



William F. James Ranch Inspection Report August 2018

INTRODUCTION

Santa Clara County Juvenile Justice Commission (JJC) conducted its annual Inspection of the William F. James Ranch (JR) secure detention facility for youthful offenders from March through July 2018.

The inspection team of nine commissioners conducted onsite inspections; held 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, behavioral management and personal development programs, medical and behavioral health services, facilities, support services, and security. They reviewed a survey administered to the Ranch population by the inspection team.

This inspection report notes what is new and different at the JR. For a more comprehensive description of the program, please refer to the 2017 and previous years' James Ranch Inspection Reports at: <http://www.sccsuperiorcourt.org/juvenile/jjc.htm>.

The Commission came away with two primary areas of concern – the need for systematic outcomes analysis, and the need for more robust education efforts.

I. ENHANCED RANCH PROGRAM & OUTCOMES EVALUATION

The ERP is based loosely on the Missouri Model. *Thirteen years after its implementation, we do not have outcomes-based evaluation of the Enhanced Ranch Program. Available data and subjective evaluation do suggest that the ERP is a more humane approach that is reflected in behavioral and educational progress that may reduce recidivism, but a rigorous analysis is imperative and urgent.*

Principles of the Missouri Model that have guided the ERP are:

1. Housing the youth in smaller facilities close to home and family.
2. Vigorous treatment process involving small group and individual counseling.
3. Keeping youth safe from physical and emotional abuse.

4. Causing the youth to develop academic, pre-vocational, and communication skills including crucial insight into the reasons for their criminogenic behaviors that accompany them into their release into the community.
5. Involving family as treatment partners and facilitators to success after release.
6. Support when youth are released from the residential portion of the program.

Significant differences distinguish Missouri from Santa Clara County. Missouri is a jurisdiction in which youth are treated as adults when they turn 17. Their program accepts youth for a nine to twelve-month program. They incarcerate status offenders and those who have only had sustained misdemeanors. Physical facilities incorporate the educational classroom within the pod to which the youth are assigned.

In California, the age to be charged with a law violation outside of the Juvenile Justice System is 18, and juvenile jurisdiction and eligibility to continue juvenile services does not end until 21. This allows for the ERP program to meet the needs of an older population. The six to eight-month JR program is shorter, thereby motivating the youth's progress through the program. No youth is deemed appropriate for JR treatment if their record includes only misdemeanors, and, in California, status offenders cannot receive custody time.

When the Anne E. Casey Foundation report on the Missouri program was published in 2010, it included data on recidivism and educational growth, as well as favorable comparisons to outcomes in other states. The statistics for JR's recidivism rates are being gathered but have not yet been interpreted or published. Data to evaluate the ERP properly is presently not available to the JCC.

Academic progress is a central principle of the Missouri Model. It also is a stated goal of the Local Control Accountability Plan (LCAP) in California. Once again meaningful performance data has been unavailable.

II. EDUCATION

Among the Commissioners' greatest and most central concerns is the quality of education for youth committed to JR. Over several years, the JJC has made recommendations, many of which remain unaddressed by the Santa Clara County Office of Education (COE). Major concerns include:

1. Utilization of LCAP goals to guide action and evaluation
2. Implementation of Common Core
3. Intentional utilization of measurement tools
4. Mastery as a goal, in contrast to seat time
5. Coherent and consistent post-secondary and vocational education opportunities

The COE Alternative Education Department (AED) administers the education programs at the Ranch. This program includes standard academic subjects, special education support and materials and career technical education. For this inspection, the inspection team met with the SCCOE Director of Alternate Schools, the principal of the Blue Ridge School who is also the principal of the Osborne

School at the Juvenile Hall, faculty, Vocational Instructor, students, SCCOE Academic Counselor, and SCCOE Tester. In addition, the team toured classrooms and attended classroom sessions. In addition to the curriculum, which is established by the California Department of Education, the Blue Ridge School operates under the Local Control Accountability Plan (LCAP) 2017-20, administered by the SCCOE.

Presently the Blue Ridge school provides education to students grades 7 through 12. Since youth who are at the Ranch have been at the Juvenile Hall, they have been tested using the NWEA (Northwest Evaluation Association), and the results are incorporated into a separate Measures of Academic Progress Report (MAP), which remains with the youth from the Juvenile Hall through the completion of their Ranch assignment. The team received a copy of the Spring MAP 2018 results for math and reading, but no reports were available for science and history.

