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William F. James Ranch
Inspection Report
June 2017

EXECUTIVE SUMMARY

The Santa Clara County Juvenile Justice Commission (JJC) conducted its annual inspection of the William F. James Ranch secure detention facility for youth offenders in March and April 2017.

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

The Commission found the James Ranch to be a well-supervised and thoughtfully managed facility in substantial compliance with California's Title 15 standards for juvenile detention facilities and found the Ranch to be faithful to Santa Clara County's progressive juvenile justice goals and philosophy. Management, staff, and contracted community-based service providers evidenced deep commitment to improving the lives and prospects of Ranch youth and frequently have displayed special individual initiative in enriching the program and assisting their youth charges. The medical clinic has been effective in pressing for improvements to benefit youth beyond their time at the Ranch and has been recognized nationally for its leadership.

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

With new leadership within the County Office of Education, the Commission expects to see improvements in Ranch educational and vocational programs. Improvement is essential to fulfilling the goal of more stable and productive lives for youth after release from probation.

The Commission's specific findings follow. Recommendations and Commendations can be found in section XII of the Report.

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INTRODUCTION

The Santa Clara County Juvenile Justice Commission (JJC) is a state-mandated, court-appointed authority. The JJC's purpose 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) in March and April, 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.

The Ranch is required to comply with Title 15 minimum standards for local juvenile detention facilities (California Office of Administrative Law). The Vision and Mission statement articulated for James Ranch serves as an additional standard for the JJC's inspection report.

<p style="text-align: center;">WILLIAM F. JAMES RANCH</p> <p style="text-align: center;">VISION</p> <p>The Santa Clara County Juvenile Rehabilitation Program envisions a productive life for our youth working with the family, partner agencies and the community to provide our youth the skills and ability to fulfill their needs in a socially responsible manner.</p> <p style="text-align: center;">MISSION</p> <p>The Mission of the Santa Clara County Juvenile Rehabilitation Program is to positively impact our communities by providing appropriate services to the youth and families we serve. The program will be a holistic model relying on inter-agency and community partnerships for development, delivery and enhancement of services for our youth and families. We are committed to delivering a balanced and collaborative rehabilitative program with a focus on the development of pro-social skills through systematic intervention in thought, values, actions and positive relationship building.</p> <p style="text-align: center;">PROGRAM PHILOSOPHY</p> <p>Organizational Commitment / Diversity / Integrity / Leadership / Planning and Flexibility / Training / Value of System Partners.</p>
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Eleven commissioners inspected the facility and met with Probation Department staff, the school's principal and staff, county Health and Hospitals staff, contracted service providers, county contract monitors, and youth. All visits to the Ranch were scheduled. This report summarizes the information gathered during those visits and includes recommendations based on that information. Unless otherwise noted, statistical data cited is for calendar year 2016.

For ease of identification, **notable, new, or changed information is identified by blue font.**

Prior year JJC reports, as well as inspection reports covering other youth facilities, are available at: <http://www.sccsuperiorcourt.org/juvenile/jjc.htm>.

I. OVERVIEW – ENHANCED RANCH PROGRAM

The Enhanced Ranch Program (ERP) was introduced in 2006 as an evidence-based program (following “the Missouri Model”) that represented a fundamental shift to restorative justice principles. Activity is organized by Pod, small residential units with continuity in assigned staff. Staff are trained counselors, focusing on group process and cognitive behavioral change. A wide array of services is provided by the Probation Department and its system partners in a multi-disciplinary, team-based approach. A Probation Officer from the Reentry Unit follows each youth throughout the ERP and then continues case management services for approximately six months after completion and release.

The ERP is designed to consist of a commitment period including six to eight months in residence at the Ranch, followed by an intensive 10-week period of Aftercare in the community.

II. YOUTH POPULATION & COMPLETION RATES

The population of youth in secure detention at the James Ranch at inspection in March 2017 was 30, of whom 5 (17%) were female and 25 (83%) were Hispanic. Five (17%) were under the age of 16. The youngest Ranch resident was 14 years old. Felony offenses against people accounted for 47% of commitments.

The population at year end in December 2016 was 26, compared to 38 in 2015, continuing the steady downward trend of recent years. Charts showing composition and trend of the Ranch (and Juvenile Hall) population can be found in the Appendix 1 to this report.

During 2016, 58 commitments to the program were ordered. Of the 70 youth exits from the program in 2016, 42 (60%) exited successfully. Successful exits include youth who complete the on-site program and exit to After-care or are ineligible for After-care because they have reached the age of 18.

III. STAFFING

The Santa Clara County Probation Department is responsible for managing the James Ranch and its programs. One hundred thirty-four staff members (full-time, part-time, and relief) were employed at the Ranch in 2016, including three Facility Supervisors, three Treatment Supervisors, and a Security staff of nine. Each Pod of approximately six youth is staffed by six counselors.

In addition, Valley Medical Center (Santa Clara County Health and Hospitals System) provides health services management and staff, the Department of Behavioral Health Services contracts for mental health and substance use services, and the County Office of Education provides educational services, as detailed below.

IV. CLASSIFICATION AND SEGREGATION, ORIENTATION, AND RELEASE

Commissioners reviewed the Ranch Policies and Procedures Manual and consulted with staff regarding changes in the last year. Admittance, Orientation, and Release Procedures remain functionally the same, except that sections are continually updated in conformance with the changes required by law and best practices.

Orientation for youth entering the Ranch occurs at Juvenile Hall and includes Prison Rape Elimination Act (PREA) orientation at JH entry. Youth are assigned to Pods at the Ranch based on factors such as age, sophistication, and educational needs. Pod capacity is 12, and currently stands at eight or fewer. Pods B and C are general population units and house youth who have an Individualized Education Plan/Special Education (IEP). C Pod has youth near or past high school graduation requirements. Two youth presently in this pod are working in regular employment off site, and others do Ranch work assignments. Younger boys and girls are assigned to separate pods. Effective October 1, 2017, PREA establishes a maximum youth to staff ratio of 8 to 1 during waking hours and 16 to 1 during sleeping hours. Pod staffing adjustments may be necessary.

Length of stay is reiterated upon arrival at Ranch. Youth are informed that the usual 6 to 8-month tenure can be increased by up to 30 days in case of Administrative Ranch Review (ARR) “dead time” spent at JH. The ARR is treated as a “time out,” after which youth return to the level previously earned in the Ranch program.

Orientation includes information regarding telephone access, mail, and attorney contact. Youth call their family upon arrival at the Ranch and are allowed the privilege of one supervised call home per week, if earned. The Ranch supplies two stamps for youth to mail letters home, and they may mail an unlimited number of letters at their own expense. Mail is scanned but not read. They may possess up to five letters at a time and are encouraged to send more letters home with parents who visit. Parental visits usually occur on Saturday or Sunday for two hours, but can occur at other times when circumstances demand. Staff actively promote and accommodate family engagement. Information on how to contact the youth’s attorney is available in each pod, as are Grievance and Appeal forms.

A personal orientation for each youth occurs when assigned to a pod. All regular activity stops, and time is set aside to allow the new youth to meet the present residents.

A youth earns “Levels” at the Ranch, and the rate of progression through each level determines not only the length of stay but also the level of privileges.

- Level 1: Orientation which includes a Multidisciplinary Team (MDT) meeting to assess needs and treatment. (1 month)
- Level 2: Self Awareness (2 months)
- Level 3: Family Reunification Planning (2 months)
- Level 4: Reentry and Aftercare (1 month)

Use of Force

Staff at the Ranch use force only to separate combative youth, prevent harm, or prevent escape. All other discipline matters are dealt with by counseling the youth to redirect behavior. There is no “isolation room,” and separation is used only to take a youth aside to counsel on behavior.

