

Twentieth Report of the Special Master (Filed January 9, 2012)

Area	Compliance	Source	Page
INTEGRATED BEHAVIOR TREATMENT MODEL (IBTM)			
Implementation of Pilot*	Partial/Substantial	Integration of California Youth Assessment and Screening Instrument (CA-YASI) in Ward Information Network (WIN) is 90% complete. ** "my [Krisberg] interviews with OH Close suggest that there is still little real understanding DJJ staff have of the CA YASI and how it could be utilized to drive effective treatment programs. My advice to DJJ would be to quickly replace CA-YASI with a truly evidence-based assessment process."	2 Apx. B, 12
Behavior Management: Program Fidelity	-	"There are pockets of effective service delivery throughout DJJ but all too often, good intervention performed by one staff member is undermined by the less effective behavior of another staff member. Consistent adherence to effective behavior management principles is the next significant hurdle for the IBTM project." "The key to reducing youth violence and misconduct lies in the ability of the staff to reinforce desired behavior."	8
Behavior management: Culture	Partial	"The IBTM is central to virtually every significant issue that is not in compliance in the Farrell case. Defendant continues to make good progress in meeting the mandates of the lawsuit and continues to struggle in changing the culture of DJJ from one of "institution management" to behavior management. Without this cultural change, Defendant cannot be relieved of judicial oversight."	12
SAFETY AND WELFARE			
Overall	Partial & Substantial	DJF is "on the verge of substantive reforms through the implementation of the IBTM. O.H. Close: 87% items in substantial compliance (14% increase since previous round)." N.A. Chaderjian: 75% items in substantial compliance (10% increase). Ventura: 69% items in substantial compliance (3% increase). "I found the conditions at the facility's BTP units and high core units had deteriorated since my 3 rd round of site visit[s]." Headquarters: 86% items in substantial compliance (6% increase)	Apx. B, 5
Youth Violence and Response	-	"Despite having the highest rates of youth [on-youth] violence, OHCYCF's rates of use of force and Level 3 DDMS were proportionally much lower than the other facilities...OHCYCF staff, in comparison with other facilities, were less prone to use force or issue level 3 DDMS when youth engaged in violent behavior." Use-of-force rate to violence rate: OHCYCF - 38%, NACYCF - 87%, VYCF - 126%	17-18
Restricted Housing Programs	Partial	Old programs: Special Management Program (SMP) and Temporary Detention (TD). Replacement programs under Farrell reforms: Treatment Intervention Program (TIP) & Behavior Treatment Program (BTP). "Despite having the highest rates of youth [on-youth] violence, OHCYCF's placement of youth on TD and TIP programs were far below those of the two other facilities." OHCYCF and NACYCF have replaced TD with TIP, while Ventura uses both. "The situation at Ventura is far more troubling and merits immediate attention by DJJ management." "Youth in Ventura are on TD for average of 2.58 days per incident....youth on TIP for an average of 6.8 days per	18-19 Apx. B, 10