No college preparatory courses, college courses or vocational education beyond welding are available at JR. After a student has completed high school requirements, they cannot participate in high school classes. High school graduates have no access to online instruction college level classes. In previous JJC Ranch inspection reports, the Commission has urged the SCCOE to begin offering online college preparatory courses. This is an area where the SCCOE's LCAP report has a stated goal to provide these services and a budget and not met. The inspection team was informed that a position has been budgeted and approved for an instructor at the Ranch to create and teach pre-college class. The position will be budgeted by COE but is awaiting Probation approval.

Another survey required by the state is the California Healthy Kids Survey (CHKS). This survey is used to collect and analyze data regarding local youth health risks and behaviors, school climate and school connectedness. There had been no surveys completed as of April 1, 2018.

The Measures of Academic Progress (MAP) report is administered every 90 days starting when the youth enters Juvenile Hall. The exam is taken by computer and upon transfer to JR, the test results are provided to the teachers to track changes in student academic performance. The test results remain with the youth while at the Ranch. A separate goal-oriented plan is maintained in a handwritten form and can be retained by the youth.

Curriculum: Blue Ridge provides a curriculum that is used by Alternative Education schools in the county but represents the reduced graduation requirements under the provisions of Assembly Bill 167. This law allows youth who are substantially deficient in high school credits to achieve a high school diploma by taking classes which focus on core subjects with fewer credits needed to graduate. Youth are given instruction in four core subjects, Math, English Language Arts (ELA), Science and History. Teaching aids are used in various subjects. OdysseyWare is used for Reading and English Language Arts.

In addition to the core subjects, there are two-hour segments each day during which youth attend Welding or Construction classes. The welding class is taught by an experienced instructor who is working with the youth in a welding program to supply county parks with barbecue pits and picnic tables. Students receive a Welding certification at the end of the course, which can help to obtain

employment. Blue Ridge has been without the construction teacher virtually all year; since the position was filled in December 2017 the teacher hired has been unavailable due to illness.

Students are required to be taught to Common Core Standards, but the visit to the classrooms found that teachers were using their own materials. Teachers expressed they were not using Common Core textbooks because they were too hard to work with. One teacher reported creating his own examination material at home. Textbooks in each of the four core subjects were eight to ten years out of date. When asked why they were using these textbooks, commissioners were informed that budget considerations made it difficult to supply current texts. One of the four teachers left in June due to staffing changes. Another instructor has been teaching at the Ranch for 4 years on a temporary basis and plans to remain until a replacement is found. The instructor in one of the core subjects is not certified in the class subject matter. The principal explained that the SCCOE has been trying for years to hire a qualified instructor.

Special Education: All special education students (48% of Ranch students) receive support in the classroom, in addition to the two hours of Special Day Class (SDC) education provided daily.

Support and Tutoring: Tutoring is available after school and is provided by the teachers. Two teachers are assigned this responsibility. Tutoring hours in April 2017 totaled 13.

Reading Support: The new budget in July includes a \$500/month budget for the purchase of books for the library at the Ranch.

Performance Measurement: California Department of Education is in the process of creating a school measurement system called The California School Dashboard, which will provide a report on the results of Academic Tests, Career/College Readiness, English Learner Progress, Graduation, Suspension Rate and Chronic Absenteeism. This system for alternative education programs, such as Blue Ridge, will not have data for Blue Ridge until 2019. In the meantime, the court schools will have no accurate method to measure overall performance.

Computer Use: Some computers are available, but an organized program to teach computer use does not exist nor is there keyboarding instruction.

Parent Project: One of the goals of the SCCOE LCAP program is an increase achievements rate through use of parent project programs, which are designed to have parents of JR youth become more involved with the learning process for their youth. A total of four classes were held over the last year, two in Spanish and two in English.

Education Issues Summary:

The Blue Ridge School is in the process of changing principals for the third time in three years. Several concerning issues are raised by this and previous inspections. When queried about the status of JJC recommendations regarding education from the two previous inspections, the COE response was that there has been no action taken to review or consider implementing them.

