

**PROBATION DEPARTMENT  
COUNTY OF SAN MATEO**



Juvenile Justice and Delinquency Prevention Commission  
222 Paul Scannell Drive  
San Mateo, CA 94402

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Juvenile Supervising  
Judge, Superior Court

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(Emeritus)

Nov. 28, 2017

Sheree Calhoun  
Juvenile Hall Director  
San Mateo County Probation Department  
222 Paul Scannell Drive  
San Mateo, CA 94402

Dear Sheree Calhoun,

As mandated by the State, the San Mateo County Juvenile Justice and Delinquency Prevention Commission has inspected the facilities operated by the County that maintain youth in secure detention. These include the Youth Services Center (Juvenile Hall)..

The complete inspection report is attached for your records and a copy will be forwarded to the BSCC. We appreciate the Department's time and cooperation and easy access that you provided to our inspectors.

On behalf of the Juvenile Justice and Delinquency Prevention Commission,

Sonoo Thadaney  
Chair, JJDPC Inspection Committee

Attachment

cc: Roy Brasil, Deputy Chief Probation Officer, Institutions

# Juvenile Justice and Delinquency Prevention Commission San Mateo County, California

## San Mateo County Youth Services Center

Type or print clearly.

Date of this Inspection: May 30, 2017 (facility)

Date of Last Inspection: July 15, 2016 (facility)

Facility Name: Youth Services Center (YSC)

Facility Capacity: 180

Address: 222 Paul Scannell Dr., San Mateo, CA

Average Population: 58M/5F (5/17)

Contact Person: Sheree Calhoun, Director

Current Population: 62M/5F

Phone Number: 650-312-5260

Other Population?  Yes  No

Describe Other Population: Weekenders

Average Non-resident Population: 5

Presiding Juvenile Court Judge: Clifford Cretan (Elizabeth Lee beginning July 2017)

Commission Inspection Team (YSC): Al Serrato, Melissa Wilson

Commission Inspection Team (Hillcrest School): Irv Rollins, Valerie Gibbs, Melissa Wilson

### Documents Reviewed

Fire Inspection Report:  Yes  No Date: 5/19/2016 updated 8/24/2016

Health Department Report:  Yes  No Date: 6/29/2016

Medical Department Report:  Yes  No Date: 6/29/2016

Environmental Health Report:  Yes  No Date: 10/26/2016

Nutritional Health Report:  Yes  No Date: 12/21/2016

Facility Safety/Security Report:  Yes  No Date: 10/28/2016; sch'd 6/2/2017

Policies & Procedures Manual  Yes  No Date: Last updated 5/15/2017

Youth Orientation Materials  Yes  No Date: Provided 5/30/17

Grievance Logs  Yes  No Date: Provided 5/30/17 – Ongoing

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Serious Incident Reports  Yes  No Date: Provided 5/30/17 – Ongoing

Comments:

The facilities at YSC are clean, well lit and well maintained. Items noted last year as in need of correction have been addressed, including the dental examination room. The BSCC inspection was extremely favorable. The grounds are well-maintained overall, however, weeds surround the central area around the track and in the concrete and need management.

**Persons Interviewed**

- Youth: (15) YSC had private interviews regarding their probation and school experiences; in addition, the Educational Inspection Committee spoke with a group of (4) youth.
- Superintendent: brief contact with Larry Silver, extensive interview with Sheree Calhoun
- Medical Staff: Nurse
- School Staff: school principal and (1) teacher
- Supervisor:
- Youth Supervisor/Counselor: (4) unit supervisors
- Food Services Staff: None
- Other: (3) institutional services managers

**General Information**

YSC is a locked facility that handles temporary detention of juveniles facing wardship proceedings pursuant to W&I section 602, both pre and post adjudication. At the time of this inspection, YSC operated four units, down one from last year. This was due to the decrease in population from an average last reporting period of 76 to the current average of 58. The units are Pine 5 for younger boys; Forest 3 for older boys; Forest 2 for therapeutic detention; and Pine 4 for girls. YSC also provides an on-campus high school. For those who have already received their diploma or GED, the college program Project Change provides college education that extends to a local community college program upon release.

