration
 - Kitchen/dining room
 - Freezer/food storage for JH and the Ranch
 - Construction/Computer Lab (2 buildings)
 - Mental Health Services
 - Dormitory (2 buildings)
 - Recreation Hall and library
 - Blue Ridge School (2 buildings with 6 classrooms and a school office)

- Program (medical offices and conference room)
- Warehouse
- **Building plans for the future.** The Juvenile Probation Department is moving forward with the construction of four new buildings, including dormitories, which will be located near the entrance of the existing property. As of April 1, 2016, the project was to be completed by the end of 2018. When construction has been completed, Juvenile Probation intends to continue using the existing buildings as well.

Kitchen

The kitchen and dining area appear to be well-functioning and clean. The shift schedule and the number of staff (6) remain the same. There are two shifts: 5:00 a.m. to 1:30 p.m. and 10:30 a.m. to 7:00 p.m. All employees have been Serve Safe certified.

- **Temperature.** Logs for all storage compartments were reviewed and were in compliance with Title 15 guidelines.
- **Staff serve three meals a day.** Youth are given 20 minutes to eat. No more than three pods of youth are present in the dining area at any one time. As in previous years, up to four youth assist staff during meal times and do other small kitchen tasks.
- **Youth have access to snacks.** Fresh fruit is offered between meals and after dinner; whole grain crackers and sandwiches are also available. The kitchen accommodates special dietary and religious needs. If youth miss a meal, they receive a supplementary meal.
- **The staff stress the importance of a balanced and healthy diet.** Menus include whole grain foods (including pasta, tortillas, and crackers). Staff are now working on lowering the sodium content in the foods. Double tray meals are served when ordered by medical staff.

Dormitories

As was mentioned above, two dormitories are located on the property and youth live in pods. As of April 1, 2016, the pods were neat and clean and the furniture appeared to be in good condition, but does show wear. Following was the number of youth in each pod:

| Pod | # |
|------------|----------|
| B | 7 |
| C | 5 |
| D | 7 |
| E | 6 |
| F | 5 |
| G (girls) | 7 |

- **Cleaning.** All residents of the dormitories are responsible for daily cleaning of their individual areas and the common areas of the buildings, including the showers, sinks, and toilets. All bathroom areas are cleaned professionally on a quarterly basis.
- **Amenities.** The counselors control the music and televisions in each of the pods. Fresh fruit and fresh water dispensers also are located in each of the pods.

- **Fire safety.** All pods have smoke detectors and sprinklers in the ceiling.

The first dormitory is for boys. Until this year, it held five self-contained pods capable of sleeping 12 youth in each. Each pod is furnished with bunk beds, wardrobes for each youth, a seating area with a table, sofa, and television, and a desk for the pod counselor.

- **More spacious now.** During this last year, with the decrease in the Ranch population, one pod was removed and the remaining four were enlarged. The space in each pod is now one third larger, which is a significant improvement.
- **New furnishings.** New sofas have been ordered for every pod. Each pod is decorated by the youths housed there. The pods are constructed with modular walls that do not reach to the ceiling. Sound carries from one pod to the other and the whole area can be loud when the boys are all in the pods.
- **Restrooms and bathing facilities – more privacy offered.** Common showers, sinks, and toilets serve all boys in this dormitory. A wall of glass separates the shower and toilet area from the corridor leading to the pods and outside. A three-foot wide frosted panel in the middle and along the length of the glass wall provides privacy for those in the shower and toilet area. Privacy curtains were installed this last year in the showers and between the toilet and sink areas to comply with the Prison Rape Elimination Act (PREA).
- **Control room.** The control room is located at the entrance to the dormitory in which video screens display the outside (fields and buildings) and gates. Counselors in this room monitor these screens and control the gate during the night.

The second dormitory is a modular building divided into two pods, one for younger boys and one for girls.

- A permanent floor-to-ceiling wall separates the pods and each has a separate entry from the outside and a second exit.
- Showers and toilets are located in each of the pods.
- These pods are larger than those in the other dormitory, but are furnished similarly.
- Next to the second dormitory is an area carved out for a **picnic table and raised beds for vegetables.** This spot was created by the youth and is well maintained.

Construction and Computer Lab

- **Picnic tables for parks.** As mentioned, the youth are currently constructing picnic tables that are sold for use in park and recreational areas. A large number of finished tables were stacked outside next to the carpentry shop at the time of the inspection. Beginning the week of April 17, 2016, the Enterprise Counselor and Maintenance Mechanic with a group of youth will begin delivering the tables to the parks. The Ranch may consider storing these tables farther away from the shop for fire and safety reasons. The whole construction area was neat and orderly.
- **Computer lab.** In another section of this building is a computer lab. About 12 computers are located in this area. Since the Ranch does not have a computer teacher, the computers were not in use.

- **Former auto shop re-purposed – Tiny House.** Since the last inspection, the auto shop has been re-purposed and is being used for the Ranch Tiny House construction program. Youth were working on the Tiny House roof at the time of the inspection.