The Local Control Accountability Plan and Annual Update (LCAP) Template 2017-2020, issued by the SCCOE with its five goals and objectives for the court schools, was used as the primary document to measure Blue Ridge's performance. This excellent document provides a set of goals and objectives to be used by the SCCOE to evaluate school performance. The LCAP also includes budget information for each of the five goals to determine the financial resources allocated for performance goals.

The results of meeting those goals ranged from either a non-start to very limited progress.

The JJC is guided by Title 15, Minimum Standards for Juvenile Facilities. Article Six of the Standards contains the educational component: Policies and Procedures on communication and coordination between the Probation Department and Court Schools. A yearly review of the Court Schools by the local SCCOE also is required. Inspection team members have made recommendations in response to this requirement during previous JR inspections, but to date there has been no action.

The inspection team reviewed the 2016 and 2017 JJC Inspection reports recommendation. There has been no response to either report in terms of the actionable recommendations to meet issues discussed in either report.

An even more concerning issue is the accumulation of credits for graduation. Currently, students get credit for attending class. Based on class attendance, the student gets credit toward graduation. Every 15 days of class attendance the student gets 1 credit towards graduation. This currently is the only measure by which a student qualifies to graduate. In the LCAP Template, goals 2 and 3 appear to run counter to this.¹

Another issue is the lack of progress in improving student performance. With a youth population that is four to five years behind in academic performance, the focus on improving academics and equipping the youth with academic and technical skills is critical. The lack of tracked or documented progress makes it impossible to understand the overall school performance.

At the end of the inspection, commissioners were provided with SCCOE Court School Single Plan for Student (SPSA) Evaluation and 2018-2019 Reports. The reports layout the achievements and opportunities that the new school principal will face, along with budget allocations for each of the goals. The reports cover both Court Schools and have either been recently approved or are scheduled for approval in July 2018. A review of the goals to be achieved addresses many of the issues discussed in this report and is tied to the SCCOE LCAP program.

¹ Goal 2. All students will leave prepared to a successful transition to college and/or career...

Goal 3. In partnership with community and family members, achievement levels will increase by engaging students in a rigorous curriculum...

III. OTHER AREAS EXAMINED

Comparison to the Missouri Model

The Missouri Model has been subject to validation through outcomes analysis. The urgent need for collection and analysis of data to evaluate the effectiveness of the ERP has been noted in previous JR inspection reports. The Commission learned of plans in the next year to evaluate the effectiveness of the ERP by evaluating recidivism of youth who have been through the program.

The Annie E. Casey report discusses training for staff for Missouri's program to be 236 hours initial training for each "youth specialist," but their youth specialists are only required to have "60 hours of college experience."

Training for JR Probation Counselors (PCs) exceeds Missouri Model standards. New staff initially receive 40 hours training, a total of 80 hours in the orientation period, and 200 hours on other core issues within the first year. Training is dedicated to the underlying values and beliefs of the approach and includes multiple sessions on youth development, family systems, and group facilitation, as well as extensive practice applying these concepts. PCs receive a minimum of 24 hours per year of ongoing training. Supervisors receive 40 hours every year. PCs are required to have a bachelor's degree.

The Commission is encouraged to see that regular monthly all-staff meetings, to promote communication and collaboration, continue.

Programs and Activities

To supplement existing behavioral interventions, a three-year phase-in of the Positive Behavioral and Intervention Supports (PBIS) program will start with training for the Ranch counselors. This system already is in use by the school system and is phasing in Juvenile Hall. The Commission is hopeful that it will integrate well with behavior modification programs already in place.

Much of the programming remains the same as in previous years' reports: religious services and Bible study continue to be organized by the JH Chaplain and the Catholic nun who have coordinated these over the years. "24/7 Dads" was not offered this past year. Individual counseling through Planned Parenthood to assist expecting or new parents is offered only on an individual basis.

Sex Offenders sent to JR receive counseling weekly through Piece It Together.

Teaching Pro Social Skills (TPS) is taught by two trained probation officers and is offered at different days and times as appropriate to the needs of JR. This counseling teaches alternatives to aggressive behavior.

The Victim Awareness Class continues and is taught by a variety of trained personnel. It may mirror what the youth has experienced either when out of custody or when in JH.