Does the facility house minors under Section 601 of the Welfare & Institutions Code (status offenses)?

Yes  No

If "Yes", are these minors separated from those minors classified under Section 602 of the Welfare and Institutions Code (juvenile delinquency)?  Yes  No If "Yes", explain:

Has the facility exceeded capacity since last inspection? (Section 1343)  Yes  No If "Yes", explain (by how many, for how long, was BSCC notified if longer than 15 calendar days in a month):

Fire Department Pre-Plan for Emergencies (Section 1325):  Yes  No Date of Last Drill:

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5/28/2017

Staff Pre-Plan for Emergencies (Section 1327):  Yes  No Date of Last Drill: 5/28/2017

Since Last Inspection

Number of Suicides: 0 Number of Suicide Attempts: 0

Number of Escapes: 0 Number of Escape Attempts: 0

Number of Deaths: 0 Number of Serious Injuries: 0

Comments: Pre-planning for emergencies is conducted on a monthly basis and logs are kept. YSC participated in a county-wide event on October 20, 2016. There have been no actual suicide attempts since the last report. They would not consider suicidal ideation/comments to cross the line into an actual attempt. When such thoughts are expressed, there is a protocol followed to notify BHRS and getting their involvement. YSC continues to be excellent in providing information regarding serious incident to the JJDCP.

**Staffing (Section 1321, 1328)**

Staff to youth ratio: Awake (at least 1:10): 1:8 to 10 Sleeping (at least 1:30): 1:30

How, when and how frequently are safety checks conducted? (Section 1328) (There should be direct visual observation of youth at least every 15 minutes during hours when youth are asleep or when youth are in their rooms, confined in holding cells or confined to their bed in a dormitory).

YSC personnel conduct checks every 15 minutes on a randomized basis so that the time of the checks cannot be predicted.

How is staff backup handled during graveyard shift? Communication is accomplished by hand-held radio, telephone, and in extreme cases through activation of the personal security device. Staffing consists of four in Admissions in addition to one staff per unit and an additional floater.

Language support provided in: Current staff includes fluency in Spanish, Hindi, Farsi and Tagalog.

Describe general staff and youth interactions: Interactions appear positive. The staff appear to be highly motivated and concerned about the welfare and development of the youth with whom they interact.

Describe the diversity (ethnicity, language, gender) of staff: There are slightly more men than women staff, though exact numbers were not available. Ethnicities include: African-American, Latino from various countries, Middle Eastern, Pacific Islander and Asian. Diversity at YSC seems strong.

Describe training of staff (Section 1322): The staff follows a training regimen which is in use state wide, as well as other in house training, which includes: four weeks of CORE; one week of PC 832 training; 80 hours of in house training (20 hours classroom/ 30 hours Initial Group Supervisor Training/

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30 hours of shadow/reverse shadow at their assigned duty posts). 24 hours of annual STC training. Quarterly post orders for all Group Supervisors. Staff on the Girls Unit indicated a desire for training on early detection of mental illness.

Does staff have access to a written Policy and Procedures manual?  Yes  No If "No", explain:

Assigned ISM are provided the manual and there is one on every unit.

If "Yes", does it meet the requirements of Section 1324?  Yes  No

Staffing Summary and Comments: The manual appears quite thorough and is well-organized for ease of access. Last year's inspection indicated that the suicide prevention plan was in the process of revision. The process is still ongoing as of this inspection. The most recent revision was in May of 2016. BHRS taking the lead on updating the process. Staff assured us that they are vigilant whenever a youth expresses suicidal thoughts and that from the very first interaction, they seek to build rapport with minors. Last year's inspection also commented on the frequency of cultural competency and diversity training for staff. Since then, an STC certified block on transgender youth has been added (offered six times a year) in addition to diversity training focused on generations (eg. Gen X), ethnic diversity and sexual harassment. As in previous inspections, staff appeared truly motivated to promoting the needs of the youth who are assigned to their charge/care.