The evacuation of the Ranch youth to JH because of rising flood waters in February revealed that staff need further training regarding the use of zip ties as plastic handcuffs. Youth normally are transported to JH in handcuffs, and during the evacuation the zip ties were not always attached properly. Handcuffs also may be used as an escort tool after an altercation. Unlike Ranch staff, transportation officers and Aftercare officers are permitted to carry pepper spray while off-campus, if trained. At the time of inspection none had chosen to carry it.

Reporting of Incidents

Any medical need, injury, assault, or escape attempt at the Ranch generates an Incident Report (IR). The reports are computer-based, filled out before the end of shift by each staff member involved in an incident, and reviewed by the Probation Manager and Deputy Chief. The Commissioners reviewed a sample of the IRs, which appeared to have been handled appropriately.

Appeals and Grievances

Appeals. Youth have a right to file an Appeal from disciplinary action including, but not limited to, failure to pass their week or being returned to JH for ARRs. No appeals were filed from ARRs since the last JJC Inspection. Seven Appeals were filed and were reviewed by the Commissioners. All appeared to have been handled appropriately.

Grievances. Grievances can be filed based on any failure of the program to meet the youth’s needs, apparent staff issues with the youth, or inadequacies (ranging from no hot water to not enough food). Seven Grievances had been filed, and they appeared to have been addressed appropriately.

V. EDUCATION

Education programs at the Ranch are conducted by the Santa Clara County Office of Education (COE) Alternative Education Department (AED). They include standard academic subjects, special education support and materials, and career technical education. For the

inspection, the JJC met with the principal of the Blue Ridge School, faculty, and students, and toured classrooms.

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

- High school requirements. A student may choose to complete high school requirements or may choose to take a proficiency test, such as HiSet, to qualify for high school completion before release from the Ranch.
- College courses not offered. After a student has graduated, they cannot participate in high school classes. High school graduates currently have no access to college enrollment or college-level classes. In the 2013-14 JJC inspection report, the COE said it would begin offering online college courses, however this has not happened. Though not a responsibility of COE, the office has repeatedly expressed a desire to meet the needs of graduates, but as of the inspection date, nothing is in place.

Staffing

- Faculty hours. COE faculty work from 8:45 a.m. to 3:15 p.m., with classes from 9:00 a.m. to 12:00 p.m. and from 1:25 p.m. to 3:00 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. At the time of the inspection, it was also announced that the current principal will be reassigned and there will now be one principal overseeing the Ranch and Juvenile Hall schools.
 - 2 Core Education teachers: English, Science, Math, and History
 - 1 Special Education teacher
 - 2 Vocational Education teachers: Welding, Construction
 - 1 Aide
 - 1 Resource Specialist (Part-Time), works full days Monday and Wednesday and an additional hour four mornings a week, providing extra instruction to the youth.
 - 1 Aide (Part-Time), supports the SDC class 3 days per week.
 - 1 Para-educator. From July to December 2016, Blue Ridge had a full-time, dedicated para-educator, who facilitated the COE's pilot program, designed specifically to maintain and further educational goals for Blue Ridge youth who have graduated high school. However, due to low attendance and budget pressures, this program ended.

Education Framework

The Ranch population was 29 on April 6, 2017. The following information on enrollment and educational status for that date was provided by COE:

At the time of the inspection	Students
Enrolled <ul style="list-style-type: none"> • Regular • Special Day Class (SDC) 	18 8
High School Requirement Completion (no longer participating in classes)	3
Individualized Education Plans (IEP)	11

- 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”). Due to water damage in two classrooms, the SDC classes are forced to meet in a classroom without any technological tools, which limits the effectiveness of the instruction provided. Initially, the damaged classrooms were expected to be repaired and back in service during Spring 2017. The staff is now under the impression that this repair is delayed and may not occur at all in deference to the new facility construction, slated for completion in 2020. Management indicated, however, that the roof is under repair.
- Block schedule change. Through 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 Career Technical Education (CTE) purposes. This program makes possible accelerated credit recovery, increasing the likelihood a student will graduate from high school. Students participate daily in PE provided by Probation, for which they receive credit towards graduation. The staff did express, however, that the Block Schedule has resulted in a less cohesive education situation, making student re-engagement difficult in the afternoon following the 1½ hour lunch period.
- Mental health issues in the classroom. Blue Ridge staff estimated that about half of their students are dealing with mental or emotional health issues, frequently making classroom instruction difficult or impossible. Their perception was that Mental Health therapists were not available during classroom hours, but if they were to be available, disruptive situations could be better addressed.

Support and Tutoring

- Tutoring is available after school. There is some assistance for youth who are working below grade level or who need help with math or reading. Teachers can provide 2-3 hours per week for English Language Arts (ELA) and Math support. Three students are taking the California Driver Ed course which supports expository

- reading.
- Student computer readiness. The instructional and testing materials are desktop computer-based, but most of the youth have had exposure to computers and have elementary keyboarding skills. If students are unfamiliar, teachers instruct them and the students practice in class.
 - 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. This support is provided on an “as needed” basis.

Technology, Vocational, and Online Learning

- Tiny House Project. Ranch youth constructed a “tiny house” that when completed, was displayed at SJSU. All youth had the opportunity to participate in the project, which combined academics and life skills. The project incorporated math, science, history, teamwork, planning, and communication skills. All funding for this project was provided by COE. Despite some schedule disruptions, the youth involved felt it was very beneficial and instructive. They described a strong sense of accomplishment and ownership with the project.
- 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/CSU 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 deficiency, OdysseyWare, an online, self-paced learning program that satisfies UC and CSU requirements is now available.
- No online college classes. There are 20 laptop computers available to assist students with online college classes, as well as for other general educational purposes. Unfortunately, at the time of this inspection, no students were enrolled in online classes since the school had not figured out how to restrict unauthorized Internet access by students. These capabilities are widely available and used in public schools, however.
- 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 for basic Microsoft Office applications (Word, Excel, PowerPoint, etc.).
- Vocational classes. Classes include elementary instruction in plumbing, carpentry, electrical, welding, basic framing, and sheet rocking, which provides potential trade-

based, hands-on instruction. All young men and women participate in the vocational classes. Staff and students advocated restoration of an automotive vocational program, perhaps engaging a local dealership or manufacturer to partially underwrite a program. Ranch youth continue to construct industrial picnic tables and benches, as well as metal fire pits, selling them to Santa Clara County Parks and Recreation Department.

- [Limited certifications](#). Currently, the single certification provided Ranch youth is a certificate for completion of the welding curriculum. For the second year, plans have been proposed for certification in food handling safety (Safe Serve), green technology, landscaping, and carpentry. Unfortunately, except for a time-limited food handling pilot in fall 2016, these plans have not materialized.
- [Un-utilized project-based learning Science Kits](#). In the *WASC Self-Study Report*, produced by the COE, it noted, “PBL (Project-Based Learning) science kits aligned with New Generation Science Standards were purchased and implemented in fall of 2015.” When asked by the JJC to share the students’ experiences with the kits, the staff revealed that the kits were purchased, but have never been used.

School Facility

The 2016-2017 SCCOE LCAP report states, “...substantial site improvements to Blue Ridge School are planned for 2016-2017.” When interviewed, the Blue Ridge staff was unaware of these improvements or the timeline for completion.

Academic Performance Goals

Historically, most youth, but not all, entering the Ranch have tested significantly below grade level—youths’ academic levels range from mid-elementary level to high school senior. A continuing challenge for Blue Ridge staff is the range of academic skill levels of their students when they arrive.