Fresh Lifelines for Youth (FLY) continues to provide a twelve-week legal education class to the JR youth. Added are new gang reduction programming and assignment of a FLY mentor at the Multi Disciplinary Team Meetings (MDT) before a youth is granted an Out Temporarily pass (OT).

Special Population: Dually Involved Youth (DIY)

Dually Involved Youth (DIY) are young people who have had contact with both the Child Welfare System and the Juvenile Justice System. A special unit between Juvenile Probation and the Department of Family and Children's Services has been created with the goal of preventing neglected or abused children from entering or going deeper in the juvenile justice system. Despite this, during the inspection period, there have been 5 or 6 DIY at the Ranch (approximately 10 – 13% of the Ranch population.) While many youths at the Ranch have experienced neglect or trauma, additional needs must be addressed with DIY.

The Ranch has taken steps to address support for these youth. A support team for these youth consists of a DIY Probation Officer, a mental health therapist, psychiatrist, mentors from other service providers, and a wraparound service provider. Of the six DIY at the Ranch at the time of inspection, four had caregivers in their lives and were able to go on home visits and overnights. For those without a caregiver, plans are made for staff or other providers take the young person out to a movie or other activities. Currently, it is not possible for those youth to go on overnight OTs.

Policies and Procedures Manual

The manual is divided into sections which are not consistent with each other and do not reflect current practices. For example, the "Screening for Commitment" section of the manual was dated 6/2015, though many of the commitment policies have changed since that date. For example, some youth at the Ranch are DIY and are under both the Dependency and Juvenile Justice Courts' control. Yet this section, regarding those who are appropriate to be committed to the JR program, requires that a youth at the Ranch "have a family to return to," which some Dependency youth do not have. It also suggests that a youth is inappropriate for a Ranch commitment if the youth has 170 credits toward graduation, despite the change in the law that allows youth under probation control to graduate with 130 credits. Also, presently, one housing pod is designated for high school graduates. Other requirements under this section relate to excluding youth with the more serious offenses and committing offenses. Presently there are now youth at the Ranch with some of the "deemed ineligible" offenses. Sex offenders are no longer denied if local treatment can be facilitated, and a previous treatment history appears no longer to be grounds for exclusion. This section needs revision.

Aftercare

When a youth receives a JR disposition, that youth is sent almost usually within a week to the facility so that, the aftercare probation officer's usual first contact with the youth is after their arrival at JR.

The probation officer who wrote the dispositional report may still have the case/file and participate during the Ranch MDT meeting, but after this the case is transferred to the Aftercare Probation Officer. That officer sees the youth more than once per week and integrates into meetings regarding the youth. The Aftercare PO is active in a) the MDTs that prepare the youth for their first OT in the community, b) ensuring there is stable housing, c) introducing them to their WRAP teams, d) meeting with their JR education counselor, and, after the youth's release on aftercare, e) assisting with school enrollment or job seeking. If a youth is deemed to have successfully completed the ten-week aftercare portion of his/her Ranch commitment, the youth remains with the aftercare probation officer for six months when the youth earns graduation from probation.

Prison Rape Elimination Act (PREA)

The last PREA audit for the James Ranch was conducted during 2016 and released on January 5, 2017. In the initial findings, 36 of the 42 standards were exceeded or met, and six standards were not met. After corrections were made, all standards were met, and six were exceeded.

In the 2016 annual PREA report (compiled by the County), there were two allegations of "Staff on Youth" sexual misconduct. The local law enforcement agencies investigated both allegations, and one was found to be "not sustained." The second allegation is still under investigation.

With a commitment to continual improvement, the James Ranch released a new policy on 4/24/2017 that clarified restricted areas and restricted access to insure there are not situations where staff is alone with a youth. Since one-on-one counseling is a critical aspect of the ERP, these guidelines include areas restricted from one-on-one interactions and safe walk areas, where privacy between the staff and youth is provided, yet they remain in sight of other staff.

PREA reports and audits for Santa Clara County can be found at: www.sccgov.org.

Facility

James Ranch moved from large, open, multi-bunk dorms to pods with a family-like setting when it adopted the Missouri model, though the "pods" are in the old dorm and only separated by modular partitions that do not reach the ceiling.

