

**County of San Diego - Juvenile Justice Commission
 2012 Inspection**

According to Welfare and Institutions Code Section 229, the Juvenile Justice Commission conducts annual inspections of the juvenile detention facilities in San Diego County. It shall report the results of such inspections together with its recommendations based thereon, in writing, to the juvenile court and to the Board of State and Community Corrections.

A. Detention Facility Information:

Facility Name:	
Juvenile Ranch Facility	
Facility Address: 957 Forrest Gate Road Campo, CA 91906	Date of Inspection: December 17, 2012
	JJC Chair: Kimberly Allan
	JJC Administrative Officer: Marc Regier JJC Secretary: Kathi Hamill
	Chief of Probation: Mack Jenkins
	Presiding Judge of the Juvenile Court: Hon. Cynthia Bashant
Facility Administrator: Heidi Barajas, Probation Director	Telephone: (619) 401 3580
Detention Facility Contact: Keith Hicks, Admin. Supervisor	Telephone: (619) 401 3500
JJC Inspection Team: Kim Allan / Melanie Delgado	

B. Recommendations:

The 2012-13 Juvenile Justice Commission recommends that the County of San Diego Probation Department:

1. If at all possible, move from the current site to a site closer to San Diego.
2. If at all possible, the windows in the cafeteria should be repaired or replaced. There is quite a lot of etching on the windows where the youth have their meals and where visits take place.

The 2012-13 Juvenile Justice Commission recommends to the County Office of Education:

1. That the educational resources and staffing at JRF be maintained throughout the year to ensure that incarcerated youth are able to successfully transition back to their neighborhood schools.

C. General Comments

The JRF facility is too far away from San Diego to get good support services for the youth. It is at least an hour drive from most parts of San Diego. As a result, parents have a long commute, either by car or public transit, and staff from Probation and San Diego County schools may have a long commute. However, the JJC Inspection Team is pleased to note that even given the location of the JRF facility, Probation has done an excellent job of securing talented and experienced staff who are extremely committed to the youth in the facility. Likewise, we were impressed with the commitment and capabilities of the on-site Phoenix House staff. Unfortunately, JRF has had trouble recruiting consistent teaching staff in place over the past year following the retirement of two of their long-term teaching staff.

D. Population & Staffing Information:

Average Daily Population:

	Adult Male	Adult Female	Juvenile Male	Juvenile Female	Total
Facility Capacity					
Facility Average Daily Population					

Has the facility exceeded capacity since the last inspection? Yes No

Does the facility house minors under California Welfare & Institutions Code Section 601? Yes No

If yes, are youth adjudicated pursuant to 601 separated from youth adjudicated pursuant to 602? Yes No

List the languages spoken by Probation staff members:

Probation Staffing Ratios:

Awake: _____ / _____ Asleep: _____ / _____

Probation Staffing: <i>(As of date of inspection)</i>	# Filled	# Open
Director		
Supervisors		
DPOs		
CDPOs		
Admin/Support		
Other		

E. CSA/Other Inspections:

List inspections conducted by other agencies and dates of most recent inspection:

Date of last Fire drill: _____

F. Serious Incidents in Facility During the 2011 Calendar Year:

Indicate the number of:

- Suicides: _____
- Attempted suicides: _____
- Deaths from other causes: _____
- Escapes: _____
- Attempted escapes: _____
- Serious assaults on detainees: _____
- Serious assaults on staff: _____
- Other serious incidents: _____
- Serious incidents above for which there is a written record: _____

G. Problems/Complaints Affecting Facility During Calendar Year 2011:

- Court Orders Affecting Facility (Attach Copy if Available): Yes No
- Pending Litigation: Yes No
- Number of Written Complaints Involving:
 - Residents: _____
 - Attorneys: _____
 - Family Members: _____
 - Medical: _____
 - Abuse: _____

H. Visual Review of Facility:

The Commission’s inspection team completed a visual review of the facility during the tour portion of the inspection.

I. Review of Confinement Conditions:

SECTION A: ADMINISTRATION/MANAGEMENT

A.1 Policy Development and Monitoring

Who is primarily responsible for creating, updating, or modifying policies and procedures?