The COE periodically administers assessment tests to establish and monitor academic standing and progress. Unfortunately, over the past two years, the test vehicles have changed making student progress comparisons impossible. Equally concerning are the incomplete Northwest Education Association (NWEA) assessment results in Reading and Math for fall 2015 and spring 2016. Per the staff, many students did not complete their test, thereby rendering their assessment invalid. For example, of the 21 students who began the spring 2016 Math test, only 14 (67%) completed it. 11 students tested as “Lo” (<21%-ile) and 3 students tested as “LoAvg” (21-40 %-ile). Similarly, the spring 2016 Reading test resulted in 12 (57%) of the 21 students completing the test. Of them, 9 students tested as “Lo” (<21%-ile), 2 students tested as “LoAvg” (21-40 %-ile), and 1 student tested as “Avg” (41-60 %-ile). [Nearly half of the students didn’t complete the test, which is itself concerning, and only one student tested as Average in the critical areas of Reading and Math.](#)

The California English Language Development Test (CELDT) is administered to the students in Court Schools. Unfortunately, the results commingle Osborne and Blue Ridge test results.

Nevertheless, the results (shown below) are instructive:

Grade	Students Tested	Met the CELDT Criterion*
9	8	3 (38%)
10	8	1 (13%)
11	24	9 (38%)
12	49	26 (53%)

*The CELDT Criteria includes those in level 4 (Early Advanced) or level 5 (Advanced) in Listening, Speaking, Reading, and Writing.

Those in Court schools are substantially behind in English language development if they are in grades 9 or 10. On the other hand, if they are in grades 11 or 12, at least half have reached a solid level of English language development. Since Court schools experience a higher than average student transience, it's not clear if the upper grade improvement is due to students entering Court schools better prepared, or if this progress is the result of participation in Court school programs. Assuming it is the latter, increased efforts should be made to the performance of those in grades 9 and 10.

While 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.

VI. PROGRAMS AND ACTIVITIES

Social Awareness Program

The Ranch provides several social awareness programs as part of the Enhanced Ranch Program (ERP), designed to promote social skills and reduce recidivism. The programs are gender-responsive, and many are provided under contract by Community Based Organizations (CBOs). Staff stated that a written annual record review, with respect to relevance and currency, has been undertaken, consistent with Title 15. They indicated that management and staff input regarding the relevance and value of the programs and the effectiveness of the CBOs is considered in determining the providers and programs to be incorporated into the ERP.

Teaching Pro-Social Skills (TPS)

TPS is designed to help youth accept, reduce, and manage their anger by directing their feelings pro-socially, instead of anti-socially. Role-play and peer interaction are used. The basic principles are Skill-Streaming (substituting constructive behaviors, replacing aggression), anger control, and moral reasoning. This program is intensive, with sessions in

the youths' pods three nights per week. TPS is taught/led by Probation Counselors. Tests at various points during the program help to measure progress of the youth. Staff report a decrease in Incident Reports regarding aggressive behavior, and they attribute this largely to the TPS Program. Although no concrete data can be cited, staff and management believe the program to be effective.

Only four staff members are trained, certified facilitators who, in turn, train the pod counselors to guide the youth through the sessions. Certified facilitators include two at Juvenile Hall and two at the Ranch. Commissioners questioned whether this number is sufficient.

Brief Intervention Tools and Guides (BITS)

The BITS program continues at the Ranch. It also is utilized by counselors who work with youth in Aftercare. Staff reports that the youth continue to benefit from this program. Complementing TPS, through BITS youth are encouraged to imagine alternative responses in dealing with challenging situations, allowing them to practice these responses in a safe environment.

Adolescent Family Life Program

The program is focused on pregnant or parenting female Ranch youth. On-site nursing staff teaches it.

Victim Awareness Workshops

The six-week program, conducted by the Probation Department, is facilitated by trained volunteers. The goal is to promote empathy and accountability in offending youth through interaction with victims.

Recreation, Exercise, and Sports

While participation on teams for sports tournaments is reserved for youth who have achieved Levels 3 or 4 of the Ranch program, all youth are encouraged to participate in practice squads. Staff noted that the Ranch Sports Program has been enhanced by the coordinated efforts of counselors and program managers. The Sports Program is now an integral part of the Enhanced Ranch Program (ERP) through which the youth are exposed to the principles of teamwork, self-discipline, pride, respect, and perseverance. Funding for sports equipment is derived from the Ranch Enterprise Program, which provides heavy-duty picnic tables and benches to Santa Clara County Parks and Recreation Department.

Workout equipment in the recreation hall has been repaired, the pool table has been re-surfaced, and the ping-pong table has been replaced, along with new sports balls and punching bag.

Youth are supervised as they participate with their pods in daily, unprogrammed recreational activities, to include large muscle exercise, as specified in Title 15. Youth who, having

achieved Levels 3 and 4, are participating in the Sports Program may choose from any of the following:

- Basketball-Pro-Com League, (co-ed) - 8 to 10 youth involved
- Volleyball-Ranch League, (males only) - 8 to 10 youth involved
- Cross-Country Track Tournament-Ranch League, (males only) - 3 to 5 youth involved
- Soccer Tournament-Ranch League, (males only) - 8 to 10 youth involved
- Softball Tournament-Pro-Com League, (co-ed) - 8 to 10 youth involved
- Golf Program: First Tee-Ranch League, (co-ed) - 3 to 5 youth involved
- Yoga, (females only)
- On-Site Olympics: twice annual competition, (co-ed) participation varies

Music

A Ranch counselor introduced an innovative, unfunded music program for Ranch youth two years ago. Participation is voluntary. The counselor provides guitars. Staff stated that the introduction of music adds a missing component to the ERP that can enrich the youths' lives and benefit them cognitively, emotionally, and motivationally. Counselors recently escorted five youth to a symphony production, presented by South Valley Symphony at Gavilan College. The College had donated the tickets.

Additional equipment is an ongoing need. Continued support for this program is encouraged by way of donations.

Art

A Ranch counselor/teacher has provided materials for two pods, enabling the youth to craft Disney-themed piñatas. The creative endeavors of Ranch counselors suggest a prevailing positive and creative atmosphere for Ranch youth.

Religious Program

The Probation Department's Chaplain ensures that all youth have the opportunity to participate in Bible study. Generally, two to five youth take part in these classes, whereas six or seven youth join in Sunday Protestant services and activities of other religious traditions. Catholic services are managed through the Diocese. Individual or group religious counseling is provided upon request. In cases where a youth requests access to religious guidance from a different religious source, the Chaplain coordinates with the appropriate cleric. The Ranch food service accommodates youths' religious dietary needs.

Enterprise and Work Programs

Youth at levels 3 and 4 are eligible to participate in off-Ranch work projects for the Santa Clara County Parks Department. At the time of inspection, the Ranch was contracted to produce 65 park benches and tables, with a wait-list for additional sets. Priority is given to high school graduates, while those still in school may work one half-day per week. This

involvement offers the youth an opportunity to experience an actual work situation, and teaches them how to comport themselves in the workplace, while developing good work ethics and discipline.

A 2016 Board of Supervisors Resolution authorizes the Ranch Enterprise Program. Funds generated by the Program are allocated to:

- Program expenditures for materials, tools, and supplies
- Programming for Ranch youth, such as educational field trips, sports programs, and equipment, and other special or recreational programs
- Assistance to youth in Aftercare who are over 18 and therefore ineligible for WRAP services – funding college and vocational course tuition, job readiness/search costs, work tools, and related costs.
- Compensation to participating youth for their work, at the rate of \$100 per month, applied first to victim restitution and court fines, with any balance disbursed to the youth on release.

Two youth currently have full-time, off-site, private sector jobs, and are transported to and from their employment by Ranch staff. Commissioners spoke to one of these youth, who was preparing for Ranch release. He stated he valued the opportunity and experience.

