

Juvenile Justice Commission, County of Santa Clara
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**SANTA CLARA COUNTY
JUVENILE JUSTICE COMMISSION
FY 2024-2025 ANNUAL REPORT
July 22, 2025**

The Juvenile Justice Commission of Santa Clara County (JJC) is a state-mandated, court appointed authority.¹ The broad purpose of the JJC is to inquire into the administration of juvenile court law in the County.² The JJC is dedicated to the promotion of the effective administration of the juvenile justice system and juvenile dependency system with the goal that they produce an environment of credibility, dignity, equity, and respect for the children and youth of Santa Clara County.

The JJC is required by statute to inspect local institutions and facilities that house juveniles, including police departments, county facilities, group homes, and youth correctional schools. Inspections can be announced or unannounced and must be conducted at least once a year. The JJC also monitors medical, mental health programs and training and educational programs. The JJC achieves this through a set of annual inspections across facilities as well as through several JJC committees such as the Continuum of Care Committee, which is focused on Dependency in Santa Clara County, and the Outcomes Committee, which focused on promoting visibility of outcomes across systems.

The JJC held its annual planning meeting in July 2024 and developed the following goals for the year, July 2024 to June 2025:

Goal #1: Become a visible partner of value in Santa Clara County: Increase the profile of the JJC: as a trusted advisor/source within Santa Clara County for the Board of Supervisors, stakeholders, and partner agencies.

Goal #2: Prepare, execute, and share results of mandated inspections

¹ Welfare and Institutions Code (WIC) 225 2 WIC 229

² WIC 225

Goal #3: Continue to build collegiality among commissioners, reviewing and improving current processes and identifying opportunities for improvement.

SUMMARY OF THE ACTIVITIES COMPLETED FOR EACH GOAL:

Goal #1: Become a visible partner of value in Santa Clara County: Increase the profile of the JJC: as a trusted advisor/source within Santa Clara County for the Board of Supervisors, stakeholders, and partner agencies.

Members of the JJC met with key partners on a regular basis, including:

- Each of the County's supervisors or their aides (at least once)
- Director of DFCS (quarterly)
- Presiding Juvenile Court Judge (quarterly)
- Deputy Probation Chief (quarterly)
- Chief Probation Officer (twice)
- Members of Santa Cruz County's Juvenile Justice and Delinquency Prevention Commission
- Dependency and Juvenile Justice Judges
- Representatives of other statewide Juvenile Justice/Delinquency Prevention Commissions to discuss topics of mutual interest and backing of legislation and to urge greater mutually beneficial connections.
- Representatives and the Director of the Office of Youth and Community Restoration

JJC members attended meetings, addressing issues when relevant, including:

- Board of Supervisors meetings
- Public Safety and Justice Committee and the Children, Seniors and Families Committee meetings
- DFCS Community Forum

The JJC also met with a group of social workers and social worker supervisors to listen to concerns related to their working environment and the safety of staff and children served by DFCS.

In March 2024, the JJC resumed holding its public meetings in person. While stakeholders are welcome to join the commission in its meeting room (Independence Meeting Room, 1st floor of 353 W. Julian Street), the great majority opt to join via Zoom.

The JJC held an open house event in March, 2025, to meet partners and stakeholders in person. The event was well attended and the JJC looks forward to holding further open houses in the future.

Members represented the Commission in the following groups and committees:

- Community Based Organizations & Juvenile Justice Stakeholder Meeting (NCYL)
- Child Abuse Prevention Council
- Child Abuse Prevention Council, Interagency Collaborative Committee
- Child Abuse Prevention Council, Allocations Committee
- Child Abuse Prevention Council annual symposium
- District & Community Partner's Alliance
- Dependency Court Systems Meetings and Trainings
- The Presiding Juvenile Court Judge's Advisory Committee
- Juvenile Court Aligned Action Network
- Juvenile Justice Coordinating Council
- Juvenile Justice Gender Responsive Task Force/Collaboration
- JJGRTF Planning Subcommittee,
- Office of Youth and Community Restoration OYCR trainings and seminars
- Commission Chair attended OYCR's annual convention
- Hiring panel for the position of Deputy Director of DFCS
- Hiring panel for the position of Director of DFCS
- South County Youth Task Force
- Silicon Valley Council of Nonprofits
- Statewide meeting of JJCS and county Juvenile Justice and Delinquency Prevention Commissions
- Chair attended the dedication of the new Library at James Ranch.