Title: _____

How often are policies and procedures reviewed for accuracy and consistency with daily practices? _____

Are policy and procedure manuals available on site? Yes No

Does the manual include the title, and contact information of the staff member to whom one can report a grievance or complaint? Yes No

Does the manual include the title, and contact information of the staff member to whom one can propose a change to a policy? Yes No

If yes, list the number of manuals available and the locations:

Number _____

Locations _____

Are probation staff members permitted to access these manuals? Yes No

- Are contractors familiarized with these manuals during contractor orientation? Yes No
- Are the youths’ attorneys permitted to access these manuals via subpoena? Yes No

A.2 Internal Inspections and Reviews

Does the administrator in charge ever conduct a walk-through/visual inspection of the entire facility? Yes No

If yes, how often: _____

How often does the administrator in charge meet with probation staff members to discuss operations?

How often does the administrator in charge meet with medical staff to discuss operations?

How often does the administrator in charge meet with mental health staff to discuss operations and services?

How often does the administrator in charge meet with contracted programming representatives to discuss operations and services?

How often does the administrator in charge meet with school/education staff members to discuss operations and services?

A.3 Youth Records

Are case records regarding individual youth kept on site? Yes No

A.4 Admission and Orientation

Are minors oriented to rules and procedures? Yes No

Are minors given copies of rules and procedures? Yes No

Can minors request that rules and procedures be provided in a language other than English? Yes No

Can parents request that rules and procedures be provided in a language other than English? Yes No

Are minors required to sign a document indicating they understand rules and procedures? Yes No

Are rules and procedures posted anywhere in the facility? Yes No

If yes, please indicate the number of postings and the locations.

Number: _____

Locations: _____

A.5 Personal Property and Monies

Are personal property and monies recorded, stored, and returned upon release? Yes No

A.6 Youth Release and Transition

Are there established protocols for transitioning youth out of the facility and into the community? Yes No

Do facility probation staff members (“inside POs”) consult with the probation officer that will be assigned to the youth when they leave (“outside POs”) to discuss transition-related concerns? Yes No

Has the facility received any complaints from parents regarding the transition process? Yes No

Has the facility received any complaints from attorneys regarding the transition process? Yes No

A.7 Accommodations for the Disabled

Does the facility accept youth with disabilities? Yes No

Has this facility been determined to be an inappropriate facility for a youth with a disability (physical, developmental, emotional, psychological, intellectual, etc.) in the last 12 months? Yes No

SECTION B: SECURITY AND CONTROL

B.1 Post Orders

Do probation staff members have access to a detailed copy of their job description? Yes No

Do probation staff members have performance reviewed annually? Yes No

B.2 Permanent Logs

Are there policies and procedures in place that describe the types of incidents and occurrences which must be documented on a daily basis? Yes No

Are these logs stored electronically? Yes No

If logs are stored electronically, is there sufficient technical support to ensure that the electronic files that contain these logs are not compromised, corrupted, or deleted? N/A Yes No

B.3 Security Features

Does the facility have ample security features (i.e. cameras, locks, alarms, etc.)? Yes No

B.4 Security Inspections

Does the administrator in charge ever visually inspect the facility for security-related concerns? Yes No

If yes, how often: _____

Are random reviews of security tapes conducted? N/A Yes No

If yes, how often: _____

B.5 Control of Contraband

Describe if there have been a high number of incidents related to a specific type of contraband:

Has a weapon been found in the possession of a youth in the facility within the last 12 months? Yes No

Has a controlled substance (i.e. alcohol, tobacco, illegal drugs, or prescription drugs for which the youth in possession does not have a prescription) been found in possession of a youth within the last 12 months? Yes No

B.6 Detainee Searches

Do probation staff search sleep areas/rooms? Yes No

If staff search sleep areas/rooms, do probation staff members search the room in the presence of the youth? Yes No

If staff search sleep areas/rooms, is clean bedding or clothes mixed with soiled bedding or clothes during this process? Yes No

B.7 Accountability and Supervision

There is no special housing.