Ranch Programs Provided by Community Based Organizations (CBOs)

- Three Principles: This program has been incorporated into other programs.
- Art of Yoga: Promotes control of body and mind through self-expression and class journaling. The program is aimed at negating self-destructive behaviors and promoting change. Female youth participate twice a week.
- Girl Scout Program: This 8-week program is presented to females, promoting positive self-image, teamwork, anger management and leadership skills.
- 24/7 DADS: This evidence-based program was formerly called “Role-of-Men/Fathers) Divided into two parts, one of which concentrates on exploring “what it means to be a dad.” The other portion of the program explores “what it means to be a man.”
- Law Program & Gang Redirect/Refusal Skills by Fresh Lifelines for Youth (FLY): The first portion of this 12-week program is on-site and directed toward education in the law, the consequences of committing a crime, and providing skills to avoid the risk of criminal behavior. The secondary focus is to reduce gang behavior and affiliation. After a youth’s release, FLY provides a case manager/mentor for support in getting life back on a positive track. Ranch staff singled out FLY for praise, based on the perceived value and effectiveness of their programs.

Commissioners took note of FLY’s Law and Gang-Redirect Program. Four of the Ranch youth involved in this 12-week program, accompanied by two Ranch counselors and FLY staff, participated in the Mock Trials, annually held at Santa Clara University. Ranch youth

assumed various roles in the trial process, for which they had practiced during the previous weeks while at the Ranch. Counselors stated the youth were knowledgeable, professional, and performed well against stalwart competition.

Interviews with Youth

Commissioners interviewed two youth: one male and one female. Both spoke highly of the programs listed in this report, with one exception. The female stated she felt the Girl Scout Program was boring, except on occasions when the representatives brought projects for the youth to work on. She added that the Victim Awareness classes had prompted her to see a bigger picture from the victim's perspective. Both female and male youth admitted they were auto enthusiasts, with the female stating she was mechanically astute. Both expressed a desire to participate in an auto shop course. The female also mentioned she was currently on kitchen duty, loved to cook, and was hoping the Ranch could offer culinary classes.

Evaluation Data

Ranch staff and community providers are enthusiastic and dedicated to providing the programs and atmosphere to bring about the most effective results with the youth, while in residence and after release. Nothing the JJC team observed suggests otherwise. However, no data that measures the effectiveness of these programs is currently available.

Fidelity to ERP and Goals – Time at the Ranch

Ranch management expressed some concern that fidelity to the ERP and effectively accomplishing its goals may be compromised when commitment length deviates from the six-month minimum standard. While the Court must exercise its discretion in determining the most appropriate disposition for each youth, consistency and fidelity to the program may be necessary to its success.

Aftercare Program

The Aftercare program consists of a ten-week period of intensive monitoring and support in the community following completion of the residential portion of the Ranch program. Aftercare is an integral part of the ERP. The assigned Probation Officer coordinates an array of services and support for the youth and his family to sustain and build on his gains. For youth under 18, WRAP services are provided through the Social Services Agency and its contracted partners. Those over 18 also participate in Aftercare, receiving services through the Probation Department and other funding sources.

The Juvenile Justice Annual Report (FY 2015) reported Ranch recidivism was 32% for FY 2015, The breakdown was:

- 16% at 3 months
- 12% at 3 to 6 months
- 4% at 6 to 12 months.

Ranch Re-Entry Assistance Program (RRAP)

The Reentry Probation Officer continues to follow youth after release from the ERP for an additional period of about six months, providing case management services.

Data from 2016 show that, of forty-four youth who exited the Aftercare program, twenty-six youth (59%) successfully completed the six-month program (Exit Court Release - ECR). Seven additional youth completed the Ranch Program, and, upon release, were not ordered to participate in the Aftercare Program (Exit Other Satisfactory - EOS).

The data suggest that if a youth can successfully negotiate the first six months after leaving the Ranch, the likelihood of remaining on a positive path is relatively high.

VII. MEDICAL SERVICES

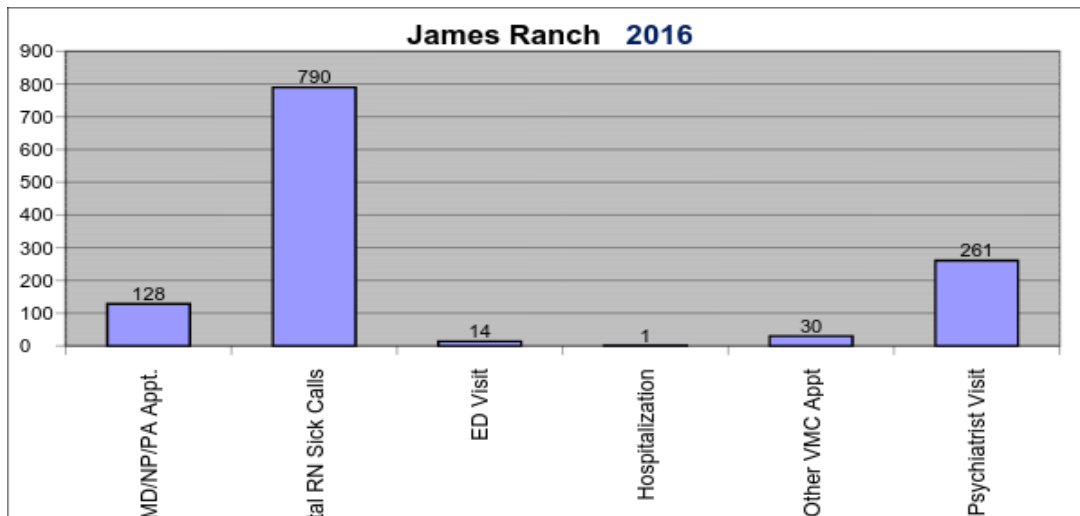
Commissioners met on March 3, 2017 with the Ranch Medical Services Nurse Practitioner/Nurse Manager, an employee of Valley Medical Center (VMC), who oversees all medical and dental care for in-custody youth at the Ranch and Juvenile Hall, (JH). Present for the inspection visit also was the on-site VMC Ranch nurse.

Other Inspections. The Institute of Medical Quality, (IMQ), the accrediting body of the California Medical Association, inspects the medical units at Juvenile Hall and the Ranch every two years. The last inspection in 2015 found a high standard of youth care at the Ranch, and awarded full accreditation. The next inspection by IMQ is due later in 2017. The Santa Clara County Public Health Department conducts annual inspections of the Ranch and Juvenile Hall for compliance with Title 15 requirements. Their report, dated October 13, 2016, found the facility in compliance with the Environmental Health, Nutritional Health, and Medical/Mental Health requirements of Title 15 of the California Code of Regulations. The State Board of Community Corrections (BSCC) inspection (report referenced elsewhere in this document) also found compliance with Title 15 requirements.

Medical Assessment and Services

Custody youth receive comprehensive medical and dental exams at Juvenile Hall before transitioning to the Ranch facility. The Ranch Medical Clinic provides primary care services, including health education, STD prevention and screening, immunizations, other preventive services, and treatment of pain and minor or chronic illnesses and medical conditions.

The Santa Clara County Health and Hospital System's most recent annual report on Custody Health Services for 2015 is attached. Data on Ranch medical services reported for 2016 show:



Dental Medicine

The number of dental visits to the Ranch nurse’s office in 2015 was 68, compared to 36 in 2016. Approval and introduction of daily use of dental floss in 2016, both at Juvenile Hall and the Ranch, has been generally credited by nursing staff with the drop in dental concerns, (adjusting for the decline in Ranch population). Floss is handed out to youth in their respective pods each evening, and they are strongly encouraged to use it as part of their evening hygiene routine.

The County dentist has been serving Santa Clara County in-custody youth for many years, and is reported to be exceptionally dedicated. He volunteers Ranch (house) calls when needed.

Vision and Hearing

Due to the persistent efforts of the Nurse Practitioner/Nurse Manager, arrangements to fill prescriptions resulting from the initial Juvenile Hall examination were made in 2015 with a nearby optometric clinic. Youth now receive their prescription lenses within a week, eliminating the long delays reported in past inspections.