		incident,” most were also on TD. (July 2011 data)	
Out-of-cell Time in Restricted Housing Programs	Partial	<p>“WIN data indicate youth in VYCF are consistently receiving an average of 180 (100%) mandated out-of-room minutes while placed on restricted program.” However, “Discrepancies exist between WIN out-of-room minutes and those recorded in living unit log books...”</p> <p>“The BTPs utilize ‘solo programs’ without the appropriate treatment components.”</p> <p>“Education services are provided to youth on restricted program approximately 50% of the time.”</p> <p>“All youth interviewed at NACYCF and at VYCF [in MH, BTP, & high core units) stated that an overwhelming portion of their three hours of out-of-room program time were spent on unstructured activities at the dayroom or at the exercise yard with little or no staff interaction.”</p>	24 28
Reduction of Fear	-	<p>“Youth at Ventura have expressed increasing concern about their safety in recent collection cycles.”</p> <p>“A further reduction in violence will not occur until the quality and quantity of the behavior management strategies of all staff align with proven evidenced-based practices that teach youth how to constructively regulate their behavior.”</p>	8 (Apx. B) 30
VENTURA YOUTH CORRECTIONAL FACILITY FOLLOW-UP			
Staff Training	Substantial	BTP training based on BTP program guide “is consistent with IBTM and solidly grounded in the principles of social learning.” Training conducted Fall 2011– in the areas of Motivational Interviewing, Anger Interruption Training, Cognitive Behavioral, and Counterpoint.	33
Program Space	Substantial	<p>“The group recreation areas at VYCF were completed on September 30, 2011...for program and outside recreational space for youth in the BTP units.”</p> <p>Modular units to add program spaces to BTP units, high core units, and adjacent core units to be completed January 1, 2012.</p>	34
Staff Ratio	Substantial	“As a result, of volunteer transfers or involuntary ‘redirects,’ almost all of the facility’s vacancies have been filled as of November 2011. While future vacancies could occur as a result of the state’s lengthy and complicated staff reduction process, the facility essentially has a full complement of staff for the first time in recent years.”	34
Transfer Youth	-	“VYCF to date has not encountered any major problems (ie: group disturbance, gang or racial related violence) resulting from the transfer of approximately 120 youth from SYCRCC.”	34-5
Gang Strategy	Partial	“Defendant is in the midst of contracting with a community-based organization that has worked with gang-affiliated youth in the community...It is hoped that this effort combined with the research contracted for by the Defendant to understand and to develop an effective gang strategy will provide insight into the best behavioral management strategies for these youth.”	36
Gender Responsive Programming	-	“To accommodate the additional youth to be transferred from SYCRCC, DJJ is consolidating the two female living units into one...If DJJ is unable to fulfill its commitment of hiring a team of experts to provide gender-responsive training, the parties should meet and agree on another option to provide more meaningful program opportunities to the female youth. I continue to recommend that DJJ work with the counties to transfer out all of the young women at Ventura.”	Apx. B, 13
Leadership	Non	“The critical issue currently confronting Defendant is to provide a strong and stable facility leadership team.... It is critical to appoint a	37

		superintendent who will be actively involved in the day-to-day operation of the facility and who has in-depth knowledge and understanding of effective evidence-based juvenile interventions.”	
DENTAL CARE			
Access to Dental Care	Partial & Substantial	“Both OHCYCF and NACYCF have achieved substantial compliance in two successive round of audits. If Defendant can address the issue with broken appointments, VYCF could improve its overall rating from partial compliance in the prior round to substantial compliance in this round.”	39
CLOSURE OF THE SOUTHERN YOUTH CORRECTIONAL RECEPTION CENTER AND CLINIC			
Closure	Substantial	<p>“The closure of the SYCRCC that was announced on June 12, 2011 has been completed successfully.”</p> <p>-“Seventy-seven staff transferred from SYCRCC to VYCF.”</p> <p>“The violence at VYCF appears to be limited to existing units and is not a result of transfer of youth from SYCRCC. The <i>Farrell</i> living caps have not been exceeded.”</p>	41-4
CONCLUSION			
Recommendation	Partial	<p>Of the 13 recommendations from the 18th SMR, 5 have been completed, 6 show significant progress, and 2 have had no action.</p> <p>- Completed recommendations: creation of crisis prevention and management policies, staffing in education units, and staff training in BTP units.</p> <p>Recommendations needing action: “Conduct a pilot project that reduces the use of chemical agents on a mental health unit and substitutes the behavioral management strategies” and IBTM training to senior headquarters, institution staff, and IBTM and Cognitive Behavioral Primer to YCO’s.</p>	44-4
Use-of-force	Partial	“The Special Master urges the parties to finalize agreement on the use-of-force process so Defendant can move forward with all of the elements of the use-of-force plan. ...once this plan is put fully into effect, the current problems with over-reliance on confinement of youth will be reduced.”	45
Overall	-	<p>“The Special Master congratulates Defendant for gains made in monitoring and compliance efforts. To move past compliance to the cultural change required by the court, the California Department of Corrections and Rehabilitation must commit the resources needed to train and coach staff.”</p> <p>“...in most cases, it is not a question of more staff (and it some cases it is fewer staff) but of having the right staff.”</p>	46

*Pilot sites for IBTM are two high core units (housing high risk youth) in O.H. Close (OHCYCF): Butte and Glenn.

**All quotations are from Special Master Nancy Campbell, unless quoted from Appendix B, by Safety and Welfare Expert Barry Krisberg.