B.8 Use of Force

Are there written policies in place to ensure that force is used only when necessary? Yes No

Are there written policies in place to ensure that force is used only as long as necessary? Yes No

Is each instance of a use of force documented? Yes No

If yes, are these documents reviewed by the administrator in charge? N/A Yes No

When there is an instance where force is used, does an internal committee or task force convene to discuss the incident? Yes No

B.9 Non-routine Use of Restraints

Are there written policies in place to ensure that restraints are used only when necessary? Yes No

Are there written policies in place to ensure that restraints are used only as long as necessary? Yes No

Is each instance of a use of restraints documented? Yes No

If yes, are these documents reviewed by the administrator in charge? N/A Yes No

B.10 Tool & Equipment Control

Is there a written policy to ensure the adequate control of keys? Yes No

Is there a written policy to ensure the adequate control of tools? Yes No

Is there a written policy to ensure the adequate control of culinary utensils and equipment? Yes No

Is there a written policy to ensure the adequate control of medical equipment? Yes No

Is there a written policy to ensure the adequate control of supplies? Yes No

Is there a written policy to ensure the adequate control of vehicles? Yes No

B.11 Weapons Control

Are weapons of any types permitted in the facility? Yes No

Is there a weapons locker on site? Yes No

If yes, where is it located? _____

B.12 Discipline

Are there written policies that describe the discipline process? Yes No

Are measures taken to ensure that due process is preserved? Yes No

Of a random sample of 40 grievances, approximately what percent of grievances/appeals related to disciplines are resolved in favor the youth? _____%

B.13 Supervision for Special Housing

B.14 Contingency/Emergency Plans

Are there written plans in place for the following contingencies/emergencies? Check all that apply:

- Contagious disease outbreak (Tuberculosis, Flu, etc.)
- Earthquake
- Fire
- Power outage/failure
- Unit disturbance
- Other: _____
- Other: _____

SECTION C: FOOD SERVICE

C.1 Sanitation and Meal Service

Are kitchen staff members trained regarding sanitation and food handling procedures? Yes No

Have kitchen staff members received any training in the last year other than training given to newly hired employees? Yes No

If yes, describe what the training included:

Do youth work in the kitchen? Yes No

If yes above, have they been trained? N/A Yes No

Are youth permitted to converse during meals? Yes No

If yes, may a youth seated at one table converse with a youth seated at a different table? N/A Yes No

Are meals served cafeteria style? Yes No

Are youth permitted 20 minutes or more to eat? Yes No

Who/what agency maintains the kitchen area? _____

Describe the types of work youth perform:

C.2 Adequate and Varied Meals

Is there a weekly menu posted? Yes No

Does a nutritionist, dietitian, or other health professional participate in the creation of the menu? Yes No

How many calories per day does a youth who eats all of the standard meals provided consume?

Are weaker youths protected from having food taken from them? Yes No

What approximate percent of calories are from the following:

Protein: _____%

Carbohydrate: _____%

Fat: _____%

C.3 Special Diets

Can special diets be accommodated when medically necessary? Yes No

Was the facility unable to accommodate a special diet based on medical reasons within the last 12 months? Yes No

Can special diets be accommodated when based on a youth’s religious practices or beliefs? Yes No

Was the facility unable to accommodate a special diet based on a youth’s religious practices or beliefs in the last 12 months? Yes No

SECTION D: COMMUNICATION

D.1 Staff-Youth Communication

- Are youth provided opportunities to communicate with staff in writing? Yes No
- Are youth provided opportunities to communicate with staff verbally? Yes No
- Are communication aids (translators, hearing aids, etc.) provided when necessary? Yes No

D.2 Interpersonal Communication/Diversity Training

- Do Probation staff members participate in training to provide them with the skills to communicate with youth in a developmentally appropriate manner? Yes No

List types of diversity training attended by Probation staff members:

D.3 Grievances

- Is there a formal grievance policy? Yes No
- Are written grievances reviewed daily? Yes No
- Are grievances tracked in some manner that would permit facility leaders to observe trends in grievance report? Yes No
- Is there a method for youth to be able to express concerns about the facility to a Probation Department official who is not assigned to the facility? Yes No
- Are youth made aware on a routine basis that they can express concerns about their detention to their attorneys? Yes No
- Is there a formal grievance process available for parents? Yes No

If yes, how many parents have submitted grievances in the last 12 months? _____

SECTION E: SAFETY AND SANITATION

E.1 Fire Safety

- Do facility leaders have specific concerns about fire safety? Yes No

E.2 Non-Hazardous Furnishings

- Are mattresses and bedding fire-resistant and non-toxic? Yes No

E.3 Control of Dangerous Materials

- Are dangerous materials (toxins, biohazards, etc.) stored on site? Yes No

E.4 Clothing and Bedding

- Are additional blankets available on request? Yes No
- How often is bedding laundered? _____

How often are youth given clean clothes? _____

E.5 Personal Hygiene/Showers

How frequently must youth shower?