Goal #2: Prepare, execute, and share results of mandated inspections

INSPECTIONS

During the year (July 2024 to June 2025), the JJC completed on-site inspections and worked with juvenile justice partners in Santa Clara County. After each inspection, the JJC published a report on its findings, which was posted on the JJC's webpage and sent to facility's supervisors, State Agencies, the Presiding Judge of the Superior Court, Juvenile Court judges, and the Board of Supervisors. Press releases were issued, and the reports were posted on social media through the Court's Press Office.

A comprehensive report exists for each site inspection and are available on the JJC's webpage. <https://santaclara.courts.ca.gov/divisions/juvenile-division/juvenile-justice-commission>. Each report includes a summary analysis of the Commission's recent findings and observations while working in collaboration with the Department of Family and Children's Services (DFCS), the Probation Department, and law enforcement agencies. The primary focus is on evaluating the effectiveness, challenges, and areas for improvement in the coordination and delivery of services aimed at supporting the children and youth involved in the justice system.

Juvenile Hall

At the time of writing this report the inspection of Juvenile Hall was still in progress, anticipated to be published later in 2025.

James Ranch

The inspection team found the Ranch to be well-run with exceptional vocational and post-secondary programs for youth. There are collegial relationships among the partners and a relaxed, positive atmosphere with youth appearing comfortable at the Ranch and appearing to benefit from the many opportunities afforded them.

The inspection team made the following recommendations:

1. Probation Department should record all Incident Report (IR) numbers on the associated Due Process forms or create an IR for failed weeks after a Due Process Form has been generated.
2. Probation Department should address the youth's concerns regarding their post-Ranch education and employment.
3. Probation Department and the Santa Clara County Office of Education (COE) should explore expanded training in existing programs, including culinary skills, driving permits, language (Spanish), and a greater college curriculum.
4. COE make the Wellness Center services available to Juvenile Ranch youth every school day.
5. Facilities and Fleets should follow through with previously promised/budgeted for/acknowledged need for perimeter cameras, a second sally port and a sports field.
6. Santa Clara County should recommit to resolve the problem of disproportionality of youth at James Ranch.

See appendix 3 for responses to the Ranch inspection report.

Secure Youth Treatment Facility (SYTF)

The Secure Youth Treatment Facility is a program that was created when California's Department of Juvenile Justice closed its youth facilities and returned youth to their home counties with the directive that they be provided with rehabilitation services with the opportunity to step down to less restrictive living environments. In Santa Clara County youth are initially housed in units at Juvenile Hall that have been "softened" so that they appear more homelike. Youth who make satisfactory progress are moved to the Learning Independence for Tomorrow (LIFT) program which is housed at the James Ranch. The JJC found the SYTF and LIFT programs to be well-supervised and thoughtfully managed in compliance with Titles 15 and 24 of the California Code of Regulations.

Following the inspection, the JJC made the following recommendations:

- Evaluate the efficacy of SYTF programs on an annual basis.
- Assure that the girls have equal access to programming and mirror facilities.
- Develop Policies and Procedures for the SYTF and LIFT youth and personnel be completed, published and put into service.

Newly Recommended

- Establish a systematic process to track SYTF/LIFT youth outcomes as they enter/re-enter the community, and then when they have completed their probation.
- Coordinate Research and Development with COE, and their ability to track the positive outcomes for SYTF youth who have continued toward their educational goals.
- Increase funding for transportation to allow greater access to activities/work while participating in LIFT.
- SYTF to offer Wrap or Wrap-like services as part of the transition of care plan.

Alternative Education Department, County Office of Education

- Memorialize the best practices of the college liaison team to ensure consistency of this program in the future.
- Document the successes of the SYTF participants, including short-term, mid-term and long-term successes of the college-bound and CTE youth., including recidivism.

See appendices 4 and 5 for responses to JJC's SYTF Inspection Report

Law Enforcement Agencies

The Superior Court is required by statute to inspect all law enforcement agency facilities that temporarily hold youth. It has delegated this responsibility to the JJC. Each year the JJC receives a list of facilities that have housed any youth within the previous calendar year. This year the list was received later than usual and the JJC is currently completing its report on the facilities it inspected for calendar year 2024.)