Communicable Disease Screening

Sexually-Transmitted Disease (STD) screening has been provided to Ranch youth as part of routine procedure at the time a youth is admitted to Juvenile Hall, as part of his/her adolescent medical care. Follow-up screenings, as clinically indicated, are conducted after a youth transitions to the Ranch. It has not been uncommon for a youth to request a screening following a home visit, resulting in two positive screenings in 2016. The level of trust between youth and the nursing staff appears exceptionally high.

Human Papilloma Virus, (HPV), vaccines are provided to both male and female youth as part of the mandated immunization protocol, however, they may opt out of this vaccination.

Facility and Staffing

- Clinic.
The three-room, secure, clinic area houses an office, medical records, examination room, with Tele-Medicine equipment, along with a locked medication room that includes the Pyxis medication station, refrigeration storage and power backup.
- Nursing Staff.
Six nurses provide on-site coverage eight to 12 hours per day, for a total of 64 hours per week, a decrease of four hours, compared to the previous year. During the remaining 100 hours, Ranch staff may consult with Juvenile Hall medical staff using the Tele-Medicine system, and/or transport youth to Juvenile Hall or VMC, if indicated.
- Pediatrician.
The VMC Pediatrician is on-site at the Ranch four hours on Thursdays for scheduled appointments. Nursing staff can refer additional youth to the Juvenile Hall Pediatrician if the VMC Pediatrician is not on-site. A youth may request an appointment by placing a “sick call” request in specified, locked boxes, located in each pod. Only the staff nurse has access to these secure, confidential receptacles, retrieving requests daily.
- Staff Training and Quality Improvement (QI).
Nursing staff, along with all Ranch supervisors and counselors, are certified annually in CPR, First Aid, Suicide Prevention, the use of EPI-Pens, (Epinephrine Auto Injector), inhalers, and Automated External Defibrillator Devices, (AED). EPI-Pens are available in all living units, the cafeteria, recreation areas, classrooms, and outlying buildings throughout the facility.
Custody Health Services (CHS) conducts a robust program of Quality Improvement initiatives, including quarterly meetings of the QI committee, promoting exchange of ideas among custody health partners, and ensuring the youth are receiving a high standard of care.
CHS has published its Fourth Annual Juvenile Facilities Staff Assessment Survey for 2016. This survey was developed by volunteer, internal staff, with direct input from front-line staff, as part of a concentrated agenda by nursing staff to make collaborative, strategic improvements in the quality of work-life for nursing staff. In tandem with County Organizational Transformation efforts, strategies have been identified and implemented, based on survey results. These strategies by CHS are geared toward improving the care for Santa Clara County in-custody youth, while considering the needs of those who provide these services, based on collaborative exchange of ideas and combined efforts among the agencies providing for the safety and medical care of incarcerated youth.

Health Records

In November 2016, the long-awaited integration of Ranch custody youth medical records into the County’s HealthLink Electronic Medical Records was implemented. Integration facilitates communication and coordination of medical information in a HIPAA-compliant

environment with medical partners across the system to improve medical care during and after custody.

As employees of a contracted provider of mental health services for the Ranch, Starlight staff do not have access to HealthLink. To partially compensate, Starlight staff share medical information with Ranch nursing staff for inclusion in the HealthLink electronic medical record, (EMR), and maintain close communication with Ranch medical services. Information on substance use, maintained by the contract provider, Pathway, is not included in the EMR, due to heightened confidentiality policies.

Medication Management

Of 26 youth in residence at the time of inspection, 14 were receiving psychotropic medications. The VMC Nurse Practitioner/Nurse Manager stated two to three Ranch youth may be prescribed pain medications at any given time. All medications, including over-the-counter items, require a medical order. There were no youth at the time requiring temperature-controlled medication, such as insulin, however the nurse's office maintains locked, refrigerated storage in the event it is needed.

To receive medications, youth, accompanied by a pod counselor, line up at the nurse's office door, one pod at a time, in the morning and again in the evening. Medications are administered to each youth in privacy, inside the nurse's office. [PYXIS, a new addition to the Ranch Medical services in October 2016, is an electronic, multi-drawer, medication-dispensing device, locked in a special, secure area of the nurse's office.](#)

All medication orders are reviewed by the on-duty pharmacist at VMC, who verifies the accuracy of the medication, matches it to the patient's medical profile, and confirms there is no contraindication of medication or allergy for the youth before authorizing the dispensing of the drug. The Pyxis system then controls access to the prescribed medication. The on-duty nurse logs in with her user identification and password, together with her biometric identification (thumb print). After login, the patient list appears on the screen, along with a list of each youth's medications. The nurse selects the patient and the prescribed medication. Pyxis releases, and the Ranch nurse administers, the medication. A scanner verifies the accuracy of the medication and the patient/medication match. Each transaction is automatically documented, thereby updating the youth's HealthLink medical record.

Ranch counselors have no access to Pyxis, which is limited to licensed medical staff only. During evening hours, when no nursing staff is on-site, any over-the-counter medications, (i.e. Tylenol), are pre-packed by Ranch nursing staff, placed in a clearly-marked envelope with the youth's name and specific instructions regarding its administration. The envelope is left with the Probation Supervisor before the nurse leaves the Ranch, and is returned to nursing staff if unused.

Should a youth require an unexpected over-the-counter medication during night hours when

no nursing staff is on-site, Tele-Medicine is available for triage and assessment by Juvenile Hall nursing staff. The Ranch nurse's office maintains a supply of pre-packed medications, which can be administered by Ranch supervising staff, under the video supervision of a Juvenile Hall nurse. The Nurse Practitioner/Nurse Manager stated this is rarely required.

The VMC pharmacist is available from 7am to 3:30pm seven days a week, including holidays. A physical audit of Pyxis under the supervision of the VMC pharmacist is conducted weekly. Ranch nursing staff submits a written report of computer inventory each Wednesday to VMC pharmacy staff. The Pyxis computer system monitors accuracy. If a discrepancy occurs, the VMC pharmacy is notified.

The Nurse Practitioner/Nurse Manager and the Ranch nurse interviewed agreed that Pyxis is a welcome addition, further ensuring security, accuracy, and enhanced care of Ranch youth.

Tele-Medicine

Tele-Medicine has proven to be particularly helpful in assessing any need to transport the youth to Juvenile Hall or VMC for hands-on care. With the advanced capabilities of three video camera lenses, a wound or the smallest print on a prescription bottle is easily visible. A youth's physical appearance or mobility can be observed. The new HealthLink system allows inclusion of a photo in the youth's medical record, accessible by authorized medical staff who might treat the youth in the future. Ranch supervisors are trained in the use of this video equipment. Commissioners were assured HIPAA guidelines are followed.

Post Ranch Release Medical Services

[The previously-cited issue with ensuring Medi-Cal enrollment for youth departing the Ranch is reported resolved. All youth appear to have their medical insurance eligibility issues addressed prior to release.](#)

Medical records are given to the youth's parent/guardian on release. Youth with asthma leave the Ranch with inhalers. For youth who have been taking prescribed medications, a written prescription is sent home. While a supply of prescription medications is not dispensed, a prescription can be phoned to a pharmacy near the family, and a probation officer may pick up the medication if necessary. Birth control medication, upon request, is dispensed to those females who have been taking it while in residence at the Ranch.

At the time of inspection, no pregnant youth was in residence. Upon Ranch release, any pregnant minor can receive assistance from a public health nurse as part of Aftercare Services.

Families are provided with reference material, along with contact numbers to community organizations that may be of assistance.

February 2017 Evacuation

During the evacuation (described elsewhere in this report), nurses ensured that youth

requiring inhalers had them during transport. One week before the evacuation, the VMC pharmacy was asked to prepare and deliver to Juvenile Hall all medications required by Ranch youth, resulting in a seamless provision of medication.

VIII. BEHAVIORAL HEALTH SERVICES

Mental health and substance abuse services at the Ranch are administered by the Santa Clara County Department of Behavioral Health Services (BHS). In addition to providing psychiatric services, BHS contracts with two CBO providers to serve youth at the Ranch. Starlight Community Services (Starlight), provides mental health services, and Pathway Society (Pathway), provides substance abuse treatment.