New facilities are in construction and will include completely walled pods with class and meeting rooms, as described as the ideal in the Missouri Model. Youth will remain in their indoor, climate-controlled pods throughout the day, with the exception only of meals and some sports/recreation activities. The Commission is concerned that as a result of the new design youth may be isolated from the natural environment and social stimulus to their detriment. (See Exhibit A - Plans for the new facilities.)

Clothing, Personal Hygiene, and Privacy

Youth report that current sports bras do not provide sufficient support for some.

Showers in the boys' dormitory have frosted glass thereby providing some privacy but female probation counselors are sometimes overseeing the boys' showers and there is concern about how this may impact the young men on these pods. If the standard is to have only women probation counselors monitor the girls' showers, it seems appropriate to provide the boys the same accommodation.

Recreation and Sports

Youth of the age of the population at the Ranch not only need exercise, but also need the skills one learns while participating in team sports. There is a swimming pool at JR, but the only other recreational "facility" is a blacktop in the central area with basketball hoops. Despite this hindrance, the recreation and team sports activities have been greatly enhanced by [Juvenile Probation dedicating two full time positions to recreation and sports](#). Youth on the two highest levels at JR (those who qualify for leaving the facility to have OTs (out temporarily time/visits home) can participate in off-site sports. There are two sports programs for these youth. One is the Central Coast Ranch Athletic League, where they play ranch or camp facilities from other counties and the other is the Pro-Com League which includes youth in alternative schools as well. Through these two programs there are basketball, volleyball, soccer, softball, and cross-country seasons. Aftercare youth may come back to play and often do. Pro-Com teams are coed, but Ranch League teams are boys only. [The golf program that was noted in last year's report has been suspended because the funding for the last three sessions had not been paid. A recently added program allows JR youth to participate in "at risk" youth horseback riding education.](#)

Youth also are encouraged to explore music. (Donations of instruments, especially guitars, are always appreciated.) At times art programs have been funded by grants. Pro-Com has taken youth to a symphony performance.

Youth participate in physical education with their pod counselor twice a week and once a week with the dedicated JR sports director.

Medical Services

Commissioners met with the Valley Medical Center (VMC) Custodial Health Medical Director and the Medical Clinic Nurse Manager on May 24, 2018. At that time, the youth census at the Ranch was 50.

Medical staff noted a downward shift in youth age. They noted the onset of puberty at younger ages in the general population, driving earlier high-risk behavior. This dynamic may be a factor in the downward trend in age of system-involved youth. Staff noted also that medical issues from substance abuse - especially respiratory complaints - are increasing.

Service statistics may be found in the Annual Santa Clara County Juvenile Justice Report. No significant deviations from the prior year are reflected in rates per custodial population. It was reported that 95% of medical documentation has been entered into the HealthLink electronic medical record system. Youth now have access to their own health records via MyHealth.

Staffing increased by one new LVN position, shared between Juvenile Hall and James Ranch. Monthly Ranch site meetings are held, and coordination between the medical staff and Behavioral Health and Community Based Organizations (CBOs) providers was reported to be very strong, especially with respect to psychotropic medications.

Prior year concerns regarding the availability of medications and Medi-Cal enrollment at discharge were resolved last year, via the 30 and 60-day MDTs, and these processes continue to work well. In addition, Nurse follow-up calls three to four days after youth release have been implemented to support continuity of care during the transition. A similar process for Behavioral Health Services reportedly is in development.

The current vision screen referral process takes about a month. Given the importance of vision correction to education and other goals, and the length of stay of the youth, a staff optometrist resource - as in adult Corrections - would expedite the screening process.

Informal discussions with Ranch youth and the nurse on duty indicate the importance of the trust relationship between youth and medical staff that has been fostered.

Overall, the leadership and high standard of youth advocacy and care by the County's juvenile custody medical staff was again evident in this inspection.

Behavioral Health Services

Behavioral health services, which include support for mental health and substance use issues, are administered by the Santa Clara Department of Behavioral Health Services (BHS) through contracts with two CBOs. Starlight Community Services provides mental health services, and Pathway Society provides substance use counseling.

Commissioners met with staff from Starlight and Pathway in a joint meeting on May 2, 2018, which is representative of the new level of collaboration between the two programs. Commissioners noted the increased collaboration and communication between Starlight and Pathway staff members, as recommended in prior Ranch reports.