Showers per week: _____

Minutes per shower: _____

E.6 Physical Facility and Equipment

Does this facility have a court holding area?

Yes No

If yes, is there access to water and a toilet?

Yes No

SECTION F: SERVICES AND PROGRAMS

F.1 Classification, Review, and Housing

Are youth assessed upon intake to determine appropriate classification?

Yes No

Do facility leaders conduct adequate re-classification reviews periodically?

Yes No

F.2 Religious Practices

Are youth religious services offered in the facility?

Yes No

If yes, list the religious/faith traditions for which services are offered:

Are religious services offered in a language other than English?

Yes No

If yes, list the languages in which services are offered:

Are youth offered religious or faith-based counseling services?

Yes No

Are youth permitted to keep religious texts in their sleeping rooms?

Yes No

F.3 Work Assignments

Are sentenced youth in the facility permitted to work or perform chores on a *voluntary* basis?

Yes No

Are unsentenced youth in the facility permitted to work or perform chores on a *voluntary* basis?

N/A Yes No

Are sentenced youth in the facility *required* to work or perform chores?

Yes No

Are unsentenced youth in the facility *required* to work or perform chores?

N/A Yes No

F.4 Programming

For which of the following areas are formalized programs or services offered (either by probation staff members or a contractor)? Check all that apply:

- Anger management classes/Counseling/Groups
- Conflict resolution skills
- Diversity/Tolerance/Human relations
- Domestic/Relationship violence education
- Family reunification planning
- Financial literacy education
- Gang awareness/Prevention/Intervention
- Health and wellness education
- Parenting education
- Sexual health education
- Social/interpersonal skills
- Substance abuse counseling
- Survivors of abuse/maltreatment/violence counseling
- Victim awareness
- Vocational training
- Other: _____
- Other: _____

F.5 Exercise and Out-of-Sleeping Room Opportunities

Are youth given opportunities for physical recreation/exercise? Yes No

If yes, how many hours per day? _____

Is participation in physical recreation/exercise required? Yes No

Are youth given opportunities for other types of recreation outside of their sleep rooms (play games, watching movies, etc.)? Yes No

If yes, how many hours per day? _____

F.6 Access to Legal Services

Are youth permitted to have reasonable contact with their attorneys? Yes No

Has an attorney in the last 12 months complained that they were not able to communicate with a youth/client? Yes No

Has a parent complained in the last 12 months that their son or daughter was denied access to his or her attorney? Yes No

F.7 Telephone Access

Are youth permitted to use the telephone to contact parents/guardians? Yes No

- Are youth permitted to use the telephone to contact anyone other than parents/guardians and attorneys? Yes No
- If no above, are youth permitted to use the telephone to contact other close family members under special circumstances (such as upon the recommendation of a counselor or therapist)? Yes No
- Are telephone calls monitored? Yes No
- Are telephone calls recorded? Yes No
- Has a parent/guardian complained in the last 12 months that their son or daughter was denied reasonable access to the telephone? Yes No

F.8 Visitation Privileges

What are the visitation hours for this facility? _____

Who may visit youth? Check all that apply:

- Parents/Legal guardians
- Adult siblings
- Minor siblings
- Other: _____

- Is there ample space in the facility for visitation? Yes No
- Are youth permitted to have private conversations with visitors? Yes No
- Do probation staff members supervise visits? Yes No
- Has there been an instance in the last 12 months of a visitor bringing contraband into the facility? Yes No
- Has there been an instance in the last 12 months of a visitor threatening a youth or staff member? Yes No

List the primary reasons why family members do not visit youth:

F.9 Detainee Mail and Correspondence

- Are youth permitted to receive mail? Yes No
- Are youth permitted to send mail? Yes No
- Is postage free? Yes No
- Is mail screened for contraband? Yes No
- Does a staff member read mail addressed to a youth? Yes No

SECTION G: HEALTH CARE

Medical Staffing: <i>(At time of inspections)</i>	#Filled	# Open	Contractor (Y/N)
Physician			
Physician's Assistant			
Registered Nurse			
Licensed Vocational Nurse			
Nurse Practitioner			
Emergency Medical Tech			

G.1 Intake Health Screening

Which of the following health screenings are conducted upon intake? Check all that apply:

- Medical
- Dental
- Vision
- Mental health/Psychological
- Sexually transmitted infections
- Pregnancy tests (if females are held in the facility)
- Other: _____

G.2 Medical, Dental, and Mental Health Appraisals

Which of the following complete health appraisals are conducted within 14 days of admission to the facility? Check all that apply.