Commissioners met separately in March 2017 with managers and staff of Starlight and Pathway. In addition, commissioners met with Behavioral Health officials - the Manager of Mental Health Services for Custodial Youth, who is the contract monitor for Starlight, on March 17, 2017, and with the Division Director, Children, Family, and Community Services, who oversees the Substance Use Treatment Services (SUTS) contract with Pathway, on April 7, 2017.

The integration of Mental Health and Substance Use services within BHS is an ongoing process. Pathway and Starlight staff share physical space at the Ranch, which facilitates their informal collaboration on cases. No formal provision exists at the Ranch for joint case management by medical and behavioral health service providers. Medical and Mental Health staff maintain regular communication, as noted below.

Psychiatric Services

A BHS psychiatrist is on-site at the Ranch each Monday for four hours and conducts follow-up visits as necessary. In addition to scheduled on-site appointments, the Tele-Medicine system is used for psychiatric consultations. Emergency services are available 24 hours a day.

- Psychotropic medications. At the time of inspection on March 3, 2017, 26 youth resided at the Ranch. Of those youth, 17 (65%) were receiving prescribed psychotropic medications.
- Coordination. The psychiatrist is available for consultation by Starlight and Pathway therapists. Most communication between these on-site therapists and the psychiatrist occurs through email and phone calls. The psychiatrist provides a weekly email update on prescribed medications. The psychiatrist also may be consulted by the Ranch Nurse Manager.
- Back-up on weekends. Two relief psychiatrists continue to be on-call, ensuring continuous support of the ongoing mental health care of in-custody youth.

Mental Health Therapy Services

Starlight provides mental health therapy services under a five-year County contract. All youth at the Ranch receive services (group, individual, or both) from Starlight therapists.

- Staffing. Three therapists are on-site at the Ranch, under the supervision of two fractional supervisors. The therapists consist of one licensed MFT (Marriage and Family Therapist), one MFT intern, and 1 MSW intern. All three are bilingual in English and Spanish. Starlight additionally makes available a Vietnamese-speaking therapist when needed. Staff receive PREA training, participate in Probation Department trainings, and are required by Starlight to receive 40 hours per year of continuing education units and to meet any licensure requirements.
- Youth Profile. Almost all youth at the Ranch suffer trauma-related mental health problems. Mood and anxiety disorders or problems that result from previous trauma or the trauma of incarceration predominate. Secondary disruptive behavior is common. At the time of inspection, no youth suffered diagnosed psychotic disorders.
- On-Site Services. Therapists provide orientation at admission, mental health assessments, mental health plans, participation in MDTs, individual therapy, family therapy, collateral rehabilitation, case management, and crisis intervention. 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.
- Specialized Services. The same basic services are provided regardless of age or gender. However, most girls assigned to the Ranch have been identified as trauma victims and receive court-ordered Trauma Focused Cognitive Behavior Therapy (TFCBT). Based on an observed increase in youth identified as Commercially and Sexually Exploited Children (CSEC), the 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.
- Crisis Services. When on-site, Ranch Starlight therapists conduct the initial assessment in a crisis. When not onsite, the Tele-Medicine system is used to permit the Starlight staff on-site 24 hours a day at Juvenile Hall to conduct an assessment. If indicated, the youth is transported to Juvenile Hall.
- After-care Services. Following their return to the community from the Ranch, youth receive wrap-around services. Mental health services are provided under a contract with the CBO Community Solutions.

- Mental Health Records. Starlight documents cases in its own electronic health record (EHR) and makes its records available in the Ranch Medical Services office supervised by the Ranch Nurse Manager. Recent implementation of the HealthLink electronic medical record system in juvenile custody services permitted incorporation of the BHS psychiatrist's records on custody youth. The integration of BHS records into HealthLink is scheduled for November 2017. Starlight staff currently do not have access to Ranch youth medical records in HealthLink, in contrast to County mental health staff at Juvenile Hall, for whom "Read-Only" access is authorized.
- Outcomes Data. Starlight participates in the County's data collection systems. The Performance Learning Measures (PLM) focus on client access and engagement, and the Child and Adolescent Needs and Strengths (CANS) assessment process focuses on treatment outcomes and efficacy. A tailored Juvenile Justice Department (JJD) module has been approved and will be added to CANS to capture measures more appropriate to the needs of incarcerated youth. Commissioners reviewed the BHS Annual QI Plan that reports PLM data, which is informative but not consistently pertinent to an in-custody population. Starlight also provided its Starlight Outcomes - Ranch Program Update report of April 2017. Data have been collected since January 2016. Of 85 clients, 30 are active, and 8 represent "matched pairs," i.e. data at both admission and discharge was available. Relative to Starlight's six indices, ranging from reduction in high risk behaviors to persistence in self-management, 50 to 63% of discharged youth showed improvement.
- Inspections and Evaluations. The Joint Commission accredits Starlight and reported no negative findings related to services at the Ranch in its 2016 report. The County contract monitor indicated strong satisfaction with Starlight's service levels and noted the Starlight staff's effort and pride in doing the right thing for Ranch youth.
- February 2017 Evacuation. During the evacuation (described elsewhere in this report), Starlight staff relocated to JH, and intensified their services to Ranch youth to allay the youths' heightened anxiety.

Substance Use and Treatment Services (SUTS)

Pathway is the CBO with which BHS contracts for substance abuse counseling services at the Ranch.

- Staffing. After a lengthy vacancy last year, Pathway has filled all three full-time on-site counselor positions at the Ranch. They are supervised by the Pathway Director of Clinical Standards, who is a licensed MFT. Two counselors are Certified Alcohol and Drug Counselors II (CADC II), and one is a Registered Drug and Alcohol Trainee I (RADT I). One counselor is bilingual in Spanish and Vietnamese. Counselors work five days a week and are available on weekends to meet with families. Staff receive training and continuing education; no LGBT training is required.
- Youth Profile. An alcohol problem affects ninety percent of Ranch youth. Cocaine use is a major issue among youth before Ranch admission, while cannabis use is a common post-release issue.

- Goals. Goals are maximizing substance withdrawal potential, physical health, mental health, readiness for change, relapse avoidance, and environmental support. Over the past five years, trends are toward greater family wellness focus and a more client-centered and individualized approach.
- On-site Services. Counselors see all Ranch youth, in accordance with Court service orders. Tailored combinations of individual and group counseling follow assessment using a standardized American Society of Addiction Medicine (ASAM) tool, and then development of a treatment plan in the MDT meetings. Pathway continues to utilize the 10-week, evidence-based substance abuse program known as The Seven Challenges®, as a component of the ERP. The program teaches and promotes thoughtful decision-making. Structured guidelines govern the program, including weekly, 90-minute group therapy sessions, organized by pod unit, with up to 10 youth in each group. [A new anger management program is in use](#), and motivational interviewing continues to be a tool. Sessions occur outside of school hours.
- After-care Services. As noted, minor youth under continuing probation supervision in the community after residence at the Ranch receive wrap-around (WRAP) services for approximately six months. Substance abuse services are provided by several CBOs under contract with the County, depending on availability – Community Solutions, Momentum, Rebekah, Seneca, UnityCare, and Uplift Services. Youth who are ineligible for WRAP services due to age (over 18) also may receive services from Pathway staff after release. Counselors now follow these youths into the community, rather than meeting at Pathway satellite sites. Counselors noted that they believe that offering these services for a longer period would improve outcomes for youth after the Ranch.
- Client Records. Substance use counseling records must be maintained under the highest standard of confidentiality, to comply with HIPPA regulations and the professions’ standards. Pathways records are manual and are neither entered nor shared in any electronic health record system. Pathway follows guidelines of 42CFR – “Confidentiality of Alcohol and Drug Abuse Patient Records Act.”
- Outcomes Data, Inspections, and Evaluations. [No Ranch-specific outcomes data were available for Pathway services](#). The Seven Challenges program that is the foundation of Pathway services is registered as a scientifically established evidence-based behavioral health intervention by SAMSHA, the federal Substance Abuse and Mental Health Services Administration. The Seven Challenges closely monitors licensees’ adherence to fidelity standards and trainings. BHS conducts an annual audit of Pathway and provided a summary of its FY 2017 audit to the Commissioners. BHS reviewed clinical charts, assessments, treatment plans, and compliance with Seven Challenges requirements. They reported that assessments were trauma-informed and all charts included a completed CANS assessment. BHS noted the need for an onsite certified Seven Challenges Leader and for observation of groups to determine fidelity to the model.