A recent development in the collaboration between Pathway and Starlight is planning and training for a unified youth intake assessment, to be implemented in July, replacing the previous separate assessments. Conducting a single assessment has the added advantage of having shared notes between the services as to the behavioral needs of the youth and will allow the services to create a joint treatment plan for each youth. The American Society of Addiction Medicine (ASAM) tool comprises aspects of behavioral, emotional, and substance abuse training.

Commissioners met also with the BHS contract monitors for the two CBOs. Collaboration between Starlight and Pathway extends from staff teamwork to upper-level administrative understanding and coordination of each service's functions.

Neither Starlight nor Pathway staff have access to HealthLink, the electronic medical record. Such access is not permitted to contracted organizations. Read-only access to HealthLink would benefit staff communication and continuity of care, especially when youth move back and forth between James Ranch and Juvenile Hall.

The longer-term goal is for clinicians increasingly to develop skills and approaches geared to co-occurring disorders, further enhancing collaboration between mental health and substance use services.

Psychiatric Services

The VMC Juvenile Hall psychiatrist continues to visit the Ranch for appointments every week on Mondays. Psychiatrists are on-call during weekends. Tele-Medicine capability is used for additional consultations and is always available. In the absence of access to HealthLink medical records, the psychiatrist provides a weekly email regarding youth and psychotropic medication status to Starlight staff, as well as Ranch medical staff. [During the course of the inspection, distribution of this weekly email was extended to Pathway staff as well.](#)

Mental Health Services - Starlight Community Services

All youth receive mental health services, both group and individual, from Starlight Community Services during their stay. Anger management programs at the Ranch utilize tools such as journals and role play to educate youth on controlling anger. Youth are also taught common causes of anger.

Staffing: [Staffing has increased from three to five positions.](#) One position is currently vacant. One therapist is licensed, and the other three therapists are completing clinical hours for licensure. Three of the four therapists can provide services in Spanish, and one Vietnamese speaker is available off-site if needed. Staff receive PREA training and participate in Probation trainings. Education fees for the required training for staff are subsidized by Starlight.

Youth Profile: There has been a demographic shift towards [younger youth at the Ranch](#). Girls tend to suffer from self-esteem related issues. LGBTQ+ youth on the Ranch tend to face a higher risk of substance use issues. Staff are trained and attuned to the specialized needs of these populations.

Specialized Services: Girls who have been identified as sexual trauma victims receive court-ordered Trauma Focused Cognitive Behavioral Therapy (TFCBT), which is also an evidence-based practice for Starlight services.

Aftercare Services: [The final 60-day period is intended to provide for a “soft hand-off.”](#) Starlight and Pathway no longer provide wraparound services for Ranch youth post release as part of the Ranch program. Staff noted both benefits and challenges associated with the change. [On one hand, the CBO can focus all its resources on on-site services for youth. On the other hand, it can be somewhat disruptive of the relationship with the provider to introduce an additional party into the dynamic so soon after the relationship with the youth has been established.](#)

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. Commissioners reviewed PLM data. PLM uses three measures to assess services: 1) average time to initial services, 2) decrease no-shows at service sessions, and 3) successful discharges (defined as step-down in services). *As observed in previous inspection reports the measures are not pertinent to an in-custody population and should be tailored to be meaningful with respect to Ranch youth.*

No longitudinal tracking of youth to determine outcomes after release is in place.

Substance Use and Treatment Services (SUTS) - Pathway Society

All youth are screened and receive substance use education and treatment services, both in group and individually.

Staffing: Pathway's three full-time positions are fully staffed. *As a function of changes to the 10-week aftercare program, counselors are now on-site for a full five days a week since counselors no longer go off-site to perform aftercare services.*

Youth Profile: Counselors with Pathway have noted that substance abuse is often a transgenerational issue. Youth don't often realize that heavy-use of illicit substances is abuse, due to the normalization of drug-use at homes. After counseling services, youth learn to recognize substance abuse and understand the dangers substance abuse poses to one's health. It should be reiterated that LGBTQ+ youth on the Ranch are at a higher risk of suffering from substance abuse because of family acceptance issues.