CALL TO ACTION

As a result of concerns the JJC had related to addressing the needs of a small group of youth with intense, specialized needs, the JJC issued a call to action that recommended a two-pronged approach towards meeting the needs of these youth:

- 1) Intensify efforts to develop resources to meet the long-term housing needs of these youth, such as creating an in-county Short Term Residential Treatment Program (STRTP) and specialized foster homes.
- 2) Invest in stabilizing the Scattered Sites, used to temporarily accommodate youth, so that they are able to meet the intense needs of the population that they are serving. The concerns of the social workers for appropriate staffing and training and management oversight must be addressed.

The JJC has noted a number of significant developments in both of these areas. There are currently plans in place to create at least two STRPS, one to be run by the County another under contract with a Community Based Organization. The first is scheduled to open in the spring of 2026. JJC continues to monitor progress towards that goal.

One of the scattered sites had been the source of complaints by neighbors, due to multiple incidents and frequent police activity. It has subsequently closed. There are currently three sites in the community that have been licensed as short-term residential shelter facilities. Staffing has been stabilized with increased training and collaboration with the Department of Behavioral Health Services. The County's retired probation chief and a retired deputy chief have been serving as consultants.

Goal #3: Continue to build collegiality among commissioners, reviewing and improving current processes and identifying opportunities for improvement.

The Commission engaged in a number of activities to build collegiality. Most notably the Commission met in person during public meetings and for its executive sessions, the Commission hosted an open house with stakeholders, the Commission held a holiday event. Executive team meetings were held in person and were open to all members.

The Operations Committee reviewed the Commission's bylaws resulting in various changes which were reviewed by County Counsel and approved by the full Commission. They also reviewed the Commission's policies and procedures and made several changes.

PRESENTATIONS

In fulfilling the Commission's commitment to share pertinent information with its partners the Commission hosted six presentations in the Commission's public meetings:

August, 6, 2024. PROBATION RESPONSE TO JJC'S JAMES RANCH INSPECTION REPORT. By Marc Utsey

September 3, 2024. PROBATION DEPARTMENT'S JUVENILE DATA DASHBOARD. By Kimberly Dzatko, Lakshmi Musunuri

October 1, 2024. NATIONAL CENTER FOR YOUTH LAW – JusticeEd Initiative. By Joy Hernandez

December 3, 2024. PROBATION DEPARTMENT'S RESPONSE TO SYTF PROGRAM INSPECTION REPORT. By Jill Ugalde, Kristin Keller, Dolores Morales

January 27, 2025. THE COE'S IN-CUSTODY AND COMMUNITY SCHOOLS. By Dane Caldwell-Holden

March 4, 2025. HIGHER ASPIRATIONS. By Robb Rodriguez, Gavilan College Juvenile Justice Program Coordinator

April 1, 2025. NEW HOPE FOR YOUTH. By Phillip Rodriguez

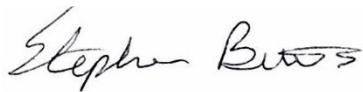
Upon the completion of the Commission's inspections, the respective Inspection Chairs gave a verbal summary of the report's findings.

OTHER ACTIVITIES

- The JJC wrote letters supporting positions of concern to the JJC at the state and local level.
- Data Analysis of Population Trends for Juvenile Hall Detainees and the population of The Welcome Center: The JJC continues to monitor the daily Juvenile Hall and James Ranch population numbers and regularly tracks and analyzes the data from TWC and Scattered Sites.
- Members attended the Children's Summit and graduation ceremonies for youth in Community and Court Schools
- Members attended holiday events at Juvenile Hall and James Ranch.
- Training Sessions: JJC Commissioners attended various local and regional training sessions offered through the Court, County agencies and Community Based Organizations (CBOs), including review of the new laws and cases that relate to youth under the jurisdiction of the juvenile courts or those that might be at risk to come under Welfare and Institution Codes Sections 602 and 300. Included were programs on Residential Placement and Re-Entry, DFCS's forum on Self-Assessment, the Family First Services Prevention Act, the combined Dependency and Juvenile Justice Beyond the Bench.
- Commissioners reviewed incident reports and grievances filed at Juvenile Hall and James Ranch for potential patterns and areas of concern.
- Commissioners reviewed reports of incidents at the Welcoming Center and the County's temporary shelter sites for potential patterns and areas of concern.

The Juvenile Justice Commission has been proud to serve Santa Clara County in its duty to assure the best outcomes possible for youth in the Juvenile Justice System and the Dependency System and its mission to help see that all county youth are successful in their communities.