IX. FACILITY

Buildings

The Ranch has been operational since 1953, and is in a rural setting in South County. Seventeen one-story buildings, of which 13 are in use, are 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.

The Juvenile Probation Department is moving forward with the construction of four new buildings, which will be located near the entrance to the property. This project has been divided into 2 phases. Phase 1 - Dormitory construction will begin this spring and be completed by spring of 2018. The dormitory will hold 9 living pods and 4 classrooms adjacent to the pods, and the facility laundry. In Phase 2, which is expected to be finished in 2 years, administrative offices, gym, kitchen, dining area, and supply storage will be constructed. The existing main dormitory will be demolished and the other buildings will continue to be used. No plan has been made for the existing kitchen.

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. Currently two positions are vacant. 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 two pods of youth are present in the dining area at any one time. As in previous years, up to four youth volunteers assist staff during meal times and do other small kitchen tasks. Each pod rotates responsibility to provide volunteers.
- 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 continue to work on lowering the sodium content in the foods. Double tray meals or double entrées are served when ordered by medical staff. **One hundred and ninety double trays were ordered in 2016.**
- Automatic dishwasher. The dishwasher has been inoperable for over 4 years. Washing is done by hand, and everything is then sanitized. The staff did not indicate the dishwasher would be repaired or replaced.

Dormitories

As mentioned above, two dormitories are located on the property, within which the youth live in pods. The pods were neat and clean and the furniture appeared to be in good condition, but did show wear. The following was the number of youth in both dormitories on March 13, 2017:

Pod	# Youth
B	8
C	5
D	6
E	Closed
F	3
G (girls)	3
Total	25

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

The first dormitory is assigned to boys. In 2015, the number of pods was reduced from five to four. **With the continued reduction of youth committed to the Ranch in 2016, the number of pods was reduced further to three.** Each pod is self-contained and capable of sleeping 12 youth. Every pod is furnished with bunk beds, wardrobes for each youth, a shared common area containing a table, sofas, and television, and a desk for the pod counselor. New sofas were added to each pod in 2016. The youths decorate the pods where they are housed. 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](#). 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 PREA. [At the time of inspection, a couple of the privacy curtains were ripped. The staff indicated that the boys repeatedly rip the curtains, which are replaced on a regular basis.](#)
- [Control Room](#). The security/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. This room is also used to meet with the youth in counseling sessions.

The second dormitory is a modular building divided into two pods, one for younger boys and the second 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 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 dormitory has been completely painted outside to remove gang signs. Both pods have been painted also on the inside.](#)

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. Many finished tables were stacked outside next to the carpentry shop at the time of the inspection.
- [Computer lab](#). In another section of this building is the former computer lab. Currently, the construction class is using the section.
- [Former auto shop](#). This area has been used for the Tiny House project, which has been moved from inside to outside the building.

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 four pool tables need re-surfacing. Staff reported that the felt on the pool tables is replaced on an annual schedule. Youth and staff use the weight room. [Since the last inspection, the equipment has been repaired – cables replaced and all pads reupholstered. The Ranch has contracted with a vendor to maintain the equipment on a regular schedule.](#)

- Library. The library still houses a significant number of paperbacks, but few resource books. The books are not in any defined order. The books are donated, and the youth are free to select a book to read and keep. Youth 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. The Ranch has a plan to remodel the library, but the project has not begun.

Classrooms

Last year two classrooms in one building were closed due to roof leaks from winter rains. Staff reported that the roof replacement had been scheduled once the rainy season was over. However, the project has been delayed. Staff indicated that work to completely replace the roof is now scheduled for this year. The inspection team also learned that the computer server that supports the whole Ranch is also located in this building. While staff are concerned the leaks may affect this server, this has not been an issue yet.

A couple of the toilets adjacent to the other classrooms have been leaking water and damaged the surrounding walls and flooring. These leaks also have been scheduled for repairs.

Maintenance

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.

Grounds

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

- Open Field. In preparation for the construction project, the open field located at the front of the property has been fenced off and two construction trailers now are in the field, with an additional number scheduled to be delivered. The track added last year is in the construction site and no longer available to the youth.
- Outbuildings. The condition of the buildings not in the central area remains generally the same – free of debris and neat. Youth are now in the process of clearing weeds outside these buildings. The car frame located next to the former auto shop has been removed.
- Greenhouse. The greenhouse and garden space behind the classrooms still are not in use.
- Sport courts. In the central area of the buildings is the basketball/volleyball court, which is well maintained. Picnic tables are scattered around this area and in need of paint.

X. CLOTHING & PERSONAL HYGIENE

Clothing and Personal Hygiene

- 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. 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 are one sheet, two blankets, one pillowcase, one rubberized sheet, and a towel, which is replaced each day. Bedding is washed weekly.

Storeroom

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 Storekeeper is in the process of reorganizing the supplies. All hygiene products and clothing now are placed in the front of the storeroom for easy access. All other items are stored in the back, some of which will be removed entirely from the property.

Laundry

The laundry housing three industrial washers and two driers is located on the adjacent Holden Ranch property. As has been stated, the laundry will be moved to the newly constructed dormitory building.

XI. SAFETY

The following were observed or reported to the JJC.

Fire inspection

The last inspection occurred in July 2015. All outstanding issues from this inspection report were corrected by the time of the issuance of the May 2016 Fire Clearance Letter. The next fire inspection is due in 2018. The Ranch also does a monthly safety inspection of all buildings on the property.

Security Needs Assessment. As the result of two escape attempts in 2015, the Ranch underwent a security needs assessment, which was completed last year. The final report includes recommendations to improve building and perimeter security. Probation is reviewing the recommendations. Some will be incorporated in the new construction project and existing building retrofits. Others have been submitted as a capital project request.

Fencing and gates

Some sections of the fence are still exposed to outsiders who enter the grounds of the Ranch, or are vulnerable to escape. The fence line is inspected manually several times a day. The Ranch last year added a four-wheel drive security jeep with a spotlight to patrol the fence and grounds. The entry gate at Malaguerra Avenue is open from sunrise to sunset and is monitored by video. The sally port (the second set of gates) also is equipped with video monitoring. The video feed can be monitored 24/7 from a supervisor's office in administration and/or from the security office in the boys' dormitory. However, during the day, staff in administration normally respond to requests to open the sally port gates without access to the video monitor. Management indicates that if staff have any questions concerning who is requesting access, two staff will drive to the gate to determine whether to open the gates. The JJC recommended in last year's report providing video access to staff before they open the sally port. This continued to be a concern at this year's inspection. Management subsequently reported completion.

XII. RECOMMENDATIONS & COMMENDATIONS

Recommendations

1. The JJC supports, in principle, fidelity to the ERP model, including minimum program length, to maximize its benefit to youth. A review of program length and commitment lengths is recommended.

Probation Department:

2. The JJC once again urgently recommends development and implementation of a systematic program of data collection and analysis of outcomes of the ERP and its constituent elements, consistent with underlying logic models. The goals of every program should be clearly articulated, metrics defined, and outcomes (not just outputs) measured. Such an effort is essential to provide management information for continuous program improvement, to support funding of the ERP, and to provide clarity regarding its financial and human benefits to youth, communities, and society, both short and long term.