The Seven Challenges program continues to serve as the foundation of the Pathway services program. It is registered as a scientifically established evidence-based behavioral health intervention by SAMSHA, the federal Substance Abuse and Mental Health Services Administration. Pathway conducts group sessions which are 90 minutes, twice a week, and individual sessions of 60 minutes. Pathway develops individualized treatment plans which can include substance abuse education, family therapy sessions, and relapse prevention guidance. Pathway staff noted that some youth are unable to read and write at the appropriate grade level, a general issue of continuing concern to the Commission. Counselors partially compensate by tailoring the program as necessary.

Outcomes and Evaluation: Seven Challenges conducted an onsite evaluation on October 2 and 4, 2017, to determine the Ranch's fidelity to the program. *Starlight achieved special recognition for achieving fidelity in all areas of the program. The evaluator also stated that "youth's engagement with each other is especially impressive for a residential juvenile justice facility."*

VII. RECOMMENDATIONS & COMMENDATIONS

Recommendations

Probation Department:

1. As in every annual JJC Ranch Report since 2014:
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.
2. The JJC urges publication of this data analysis in the immediate future.
3. The Policies and Procedures Manual should be updated to conform with current regulations and policies.

Education – COE:

The JJC's annual reports since 2015 contain recurring concerns and recommendations. The previous two years' recommendations are found in Appendix B:

2018 Education Recommendations:

1. The JJC repeats its 2016 and 2017 Recommendations (Appendix B), with added urgency.
2. Beginning November 1, 2018 provide the JJC with quarterly results on the implementation of the 2018-2019 LCAP Goals for the Court schools.

Medical Services:

Shorten the vision screen referral process by adding a staff optometrist resource or other means.

Commendations

Probation Department:

Probation is commended for:

1. Purposefully moving toward new programs and facilities.
2. Modifying the Missouri Model to benefit the changing population of Santa Clara County justice-involved youth.
3. Adding probation personnel specifically to expand sports and recreation opportunities for JR youth.

Behavioral Health Services, Medical Services, and the CBOs Starlight and Pathway Communities

1. Commended for excellent efforts implementing joint case management, information sharing, and collaboration to support integrated and coordinated health care. The JJC is gratified to see this substantive response to its previous recommendations.
2. For continuing excellence and leadership in medical services.

SUMMARY FINDING

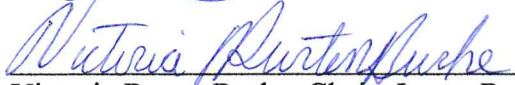
The JJC has completed its 2018 annual inspection of the James Ranch. It finds that Ranch residents are in a well-supervised and thoughtfully managed environment. The JJC, relying on both the last report of the BSCC and its own observations during inspection, believes that the William F. James Ranch meets Title 15 standards for a safe and secure 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, highlight successes and issues for urgent attention. **The Commission asks for responses to its Recommendations by December 1, 2018.**

Approved by the Santa Clara County Juvenile Justice Commission on 9/4/18.