Recreation Hall

The Recreation Hall contains the library, weight room, and space for youth to play board games, Ping-Pong, pool and other indoor recreational activities. This space is also used for family visits.

- **Equipment condition and care.** Two of the three pool tables need re-surfacing, and the carpet in this area needs cleaning. Youth and staff use the weight room. The equipment is generally in good shape, but the coverings on the protective pads of several machines were cracked or peeled away and foam material exposed. Staff offered that the youth are hard on the recreational equipment and on-going maintenance is difficult.
- **Library.** The library still houses a significant number of paperbacks, but few resource books. The books are not in any particular order. The books are donated and the youth are free to select a book to read and keep. Youths do not use the library other than to select a book. They prefer to read in their pods. The library is also used as a meeting room. In addition, computers are located in the library for youth who are taking on-line college courses.

Maintenance

- **Mechanic.** One on-site general maintenance mechanic works at the Ranch eight hours per day, five days a week. The mechanic is responsible for small projects and monitors the completion of the County Fleet and Facilities (FAF) work orders. If projects are larger than the mechanic can manage, he places a work order with FAF.
- **Roof leaks.** As a result of the rains this year, several of buildings have had roof leaks. The most serious of the leaks occurred in two classrooms located in the same building. One classroom just re-opened, but the second classroom was still closed at the time of the inspection. This building is scheduled for a new roof to permanently correct the problem. The Ranch should repair the roof before the rainy season.

Grounds

The buildings located on the property occupy only about a third of the entire property—the rest of the property is open fields.

- **Lawn care.** At the time of the visit, the grasses in the open fields had been mowed.
- **New track.** The new maintenance staff cut a running track in the field during the last year. It is 200 meters in circumference, which is the size of an indoor field house track. The track has a dirt surface, and the maintenance staff make sure the dirt remains level.
- **Debris clearance.** This last year, the areas outside the buildings not in the central area were cleaned of discarded pipes and other debris. A rusted car has been removed and the remaining car frame will be removed from the area near the auto shop.

- **Greenhouse.** The greenhouse and garden space in back of the classrooms is still not in use. The maintenance staff plans to remove the tattered plastic covering the greenhouse.
- **Sport courts.** In the central area of the buildings is located the basketball/volleyball court, which is well maintained. Picnic tables are scattered around this area.
- **Roofs and sidewalks.** Many of the sidewalks are roofed to protect against the weather and are generally in good condition, but do have some uneven areas where the tree roots have raised the concrete. The commissioners noted that the number of uneven walkways appear fewer than from last year.

X. CLOTHING, LAUNDRY, AND PERSONAL HYGIENE

Clothing, personal items, and other supplies are kept in a large storage room. The James Ranch Storekeeper is charged with the maintenance, storage, organizing and ordering of supplies. The laundry housing three industrial washers and two driers is located on the adjacent Holden Ranch property.

- Each youth is provided a set of clothing at admittance, to include T-shirts, a long-sleeved shirt, pants, sweatpants, sweatshirt, and undergarments, one pair of shoes, one pair of sandals, and one pair of boots. Jackets and other appropriate clothing are provided for work assignments as needed, and based on weather conditions.
- Clean outerwear is issued three times per week. Undergarments are replaced daily. Staff noted that available bra sizes are limited so sometimes they are not appropriately sized.
- Youth are provided personal hygiene items and are encouraged to shower daily.
- Worn or outgrown clothing and shoes are replaced as often as necessary.
- Also issued upon arrival is one sheet, two blankets, one pillow case, one rubberized sheet, and a towel, which is replaced each day. Bedding is washed weekly.

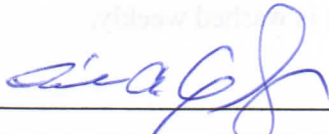
XI. SAFETY AND SANITATION

The following was observed or reported to the JJC:

- **Fire inspection.** There were no outstanding issues from the previous year's inspection. An annual fire inspection is conducted every July. The Ranch does a monthly safety inspection of all buildings on the property. Thirty distinctly identified areas of concern are to be checked. Any area where a deficiency is found is noted on the report with a brief description of that deficiency (e.g. light in a hallway fixture is not working).
- **Defibrillator cabinets.** The staff noted that the alarms for the three Automated External Defibrillators (AED) cabinet doors, located in the kitchen and nurses office, were not working correctly and were scheduled for repair.

- **Escape prevention responses.** At the time of the 2015 JJC inspection, two recent escape attempts were reported. The 2015 inspection report recommended improvements in lighting from the buildings into the open land and the perimeter fences and supplemented security at the Malaguerra gate during evening and night hours. Juvenile Probation has since contracted with a consultant to evaluate security. The report is due at the end of March 2017. Since the escape attempts, staff have been given high intensity flashlights and a four-wheel drive vehicle is now available to cruise the property. As has been stated, at night video screens are monitored and the gate access to the property is operated from the control room of the boys' dormitory.
- **Fencing and gates.** Some sections of the fence are still exposed to outsiders who enter the general grounds of the Ranch, and the overall fence line must be inspected manually on a daily basis. The entry gate at Malaguerra Avenue generally is open, with no video surveillance from 6:00 a.m. to 8:00 p.m. Though video of the second set of entry gates is available, the monitor is located in a supervisor's office and in the office in the main dorm but is not available to the staff actually assigned to open the entry gates. This was still the situation at the time of this year's inspection. To increase safety and monitoring, the Ranch should take measures to improve video surveillance by staff of all gates during the day.