Staff mentioned frustration with pay and the method by which pay is determined. They noted that if they worked in Probation, they would be better compensated (if comparing like to like in education, service years, etc.). Staff also would like meritocracy pay rather than by years served and "rank". Regardless, they said a meaningful conversation with their supervisor would affirm and encourage them in their jobs. Their commitment to youth motivates them to continue at the YSC.

**Conditions of Grounds and Building Exterior**

Lawns:  Acceptable  Unacceptable:

Playing Fields:  Acceptable  Unacceptable: The repair of the turf has been completed.

Blacktop:  Acceptable  Unacceptable:

Paint:  Acceptable  Unacceptable:

Blacktop:  Acceptable  Unacceptable:

Roof:  Acceptable  Unacceptable:

Drains and Gutters:  Acceptable  Unacceptable:

General Appearance:  Acceptable  Unacceptable: Weeds grow around the track and in the

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concrete. This might be better maintained. Otherwise, the facility is immaculate.

Exterior Condition Summary and Comments: The grounds and facilities are all in good working order and appear to be well maintained.

**Condition of Interior of Building**

Walls:  Acceptable  Unacceptable:

Paint:  Acceptable  Unacceptable:

Floors:  Acceptable  Unacceptable: Staff reports that carpets will be changed due to maintenance costs. An attractive, durable replacement is being explored at this time.

Ceilings:  Acceptable  Unacceptable:

Drains:  Acceptable  Unacceptable:

Plumbing Fixtures:  Acceptable  Unacceptable: Progress has been made on plumbing repairs noted in the previous inspection. Because of the low current population, no minors are assigned to rooms with plumbing problems.

Air Vents/Heating/Windows:  Acceptable  Unacceptable:

Describe storage of Cleaning Fluids/Chemicals: Inside a locked closet.

Weapon Locker Location:  Acceptable  Unacceptable: No weapons are used at YSC.

Recreation/Sports Equipment:  Acceptable  Unacceptable:

Sleeping Rooms:  Acceptable  Unacceptable: Spitballs on ceilings were observed in sleeping rooms. One youth reported there is writing on the walls from a previous youth in his sleeping room.

Are Art, Books, Personal Items Allowed in Rooms:  Yes  No Explain policy: Up to five books and magazines are allowed. School work is allowed.

Court Holding Area (access to water and toilet?):  Acceptable  Unacceptable:

Is there graffiti present:  Yes  No

Bedding  Acceptable  Unacceptable:

Are clean sheets provided at least once a week?  Yes  No

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Does each bed have a mattress, pillow, sheets and a blanket?  Yes  No Mattress and blankets are provided, but no pillows or pillow cases are in rooms for safety reasons. In place of the pillow, the mattress is thicker at one end.

Are there ample blankets:  Yes  No

Study Area:  Acceptable  Unacceptable:

Adequate Lighting:  Acceptable  Unacceptable:

Temperature:  Acceptable  Unacceptable:

Are Hallways Clear?  Yes  No

Any Doors Propped Open?  Yes  No

Interior Condition Summary and Comments: The interior is clean, well lit, and well maintained. Other than the ongoing plumbing issues, which are not a problem due to the low population, the facility is overall in excellent condition.

**Intake and Release Procedures**

Are there written policies on classification of youth for the purpose of determining housing placement in the facility? (Section 1352):  Yes  No

Explain: Admission desk staff interview the youth to determine appropriate classification for unit level. Staff are given formal classroom training in determining appropriate housing placement and procedures are set forth in the Policy Manual; an Intake Packet is utilized. Staff at the minor's assigned unit conduct further evaluation of the minor. The intake process includes questions regarding gender self-identity, gang affiliation and other factors which might bear on violence against other youth. No questions regarding immigration are asked.

The youth contract and Juvenile Hall Handbook is written in a language appropriate for youth and is detailed so as to eliminate ambiguity about expectations.

Excellent flow through the process from sallyport to booking to showers and distribution of clothing. Excellent management of youths' possessions during detention.