- Medical (Complete history and physical)
- Dental
- Vision
- Mental health/Psychological
- Sexually transmitted infections
- Pregnancy tests (if females are held in the facility)
- Other: _____

G.3 Access to Routine, Chronic, and Emergency Health Services

- Is there a procedure in place for youth to request medical services? Yes No
- Is there a procedure in place for youth to request dental services? Yes No
- Is there a procedure in place for youth to request mental services? Yes No
- Are probation staff members permitted to refer youth for medical treatment? Yes No
- Are probation staff members permitted to refer youth for mental health services? Yes No

Who makes the determination whether or not a minor is seen after a sick call slip is turned in?

Of a random sample of 50 sick call slips, how many were responded to and in how many hours? _____

Are reasonable arrangements made to permit youth to see their personal or family healthcare providers? Yes No

G.4 Experimental Research

Are youth permitted to be subjects of any of the following types of research? Check all that apply:

- Behavioral/Psychological
- Biomedical
- Cosmetic
- Pharmaceutical
- Other: _____

Do youth consent to participation in research? N/A Yes No

Do parents consent to participation in research? N/A Yes No

Describe any research studies in which youth in the facility participated in the last 12 months. N/A Yes No

G.5 Suicide Prevention

Is there a written suicide prevention plan in place? Yes No

Have there been any instances in the last 12 months where the written plan was not followed in response to a youth at risk of suicide? N/A Yes No

G.6. Intoxicated Minors:

Does the facility have written procedures for the handling of minors under the influence of any intoxicating substances? Yes No

Are medical clearances obtained prior to booking any minor who displays outward signs of intoxication or is known or suspected to have ingested any substance that could result in a medical emergency? Yes No

Who provides medical clearance for these minors?

Did the facility detain any minors determined to be under the influence of an intoxicating substance? Yes No

If yes:

Was medical clearance obtained? N/A Yes No

Were these detentions documented? N/A Yes No

Were there documented safety checks at least once every 15 minutes? N/A Yes No

G.7 Hunger Strikes

Is there a written plan that describes the appropriate response to a youth who engages in a hunger strike? Yes No

Have there been any instances in the last 12 months where the written plan was not followed in response to a youth on a hunger strike? Yes No

G.8 Death

Is there a written plan that describes the response to a youth’s death in the facility? Yes No

Have there been any instances in the last 12 months where the written plan was not followed in response to the death of a youth? Yes No

G.9 Informed Consent/Involuntary Treatment

Is informed consent obtained, when appropriate, prior to the delivery of care? Yes No

Are youth fully explained the nature of the care they receive and the side effects or complications that may occur as a result of treatment or medications? Yes No

G.10 Infectious Disease

Is there an infection control program that aims to ensure that safety of youth, staff, and visitors? Yes No

SECTION H: EDUCATION

School Staffing: <i>(At time of inspection)</i>	#Filled	# Open	SDCOE/JCCS? (Y/N)
Credentialed Teachers Total			
Credential Special Education Teachers Total			
Teachers’ Aides			
Paid Tutors			
Volunteer Tutors			
Other			

H.1 School Capacity/Attendance

How many youth are attending school? _____

Estimate the average grade level of youth participating in school in the facility: _____

Estimate the average age of youth participating in school in the facility: _____

Is there adequate classroom space for the number of youth attending school? Yes No

H.2 Supplies

Are there an adequate number of textbooks? Yes No

- Are the textbooks available up-to-date and consistent with educational standards in the State of California? Yes No
- Are there adequate school supplies (pens, pencils, paper, etc.)? Yes No
- Are there a sufficient number of computers available for teachers and school staff to use? Yes No
- Are there computers available for youth to use? Yes No
- If yes, are youth supervised while using the computers? N/A Yes No

H.3 High School Programs/GED

- Do youth have the opportunity to receive high school credits that can be transferred to their home school districts? Yes No
- Are records from previous schools available to facility school staff? Yes No
- Are youth given an opportunity to take the California High School Exit Examination (CAHSEE) when appropriate? Yes No