Respectfully submitted by:



Stephen Betts, Chair

Date: September 9, 2025

APPENDICES

Appendix 1

COMMISSION MEMBERSHIP

The Juvenile Justice Commission of Santa Clara County comprises 15 volunteers, two of whom are youth commissioners between the ages of 14 and 21. The adult commissioners are sworn in for four-year terms, and the youth commissioners to two-year terms. The Commission's bylaws had previously only allowed residents of Santa Clara County to serve on the Commission. In recognition of the fact that many highly qualified individuals work in the County, but reside outside of it, the Commission amended its bylaws to allow individuals with work connections in Santa Clara County to serve on the Commission. The following are the names of the Commissioners who served on the JJC at the beginning of the year (July 2024- June 30, 2025.)

Stephen Betts, Chair
Dev Ghoshal, Vice Chair
Howard Pomerantz, Secretary
Victoria BurtonBurke, Past Chair
Heather Angove
Marcie Bellicitti
Penny Blake
Karen Guldán
Nora Manchester
Darius Parakh
Neha Parthasarathi (Youth Commissioner)
Jean Pennypacker
Rayan Sengupta (Youth Commissioner)
Vaishali "Shali" Sirkay
Diana Traub

During this year Heather Angove, Dev Ghoshal, Darius Parakh, Ryan Sengupta and Jean Pennypacker resigned from the Commission. They were replaced by Andrew Cain, Patrick Lopez-Aguado, Deryk Clark, Michelle Wu, and Andrew Cain.

Appendix 2

2024-2025 COMMITTEES

Standing Committees (June 2025)

JUVENILE HALL INSPECTION

Chair: Shali Sirkay

Vice Chair: Victoria BurtonBurke

Nora Manchester

Neha Parthasarathi

Michelle Wu

Patrick Lopez-Aguado

Howard Pomerantz

Stephen Betts

Deryk Clark

Andrew Cain

JAMES RANCH INSPECTION

Chair: Victoria BurtonBurke **Vice Chair:** Karen Guldán

Neha Parthasarathi

Stephen Betts

Diana Traub

LAW ENFORCEMENT AGENCIES

Chair: Shali Sirkay

Vicechair: Victoria BurtonBurke

All Commissioners

CONTINUUM OF CARE

Welcome Center and Satellite Sites.

Chair: Penny Blake

Stephen Betts

Victoria BurtonBurke

Nora Manchester

Marcie Bellicitti

Karen Guldán

Deryk Clark

Andrew Cain

SYTF

Chair: Diana Traub,

Vice chair: Victoria BurtonBurke
Stephen Betts
Penny Blake
Shali Sirkay
Rayan Sengupta

Outcomes – Disbanded

Chair: Dev Ghoshal
Diana Traub
Stephen Betts
Karen Guldán
Penny Blake

IR/Grievance Review

Victoria BurtonBurke
Shali Sirkay

Equity, Justice and Education

Chair: Shali Sirkay
Victoria BurtonBurke
Neha Parthasarathi

Legislative

Chair: Diana Traub
Shali Sirkay
Howard Pomerantz
Deryk Clark
Michelle Wu

Executive Team

Stephen Betts, Chair
Shali Sirkay, Vice Chair
Howard Pomerantz, Secretary
Victoria BurtonBurke, Past Chair

Recruitment/Membership/Nominating

Chair: Karen Guldán
Diana Traub
Shali Sirkay

Social

Chair: Diana Traub
Deryk Clark

Calendar, Mail and Email

Penny Blake (calendar and email)

Stephen Betts (mail)

AD HOC COMMITTEE**Operations**

Chair: Penny Blake

Marcie Bellicitti

Karen Guldán

APPENDIX 3

Responses to the JJC's James Ranch Report

Access to contact family prior to being released to the Aftercare (AC) Program is completed by conducting thirty and sixty-day pre-exit Multi-Disciplinary Team (MDT) meetings. The meetings are with the assigned Deputy Probation Officer, Behavioral Health Clinicians, Probation Counselors, Parents and supportive Family Members, County of Education, and youth. The sixty-day MDT pre-exit meeting is held to discuss any concerns and possible solutions once released to the AC Program. The thirty-day pre-exit MDT meetings are held to finalize solutions and to reaffirm support systems in place once released. In person visits, virtual visits, and emergency MDTs are also scheduled to address concerns prior to being released to the AC Program. Greater access to contact family actively occurs and is memorialized via Procedure 1004 – Youth Telephone Access. Youth are given a weekly supervised phone call to support counseling, program growth, and family reunification. Additional supervised phone calls can be earned by youth as an incentive for meeting program expectations. Telephone access is documented in the Daily Pod Log/Behavior Log when a youth attempts or completes a phone call, to whom, and even identifies the length of call. Also documented is when a youth has been denied telephone access and includes the reason. Lastly, documented is whether the youth has refused to cooperate with telephone rules. Youth who do not receive an in-person visit are offered a telephone or video visit using a JPD mobile phone. Additionally, the facility is collaborating with systems partners and exploring best practices related to furlough/home visits as part of the family reunification process.