The assessment center staff meet with youth prior to going through the full intake process. If a staff member is not available, the youth will go through full intake and meet with assessment center staff promptly within 24 hours.

Are there written policies for release of youth from custody? (Section 1351):  Yes  No

Explain: Before release, CLETS is accessed to ensure that there are no warrants or other holds on

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minors. Minors are released only to their guardian or parent. Written policies are in place for staff to follow and checklists are used. Upon release, the parent or guardian signs for the minor and the minor is given his or her property back, which he or she signs for. Anything over \$10 taken from the minor is deposited in the JHSA account.

Are there written policies for addressing the separation of youth? (Section 1354)  Yes  No

Explain: The probation manual provides guidance to staff in classifying youth. Intake staff assess youth profile based on paperwork and, for youth arriving for the first time, an interview is done by assessment staff. The paperwork and assessment continues at the unit level to ensure that separation of minors for safety or other reasons is identified and accomplished. Youth who are in protective custody are often separated from other youth.

Are youth held for more than 30 days provided an assessment and plan? (Section 1355)  Yes  No

Explain: Unit staff will prepare an assessment for minors assigned to the unit. If a minor is held for over 30 days, staff will complete another assessment to determine whether the minor will benefit from other programs or from assistance by outside service providers.

Are there written policies ensuring the availability of counseling and casework for all youth? (Section 1356)  Yes  No

Explain: The process begins with the initial interview. Staff are trained to be sensitive to the needs of the minors and the interview process is designed to assist in that process. Youth are also asked on the intake form about physical and emotional health. Last year's inspection report expressed concerns about providing a private location to speak to minors about sensitive topics that might arise. While there is not an official policy in this regard, staff members understand that it is part of the process to move such conversations to private locations, which are readily available. The initial interview with the minor is not designed to raise such issues (staff will not get into specifics of a minor's background or situation), and is meant to be an orientation only. Any mental health issues would be addressed in private, away from anyone who might be in a position to overhear.

**Orientation of Youth (Section 1353)**

Are youth oriented to the rules and procedures?  Yes  No

Explain how: Staff will provide the minor with a copy of the YSC handbook and will review the rules at intake with the minor. Both staff and the minor will sign an acknowledgment that the rules have been reviewed. At the unit level, unit staff will conduct a further review of the rules with the minors. Rules are posted in 8 ½" x 11" format on the orientation board. Given the perception that rules are not enforced consistently across different staff, a larger format would act as a reminder to both staff and youth that rules are consistent.

Are rules and grievance procedures posted?  Yes  No



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Explain where: They are posted on the unit orientation board as well as the unit workstation.

What is in place to ensure that the rules and procedures are understood by youth? Staff ensure knowledge and understanding of the rules by going over them with the youth and answering any questions they might have.

Interviewed Youth:  Yes  No Details: (15) youth were separately interviewed, of those (2) were girls, (2) were from the younger boys unit, (2) were from the pre-disposition unit, and (6) were from F2. Because the interviews included so many F2 youth, the answers are weighted. On the other hand, these youth have the greatest familiarity with the facility.

In addition to open-questions, every youth was asked to indicate True/False to:

The staff treats everyone with respect. True (8); False (7); favoritism noted.

The rules are clear and applied fairly. True (11); False (4); staff dependent

The rules change depending on the staff-person. True (8); False (6)

I feel that this is a physically and emotionally safe place to be. True (11); False (3)

The staff acts professionally. True (11); False (3)

I feel supported. True (12); False (2)

Other Comments:

Programming: most useful programs noted by youth were Pyramid, Bible Study, Shine, Get Real, The Beat Within, Book Club, Each One Reach One (EORO), Mind-Body Awareness, FLY (Fresh Lifelines for Youth (FLY), open rec, Large Muscle Activity (LMA). All programs got equal recognition, but Mind-Body Awareness seemed most appreciated by youth. Youth often mentioned wanting more programming in anger management.