Education – COE:

3. Communication between the COE and its Blue Ridge School faculty/staff, as well as with the Ranch and its system partners, should be emphasized and improved.

4. Increased Mental Health therapist availability during Blue Ridge classroom hours should be pursued with BHS and the Ranch.

5. The JJC strongly supports redoubling efforts to a) achieve basic educational literacy (including in science) and b) prepare youth to function successfully in a wider world that requires computer skills, vocational training, and civic responsibility.

- A computer education teacher should be assigned to the Ranch.
- Vocational programs that lead to certification (in fields such as food safety handling (Safe Serve), green technology, landscaping, carpentry, etc.) should be implemented.

6. The JJC continues to urge access to college-level courses and other online educational opportunities for youth who have graduated high school and have underutilized time.

Medical and Behavioral Health Services – VMC and BHS:

7. Intensify efforts toward joint case management and appropriate information sharing to support integrated and coordinated health care.

Commendations

Ranch Management and Staff – for planning, anticipation, and success of the Ranch evacuation due to flooding in February 2017.

Ranch Nurse Manager – for success in planning and implementation of the Pyxis medication management system, the HealthLink medical records system, and for advocacy for continuous quality improvement to advance the health status of youth in custody and after release

Ranch Counselors – for dedication to the principles of the ERP and voluntary initiatives, such as the music, golf, and Pro-Com programs, to improve the lives and prospects of the youth in their charge.

SUMMARY FINDING

The JJC has completed its 2017 annual inspection of the James Ranch. It finds that Ranch residents are in a well-supervised and thoughtfully managed environment. The JJC, relying on both the recent report of the BSCC and its own observations during inspection, believes that the William F. James Ranch meets Title 15 standards for a safe juvenile facility.

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

The JJC Commendations and Recommendations in this Report, made pursuant to its inspection, note successes and opportunities for specific improvement. The Commission asks for responses to its recommendations by August 1, 2017.

Approved by the Santa Clara County Juvenile Justice Commission, June 6, 2017



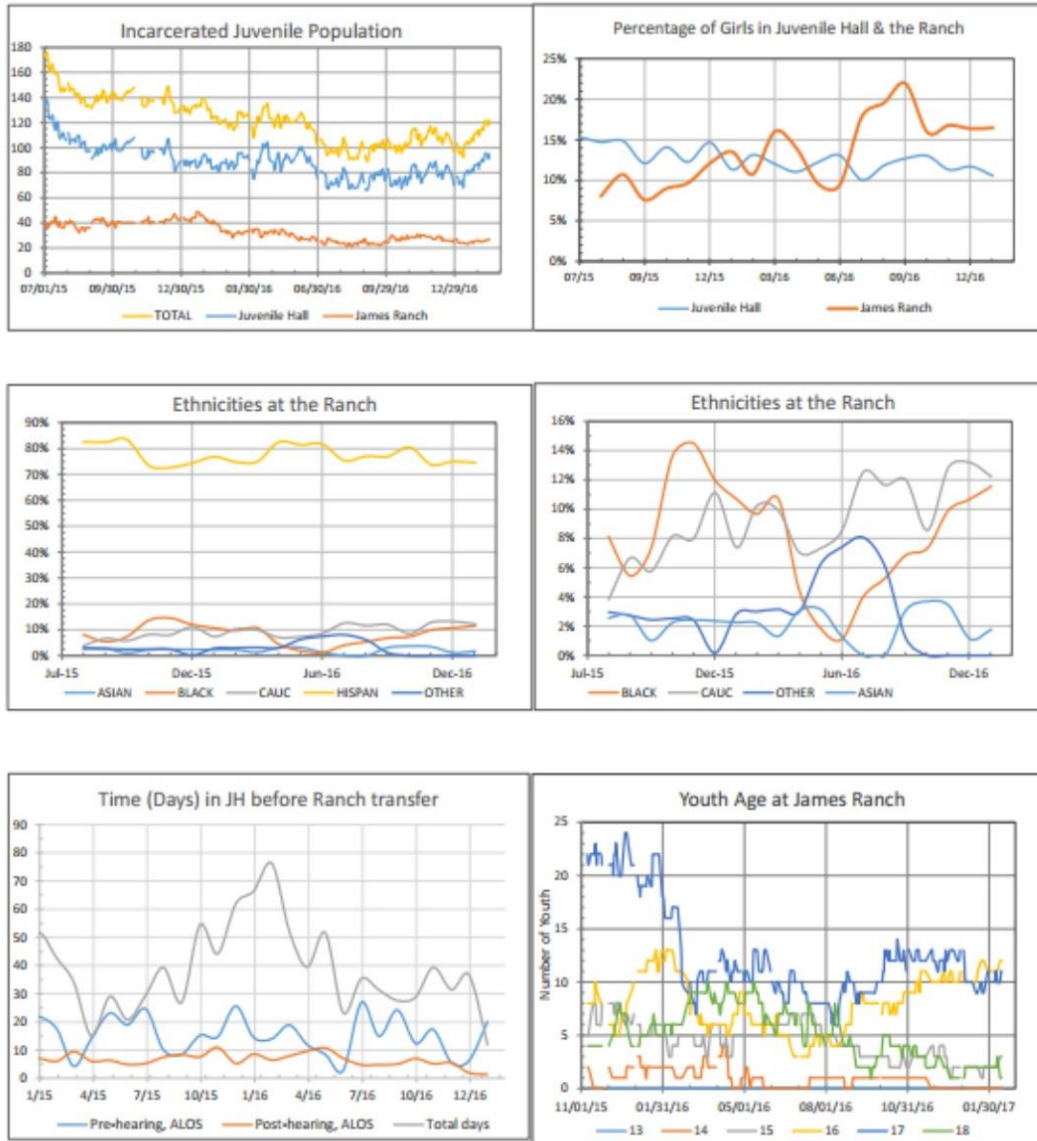
6/6/17

Raul A. Colunga, Commission Chair



Carol M. Rhoads, Ranch Inspection Chair

APPENDIX 1 – Ranch Population Characteristics & Trends



Compiled by JJC, March 2017, from Probation Dept. Daily Stats

APPENDIX 2 – Documents Reviewed

- 1.** JJC William F. James Ranch Inspection Report, September 2016
- 2.** California English Language Development Test (CELDT) 2015-2016 Edition, Performance Level Summary Report
- 3.** NWEA Northwest Education Association, Class Report; Blue Ridge School
- 4.** SCCOE Alternative Education Department, WASC/CDE Self-Study Report
- 5.** On-site & off-site activities for Ranch youth (2016)
- 6.** Student Skill Streaming Check List - Pre-Test and Post-Test Evaluation Responses.
- 7.** Pro-Com off-site tournament schedules: basketball and softball
- 8.** James Ranch Policies and Procedures Manual
- 9.** 2016 RRAP data: Participating youth, compared to successful completions
- 10.** BSCC (Bureau of State and Community Corrections) 2014-16 Biennial Inspection Report (December 2016)
- 11.** Starlight Ranch Program Update (April 2017)
- 12.** Staff Roster (April 2017)
- 13.** Suicide Prevention Compliance (2017)
- 14.** First Aid/CPR/AED Compliance (2017)
- 15.** Basic Campus Design (2017)
- 16.** SCC Facilities and Fleet Title 15 Inspection and Evaluation of Buildings and Grounds (April 2016)
- 17.** SCC Public Health Department Annual Inspection (October 2016)
- 18.** Fire Clearance (2016)
- 19.** PREA Audit 2016
- 20.** VMC 2015 Annual Report (September 2016)
- 21.** Juvenile Justice System Annual Report, 2015
- 22.** James Ranch Outcomes (M. Clarke, 5/2017)
- 23.** Probation Department Response to JJC Inspection 2016 Recommendations (L. Garnette, December 16, 2016)