The James Ranch's policy for failed weeks is to conduct a Due Process Hearing only when a youth disagrees with the decision from staff. However, an incident report is not generated because the failed week is not considered a discipline per 1391(e) of the Board State and Community Corrections, Title 15 Standards. Incident reports are generated only when behavioral

issues warrant documentation, and the discipline is based on the youth's specific behavior or incident event. The James Ranch Management Team will continue to assess and evaluate current systems in place to ensure the most proficient and effective methods are used to document and track the process of each program participant.

The James Ranch supports youth in custody whether on campus or while participating in the Aftercare (AC) Program. The Reentry Unit within the Juvenile Services Division is also integrated throughout the AC Program to ensure a post-ranch continuum of care is maintained even after the youth's ranch commitment has been completed. Prior to release on Aftercare, MDTs are held where youth can express interest in continuing or expanding on interest in educational programs provided at the James Ranch. During the MDT pre-exit meetings, the youth can express their interest in continued Culinary Arts skill building, language classes, or attending college curriculum. The combined efforts of the Reentry Probation Officers along with Aftercare Counselors work with the youth and their family to find programs and classes to meet the continued interests of released youth. Additionally, job interviews are currently explored prior to the youth's release and interviews are arranged when requested in support of employment opportunities. The Probation Department will continue to work cross-divisionally to address and support the holistic needs of our clients.

The Probation Department is pleased to announce that the security camera project is underway at James Ranch Facility. There will be an additional 24 cameras installed. As with many capital projects, this is a partnership with the County's Facilities and Fleets Department (FAF), an FAF project manager has been assigned, a vendor has been chosen, and cameras have been approved and ordered. Once the cameras arrive the vendor will begin installation. The camera project is scheduled to be completed by June 2025.

Related to the other projects within the JJC recommendation, the department regrets to inform the Juvenile Justice Commission that Probation will be unable to move forward with an additional sallyport or a sports field at the James Ranch at this time. When Probation requested a capital project quote from FAF for the construction of a field at the James Ranch in 2022, the response indicated that construction of recreation field would cost approximately \$5 million, including all infrastructure needs such as grading, plumbing, electricity, etc. Regarding converting the third access gate to a fully mechanized sallyport, construction was estimated to cost more than \$850,000 in 2024. Given the current economic climate, construction costs are expected to increase in the coming months and years, additionally continued budget constraints across the County make new projects currently infeasible. However, FAF determined that they were able to provide some emergent and ongoing maintenance to improve the functionality of the main entrance sallyport gate and those improvements were completed in 2024.

The Juvenile Justice Coordinating Council (JJCC) has a long history working with community and justice stakeholders upholding racial equity and combating racism in all its forms throughout the youth justice system and by seeking to address the disproportionate representation of communities of color in the juvenile justice system.

- Through the Juvenile Justice Coordinating Council (JJCC), Probation is committed to ensure that current policies and practices do not further exacerbate disparities within the juvenile justice system. These disparities are regularly reviewed, discussed, and addressed via the JJCC.

- 2023 Probation JPD Data Book reporting indicates that the root cause of disproportionality at detention is disparities at arrest.

- Figure 5 from the JPD Data Book both contextualizes Figure 4 (disproportionalities) and shows that Probation has succeeded in lessening the disparities first observed at the point of arrest/citation and does not further increase beyond the arrest decision point.

The County Office of Education provided the following responses:

Culinary Arts: Currently, Blueridge students can earn certificates in food handling and meal handling and learn a variety of food preparation skills. SCCOE is also exploring the idea of opening a café in the workspace that will allow students to learn about how to operate a small business.

Driving Permits: SCCOE has acquired a virtual driver simulator to help students prepare for their driving tests. This device will be operational in the near future.