Other Programming-Related Youth Suggestions: three hours of programming a day, discussion of mental health during programming; art; the girls would like more time outdoors or playing sports on the field, many youth noted that they like the structure that the hall provides and having a daily schedule; "this is a good place to learn from our mistakes", youth who do not attend Hillcrest report they spend too much time in their rooms;

Social Comments from Youth: I'm well-treated by staff; we spend a lot of time in our rooms and this is mentally difficult, perhaps we could share rooms; some kids are socially rejected and bullied although the staff is likely unaware and I believe they would intervene if they knew; the hall is one big happy family; some kids need to be checked because what they say can set off another person; I'm happy here; we have the best staff; the staff should get a raise; the F2 staff is better than other units as they show caring, manners, and respect;

Educational Comments: we would like to stay at Hillcrest for our breaks instead of going back and

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forth to our units; we are not actually learning in directed study, but just fill in the blanks and copy off each other; I'm not learning enough to be prepared for college; some of the teachers have anger issues;

Procedural Comments: I like that staff talk to us rather than lock us up in our rooms - this is different from how it was back in the day;the physical searches are humiliating; some staff ask us to pull down our underwear and some ask us to just shake out our underwear; some staff is more strict than others about room cleanliness and the number of allowed items and what those allowed items are; I'd like to be able to call my 24 year old brother who lives in another city and can't visit; I'd like to have visits with my brothers and sisters; there's not enough call time other than to say hello and goodbye; I'd like to talk to my mom a little longer on the phone, I'd like to be able to take a longer shower than the 7-9 minutes we are allowed; if we are at a higher step, I think we should get longer call time and 30 minutes more time out of our rooms, and maybe field trips to the beach for good behavior; we spend too much time in our rooms which is boring and claustrophobic and emotionally tough, if one of us messes up, we all pay for it and get placed on the lowest level; you should punish one person and not the group because some people are hella stupid and it makes our unit and staff look bad on campus; I'd like a pillow; some staff provokes conflicts - not all staff, but some; we have the best staff; some staff don't even care.

Environmental: There is writing on the walls of our room when we arrive; everyone is cold (this was a girls unit comment)

Educational: Our education can definitely be improved; we fill out credit recovery packets and fill in the blanks and often just copy it without actually learning; I'm worried about being prepared for college and taking the placement test; I worried I won't be at my grade level when I return to school outside.

**Meals/Nutrition (Sections 1460-1467)**

Kitchen (Section 1466: clean, knives and chemicals locked):  Acceptable  Unacceptable: Did not observe.

Are there youth working in the kitchen?  Yes  No How many youth?

Have the youth working in the kitchen been trained? (Section 1467):  Yes  No N/A

Details:

How are meals served? Details: Meals are provided three times a day and nutritious snacks are made available throughout the day and evening, although may run out at night. Meals are placed on individual trays by unit supervisors for the minors per a diagram for food presentation and ounces/cups per serving.

Are youth permitted to converse during meals?  Yes  No Details:

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Are staff present and supervising during meals?  Yes  No Details: All unit staff are present to supervise during meals.

Are weekly menus posted?  Yes  No Where and how: Menus are posted on the unit.

Are servings ample, nutritious, appetizing (Section 1461)?  Yes  No Details: The observed food provided was generous, with enough protein, carbohydrates, and vegetables.

Youth varied widely on their opinions of the food. Many said it was tasty, some said it was bland; some said it was too fatty (staff says it is all baked and only appears to be fatty), some said they were getting fat off the food, some said they didn't get enough food and are hungry and that the snacks run-out in the evening; some said the food is over-cooked or under-cooked; some said the meal plan was repetitive and that they would like more variety; youth report the food is good compared to other juvenile halls

Vulnerable youth protected from having food taken from them?  Yes  No Details: Unit staff supervise throughout the meal. Trading or sharing of food is not allowed.

Length of time allowed to eat (should be at least 20 minutes)?: Youth on F2 reported 15 minute meals. Other units allow 25 minutes or more.