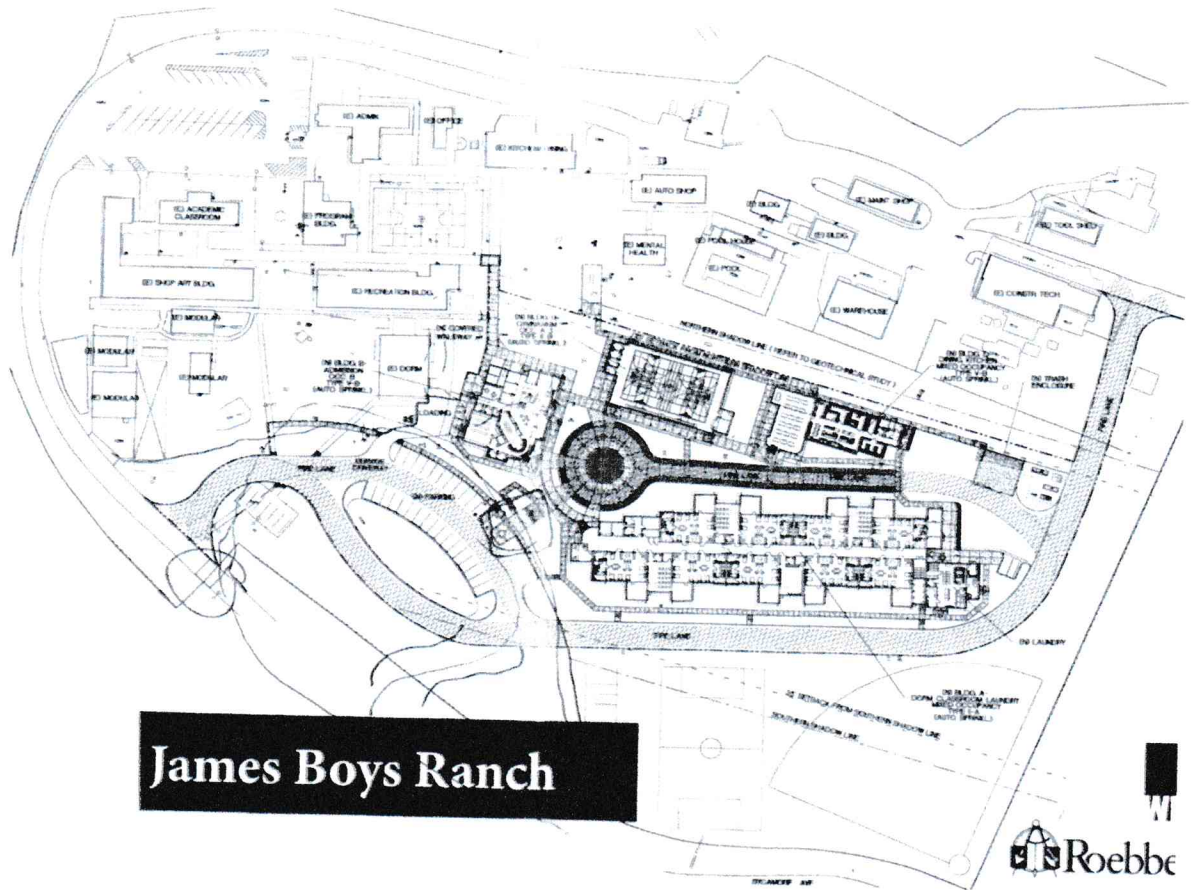
Jean Pennypacker, Chair



Victoria BurtonBurke, Chair, James Ranch Inspection

APPENDIX A

Map - Ranch As Planned After Construction



APPENDIX B

Education Recommendations from Previous JJC Reports

2016 Recommendations:

1. Assign a computer education teacher to the Ranch Blue Ridge Education Team.
2. Invest in the ranch education program, by involving the teachers in examining and implementing evidence-based, best practices programs for this population.
3. Accelerate the plan to offer certificated Career Technical Education (CTE) courses to Blue Ridge Students.
4. Provide basic keyboarding education.

2017 Recommendations:

1. 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.
2. Increased Mental Health therapist availability during Blue Ridge classroom hours should be pursued with BHS and the Ranch.
3. 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. A computer education teacher should be assigned to the Ranch.
 - b. Vocational programs that lead to certification (in fields such as food safety handling (Safe Serve), green technology, landscaping, carpentry, etc.) should be implemented.
4. 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.

APPENDIX C

Documents Reviewed

1. Anne E. Casey Foundation: Missouri Model Report 2010
2. Board of State Community Corrections (BSCC) Biannual Inspection Report Dec. 21, 2016
3. California Title 15, Minimum Standards for Juvenile Facilities
4. Fire Inspection Report for James Ranch March 13, 2018
5. Juvenile Justice Crime Prevention Act and Youthful Offender Block Plan 2018-2019
6. Sample Individual Service Plan
7. Santa Clara County Department of Public Health Annual Inspection of James Ranch December 8, 2017
8. Santa Clara County Civil Grand Jury: Report on Detention Facilities in the Era of Reform May 21, 2018
9. Annual Santa Clara County Juvenile Justice Report (2016)
10. Santa Clara County Juvenile Probation James Ranch Policies and Procedures
11. Santa Clara County Juvenile Probation PREA Report (2017)
12. Santa Clara County Local Control Action Plan 2017-2020
13. Single Plan for Student Achievement: 2017-2018 and 2018-2019