World Languages: Utilizing the online platform, Imagine Learning, students interested in learning a new language may take a variety of beginning through advanced language courses. Although our emphasis with the online platform is still as a tool for credit recovery, students may take advantage of a full array of world language courses.

College Curriculum: Our college liaison collaborates with local colleges to create individualized plans for each student, offering courses and coordinating meetings with professors to support their academic goals. Students can and do take courses above and beyond the general education

requirements for each school and are able to focus their studies on a variety of areas should they choose to do so.

Although the Wellness Specialist is available three days a week, the Wellness Center is open to the James Ranch youth every school day. Students may visit the Wellness Center during their free time if they request it. When the Wellness Specialist is present, he offers a variety of guided or self-directed activities. When the Wellness Specialist is not present, students still have access to all self-directed activities in the Wellness Center and may engage in them with their Pod.

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Appendix 4

Probation Department's response to the JJC's SYTF Inspection Report

Juvenile Previously Recommended and Continued to be Recommended

1. Evaluate the efficacy of SYTF programs on an annual basis.

The Probation Department's efforts to evaluate the Secure Youth Treatment Facility (SYTF) Programs are ongoing. As new components of SYTF programming roll out, and improvements or changes are considered and implemented, the Probation Department collects and analyzes data regarding programmatic outputs and outcomes. Each year, the [JJRBG Annual Plan](#) outlines new developments and progress towards achieving the goals of the SYTF as well as the Department's evaluation plan and evaluation findings.

Evaluation Plan as outlined in the [2024 JJRBG Annual Plan](#):

Phase 1 Evaluation: July 2021 – June 2024

- Process: How has SYTF been implemented?
 - Timeline, stages, and data
 - What steps have been taken to address barriers and challenges?
 - What efforts have been successful?
- What are the characteristics of the SYTF population?
 - Youth strengths, risk and principal service needs
 - Demographics – Age, Gender Identity, Race/Ethnicity
 - Offense history and other relevant case information
 - Individual Rehabilitation Plans:
 - Principal service needs, assets and strengths
 - Goals for rehabilitation and reentry
 - Do services and programming address the needs and goals set forth for each youth? Are they evidence-based?
- What activities, programming and treatment have been delivered?
 - Dosage, frequency and duration
 - Results and impact (as applicable)
- How are youth doing at discharge and dismissal?
- Recommendations for addressing challenges/barriers

Phase 2 Evaluation: July 2024 – June 2025

- Includes primary outputs/outcomes in previous evaluation
- Does treatment address youth's individual needs? How much programming was provided? How effective was it?
 - Dosage and demonstrated progress
 - Criminogenic and principal service needs
 - Behavioral health and well-being needs
 - Life skills
 - Educational and vocational attainment
 - What goals have been met and achievements accomplished?
 - Are youth prepared for and successful in reentry?
 - What does recidivism look like?
 - How many youth successfully complete probation? (as applicable)

As more youth are discharged from their SYTF commitments and complete their probation, the Department can begin assessing the long-term efficacy and impact of the SYTF program and its components. This includes evaluating both successes and ongoing challenges in areas such as education, employment, housing, future outlook, rearrest rates, and recidivism.

Additionally, the Probation Department is developing and piloting new tools to assess the impact of programming when youth begin their SYTF programming. These tools can also support fidelity in evidence-based programming (EBP) and ensure that the services provided address each youth's individual needs. These efforts include:

- Weekly Progress Reports are in the pilot stage in the SYTF units at Juvenile Hall (JH) and will soon be piloted at the less restrictive program, Learning Independence for Tomorrow (LIFT). This supervision tool is used by group/probation counselors to track youth progress and behavior change on a weekly basis, enabling various parties to track successes and challenges in a more objective way.
- Evaluation of targeted programming:
 - UCCI Cognitive Behavioral Intervention (CBI-CY):
 - Formal group observations and ongoing coaching are underway and provide valuable feedback to the department. This feedback includes recommendations regarding areas where additional staff training may be needed, and where improvements in program fidelity can be made to ensure programming is delivered effectively.
 - A CBI-CY pre- and post-assessment tool has been developed in partnership with UCRI to evaluate the impact of individual components of the CBI-CY curriculum (See Appendix A for CBI-CY pre- and post-assessments).
 - The Probation Department is also using group observations and curriculum review to evaluate additional programs and services that address the rehabilitation needs of youth committed to SYTF.