Mealtimes (no more than 14 hours between meals without a snack)

Breakfast: 7:30am Lunch: Noon Dinner: 4:00pm

Meals/Nutrition Summary and Comments: The facility does a good job meeting nutritional needs. The servings are generous. As mentioned in 2016, canned fruit is served at meals. Canned fruit offers the same nutrients as fresh fruit. However, the fresh fruit is the only source of planned uncooked fiber in their diets and consistently should be included in their diets. The snacks of fresh fruit run out before day's end. The girls unit may need to be educated that the food is baked and that the drinks are sugar-free as this was a concern on this unit.

**Personal Appearance of Youth**

Overall appearance:  Acceptable  Unacceptable:

Showers (Section 1468: daily, privacy, supervised):  Acceptable  Unacceptable:

Condition of clothing (Section 1480-1482: clean, fit, etc.):  Acceptable  Unacceptable:

Clothing appropriate to current weather:  Acceptable  Unacceptable:

Youth Appearance Summary and Comments: Youth are provided with sweatpants, t-shirt, and sweatshirt coded by unit and/or disposition status. Shoes are velcro or slip on. Shirts are required to

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be tucked in and pants must fit and sit around the waist.

**Programs (Sections 1370-1378)**

At least 3 hours of recreation, programs and exercise during the week including at least 1 hour of large muscle activity and one hour of daily access to unscheduled activities (such as reading, television, radio, music, video and games)?  Yes  No

At least 5 hours of recreation, programs and exercise on Saturday, Sunday and other non-school days including at least 1 hour of large muscle activity and one hour of daily access to unscheduled activities (such as reading, television, radio, music, video and games)?  Yes  No Programming for "Weekenders" includes "Art of Yoga, Narcotics Anonymous, and Alcoholics Anonymous".

Youth who are isolated in their rooms are also given large muscle activity outside their rooms for an hour each day and one hour outside their rooms for unscheduled activity. They do not interact with other youth who are confined to their rooms during that time. Access to Religious Services (Section 1372):  Acceptable  Unacceptable The girls would like LMA to be outside more often.

Describe Services and Process: Non-denominational Christian services are held Tuesday and Sundays, and Bible study is available. Staff is open to accommodating other religious preferences, but none have been requested. Youth can request religious counseling or other accommodations and individual clergy would be permitted access if requested.

Are youth who do not want to attend religious services offered an alternative?  Yes  No

Describe Alternative: On-unit programming is provided by unit supervisors, i.e. poetry writing, talk group, etc.

Volunteer Program:  Yes  No

Describe: Youth choose to knit caps (using a non-needle device) for premature infants. This is popular among boys with long detentions.

Family Reunification Planning:  Yes  No

Describe: The last inspection report suggested greater focus on offering family reunification services. This can be challenging given the shorter stays of YCS youth when compared to youth at Camp Kemp and Camp Glenwood. For youth in longer detention, the commission suggests setting this goal. Can the phone call policy can be adjusted up from the 5-8 minutes twice a week allotted? This would be in keeping with surrounding counties. Can the list of approved visitors be expanded? Both would serve in maintaining or building family connections for youth with long detentions. There are efforts are made to engage the issue from the initial meeting with the minor's parents or guardians. There is a lot of informal counselling that is provided, both to the minors and the parents. The RRB meets regularly to hear from assigned probation officers about what plan will best address the minor's needs, including reunification. Family involvement is typically discussed in connection with such planning. The camp programs focus on this and we wonder how this might be brought to YSC?

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Pyramid and Star Vista also provide services in the Hall.

Substance Abuse Counseling:  Yes  No

Describe: In addition to counseling by staff, AA, NA and Pyramid provide programing.

Other Counseling Services:  Yes  No

Describe: BHRS, and outside programs such as FLY (Fresh Lifelines for Youth), Catholic Services, Stanford Street Law, Rape Trauma Services and BHRS-provided counseling. the Art of Yoga

Victim Awareness Classes:  Yes  No

Describe: Victim Impact Awareness and RTS

Gang Awareness Classes:  Yes  No

Details: Staff members assess all minors for risk assessment. Weekly classes of 60-90 minute duration are offered by Willie Stokes on Forest 2 and Pine 4. Periodic guest speakers on gang awareness and breaking away from the gang lifestyle also make presentations to the minors.