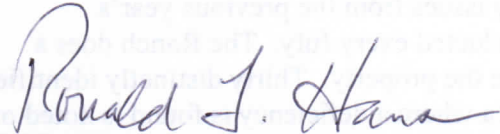
Approved by the Santa Clara County Juvenile Justice Commission.



Raul A. Colunga, JJC Chairperson

9/6/16

Date



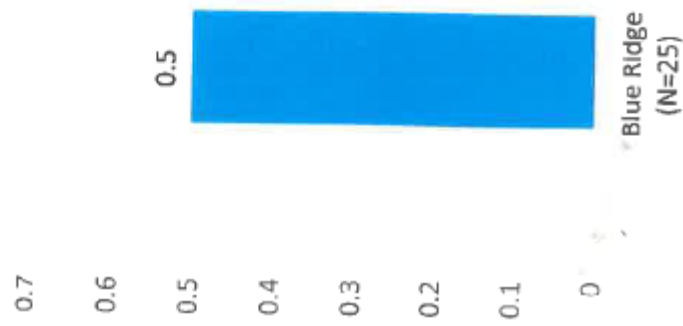
Ron Hansen, JJC Ranch Inspection Chair

Sept. 6, 2016

Date

APPENDIX A

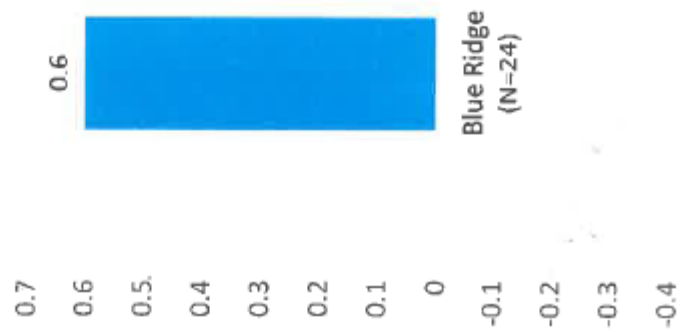
Court Schools English Language Arts Grade Level Equivalency Growth 2014-2015 School Year-to-Date



■ STAR Renaissance Math Pre:Post Test Comparison

Court Schools Math

Grade Level Equivalency Growth
2014-2015 School Year-to-Date



■ STAR Renaissance Math Pre:Post Test Comparison

DOCUMENTS REVIEWED

- James Ranch Guidebook
- James Ranch Procedures Manual Revision Draft (2015)
- James Ranch Fire Inspection, Testing and Maintenance Reports for:
 - Dorms
 - Red Hall
 - Walkway
 - Programs
 - Auto Shop
 - Modular Dorm
 - Five-Year Certification from Northern California Fire Protection Services, Inc. (10-27-15) stating fire sprinklers at James Ranch Facility were in compliance with NFPA statute requirements.
- James Ranch Kitchen reports:
 - Yearly Nutritional Health Evaluation 12/10/14
 - Food Temperature Logs
 - June Menus
 - Santa Clara County Juvenile Probation Food Service Guidebook
- James Ranch Medical:
 - List of Medical Visits to Nurse's Office last 12 months
 - Dental visits
 - Trips to VMC & Juvenile Hall
 - On-site visits by duty dentists
 - Outside dental visits
 - Dermatology visits
 - GYN visits to Juvenile Hall
 - Ambulance
 - Monthly Medical Report-Graph-12 months
 - Copy Protocol Double Tray Entrée Program
 - Statistic confirmation Psychiatrist visits 2015
 - Comprehensive Report-Double Entrée Program, In-Custody SC County June 1 to Aug. 31, 2014 (Comparative Study)
 - Sign-In sheet, Juvenile Custody Health Services Training
 - LGBT Training 9-10-15
 - 2014 SC Valley Health and Hospital System, In-Custody Services Annual Report for Juvenile Hall and James Ranch
 - James Ranch Nursing Staff coverage schedule
 - Jan.22 to 27, 2016 Program Agenda American Correctional Assoc., New Orleans, La.
 - Notes SC County VMC/JPD Entry Pilot Program-as presenters
- James Ranch Programs:
 - Challenges overview, Counseling Practices, Group Structure

- Challenges Series Guidelines Textbook, Activity Book, Counselor's Guidelines, 9 Workbooks, Journals for 10-week program
 - STARS Behavioral Health Group Client Outcomes Report for AFT Program (COR)
- Santa Clara County Probation Department Juvenile Hall and James Ranch Daily Population
Statistics for July 1, 2015, date of initial inspection by the JJC team.