2. Assure that the girls have equal access to programming and mirror facilities.

The SYTF female population has access to the same programming as the SYTF males, we continue to assess and evaluate the SYTF program services to ensure equity.

The Probation Department is actively working with County Facilities and Fleet (FAF) regarding the SYTF Unit(s) modifications in Juvenile Hall, to include specific areas within the female unit. Modifications must align with Title 15 and Title 24 regulations. The Department along with County FAF will assess modifications and determine if projects are feasible, to include fiscal obligations. The assessment and finally the approval to move forward must be reviewed on multiple levels, contracts signed, clearance granted, and supplies ordered. The process can be lengthy, and delays can occur at any stage.

3. Develop Policies and Procedures for the SYTF and LIFT youth and personnel be completed, published and put into service.

The Probation Department's Evidence Based Program Manager has started an developing policies and procedures for an SYTF manual, with Probation facility staff. However, this project has been paused due to the final BSCC (Board of State and Community Corrections) guidelines pending final approval at the state level. The Department will continue to track the guidance as set forth by the BSCC and will proceed once the guidelines are approved. Efforts continue to document departmental procedures.

Newly Recommended

- 1. Establish a systematic process to track SYTF/LIFT youth outcomes as they enter/re-enter the community, and then when they have completed their probation.**

In the summer of 2024, the Probation Department implemented changes to its data tracking tools to better capture key outcomes as youth reenter the community. These updates focus on tracking youth at two critical points: upon discharge from their commitment and at the time of probation closure. The tracked outcomes include education, employment, and housing status, as well as the services and programs each youth is engaged in.

The data collected through this tracker are also utilized for the Office of Youth and Community Restoration (OYCR) Less Restrictive Placement Grant, which was awarded to county probation departments for demonstrating innovative approaches to support youth transitioning from SYTF to Least Restrictive Programs.

- 2. Coordinate Research and Development with COE, and their ability to track the positive outcomes for SYTF youth who have continued toward their educational goals.**

The Probation Department's contract with SCCOE does include the tracking of education outcomes and specifically the progress youth are making as they work closely with their college liaison.

- 3. Increase funding for transportation to allow greater access to activities/work while participating in LIFT.**

The Department is in the process of amending appropriate contracts to include transportation. The institution Probation Division Managers and SYTF Program Manager will create policy and procedures for facility staff use to determine appropriate and approved transportation.

- 4. SYTF to offer wrap or wrap-like services as part of the transition of care plan.**

SYTF held a retreat which resulted in the formation of a subcommittee that will address transitions from Juvenile Hall to Ranch, and through Reentry. This committee is made up of staff from Research and Development, Behavior Health, Juvenile Hall, LIFT, the County Office of Education and medical. SYTF is in the process of developing a Youth Advisory Council and the youth voice will be incorporated in the program development. The committee will make recommendations for programs for reentry along with our UCCI consultant. All programs and services will be evidence-based.

Currently, wraparound services are only available to youth who are under the age of 18 years old. The Probation Department, with our partners, will determine the type of services that are appropriate for the SYTF population and if full wraparound services or a combination of services to develop a wraparound-like a program would best serve the youth.

Appendix 5

October 28, 2024

Response to JJC SYTF Inspection Report

To Whom It May Concern:

JJC Recommendation: ***Coordinate Research and Development with COE, and their ability to track the positive outcomes for SYTF youth who have continued toward their educational goals.***

To ensure the consistency of the college liaison program, we are currently implementing several best practices gained from our team's experiences. We have established solid communication channels among team members, facilitating regular updates and collaborative problem-solving. Additionally, we have developed comprehensive resources that encompass guidelines for college applications, financial aid processes, and CTE pathways, ensuring these materials are continually updated based on the needs of our students. We are creating individualized support plans that align with each students' unique goals, complemented by regular check-ins to adapt these plans as necessary. Furthermore, we are systematically documenting the successes of SYTF participants by categorizing achievements into short-term (e.g., completion of college applications and receipt of scholarships), mid-term (e.g., enrollment and retention rates), and long-term successes (e.g., degree attainment and job placements). Notably, many of our students have made the Dean's List and President's List, showcasing their academic excellence. Importantly, we are actively tracking recidivism rates to assess the program's overall impact on participants' life trajectories. This structured and proactive approach not only enhances the effectiveness of our efforts but also lays a solid foundation for the future.

Sincerely,

Dane Caldwell-Holden,
Director, AED
Santa Clara County Office of Education