H.4 Post-High School/GED

- Are there educational opportunities available for youth you have completed high school or their GED? Yes No
- Are youth given information and counseling regarding community college and four-year college options? Yes No
- Are youth given information and counseling regarding financial aid options for college? Yes No
- Are youth given resources for college entrance exam preparation when appropriate? Yes No
- Are youth able to take courses for college credit online? Yes No
- Do youth in the facility take military readiness testing? Yes No
- If yes, are they required to do so? N/A Yes No

H.5 Vocational Programs/ROP

- Do vocational programs and ROP opportunities have sufficient space and resources for the number of youth interest in participating? N/A Yes No
- Has a youth been denied participation in one of these programs in the last 12 months? N/A Yes No

H.6 Special Education/IEP Programs

- Do credentialed special education teachers participate in lesson planning and curriculum development? Yes No
- How many youth in the facility have an Individualized Education Program (IEP)? _____
- Are regular IEP meetings held? Yes No
- Are parents notified of these meetings? Yes No

Are parents permitted to attend these meetings? Yes No

Describe the most common obstacle to IEP compliance:

Are there sufficient resources available to accommodate youth with special education needs? Yes No

H.7 Special Programs and Activities

Describe other special programs or activities sponsored by school staff:

H.8 Independent Study

Are independent study options available? Yes No

H.9 Relationship with Other Stakeholders

SECTION I: WORKFORCE INTEGRITY

I.1 Staff Background and Reference Checks

Do staff members have an initial background before they are hired? Yes No

Do staff members have reference checks before they are hired? Yes No

Do staff members meet with a psychologist before they are hired? Yes No

Do staff members undergo drug testing before they are hired? Yes No

Do staff members undergo periodic criminal history checks after they are employed? Yes No

I.2 Staff Training, Licensing, and Credentialing

For which of the following topics below do staff members receive training?

Check all that apply:

- Adolescent development. If yes, how often? _____
- Appropriate relationships/boundaries with youth. If yes, how often? _____
- Appropriate disciplinary techniques If yes, how often? _____
- Confidentiality. If yes, how often? _____
- Conflict management. If yes, how often? _____
- CPR/First Aid. If yes, how often? _____
- Emergency response. If yes, how often? _____
- Ethical decision-making. If yes, how often? _____
- Inclusion methods for youth with disabilities or special needs.
If yes, how often? _____

- Reporting requirements for abuse, neglect, or maltreatment that occurs in the facility.
If yes, how often? _____
- Reporting requirements for abuse, neglect, or maltreatment that occurred outside the facility. If yes, how often? _____
- Sexual harassment. If yes, how often? _____
- Signs of abuse or neglect. If yes, how often? _____
- Use of force. If yes, how often? _____
- Use of restraints. If yes, how often? _____
- Other: _____

I.3 Staff Misconduct

Are there written policies for addressing staff misconduct? Yes No

Have there been any allegations within the 2011 calendar year of a staff member physically assaulting a youth?

- Yes No
- Yes No Minors in custody
- Yes No Minors out of custody

Have there been any allegations within the 2011 calendar year of staff member sexually assaulting a youth?

- Yes No
- Yes No Minors in custody
- Yes No Minors out of custody

Have there been any allegations within the 2011 calendar year of a staff member verbally threatening a youth?

- Yes No
- Yes No Minors in custody
- Yes No Minors out of custody

Have there been any allegations within the 2011 calendar year of a staff member touching a youth in any inappropriate way?

- Yes No
- Yes No Minors in custody
- Yes No Minors out of custody

Have there been any allegations within the 2011 calendar year of a staff member commenting on the physical appearance of a youth in a manner that is outside the scope of the staff member’s job duties?

- Yes No
- Yes No Minors in custody
- Yes No Minors out of custody

Have there been any allegations within the 2011 calendar year of a staff member entering a youth's sleeping room for any reason that was outside the scope of the staff member's job duties?

Yes No

Yes No Minors in custody

Yes No Minors out of custody

SECTION J: BUDGET AND FISCAL CONCERNS

Describe any impacts to the facility in the last 12 months that were caused by a loss or change to funding or funding sources (include staff vacancies, program reductions, contractor changes, etc.).

/end