Sexual Harassment Classes:  Yes  No

Details: No specific classes are offered but nursing staff provide information in the course of their duties and the topic is covered in the block of training for staff on domestic violence. CLETS that addresses sex-trafficking is provided to all girls at Camp Kemp.

Parenting Classes:  Yes  No

Details: Fathers receive formal education. Given the low-population of girls overall, mothers are informally mentored and educated by nursing staff.

Vocational Classes:  Yes  No

Details:

Work Program:  Yes  No

Describe: No formal programs are offered due to concerns regarding the safety and security of the minors. One group supervisor runs a gardening program. A culinary arts program is being considered, but is problematic due to the potential danger presented by utensils.

Other Social Awareness Programs (Section 1378): Mind Body; YOGA; Knitting; Alive and Free; FLY; Each One Reach One; Beat Within; Bible Study; Birthday Ladies; Book Club; Peninsula Conflict Resolution Center; Pyramid; Stanford Street Law; Y.E.S.; Stanford Dance Volunteers; Book Club; Catholic/Christian services; job readiness; Omega; Girls Circle; Critical Thinking; Bold and Beautiful. Some programs differ

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by gender.

Under what circumstances can programming be suspended? Where safety or security issues arise that might affect the minors.

How many days since last inspection has programming as a whole been suspended? None, although individual sessions with outside providers are canceled if security is a concern.

**Discipline of Youth (Section 1390, 1391)**

Describe the discipline process of youth: Staff members attempt to use the least discipline possible given the violation, and utilize progressive steps if the problem continues. If confined to his or her room, the staff does so in 15-minute increments until he or she is calm, ready to understand what he or she did wrong, and is able to act appropriately. This is referred to as "alternative programming". A youth may be isolated in his or her room beyond the 4-hour cap (per recent California law) should he or she present a continued threat to the safety of staff or other youth. In cases of extreme threat at intake, there is a safety room that is completely bare except for an opening for excretion. It has discrete rubber walls and floor that appear to be normal sheetrock. It can be used for arriving youth or (uncommonly) those in detention as safety require. The room is in sight of intake staff and the youth is checked by staff every 15 minutes to determine safety-risk. The youth is not contained once he or she are no longer a safety-risk. The use of the safety room is rare, with only one incident in the last year.

How many incidents were there requiring use of force since the last inspection? (Section 1357): 26

Details: All incident reports are stored in the Incident Binder and were reviewed. Staff did not know why there were significantly fewer reported incidents than the number last year (97) other than the population being lower.

How many incidents were there requiring use of physical restraints since the last inspection? :26

Details: According to staff, physical restraints are standard when use of force is required. All staff carry handcuffs.

How many incidents were there requiring use of safety room since the last inspection? 1

Details: Use of safety room is documented in a binder.

Are all incidents which result in physical harm, serious threat of physical harm, or death reported in writing?  Yes  No Explain: Reports are required and maintained in binders

When are searches of youth conducted (Section 1360)? Staff does a visual check of youth unclothed on intake. Staff will do a physical search of youth on intake in the following situations: 1) where there is reasonable suspicion of concealed contraband; 2) when charged with a felony; 3) when charged with a misdemeanor involving contraband or weapons; 4) when already on probation with a warrantless search condition; 5) upon return to the unit after a visit.

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Discipline Summary and Comments: Last year's report recommended development of a standardized point system for discipline so as to eliminate differences between units. This has not yet been accomplished, but may occur as part of the work of the Youth Behavior Enhancement Committee. Every unit uses a point system of 0-3, but expectations vary by unit and by gender. Whereas the boys' units focuses on maintaining behavior, the girls' unit focuses on personal growth, reflection, and prosocial behavior. While acknowledging different situations posed in the boys' versus girls' units, creating a growth emphasis for the boys, in addition to behavioral, is recommended.

**Grievances (Section 1361)**

Describe the Grievance Process:  Acceptable  Unacceptable: Youth are provided grievance forms in their units. Completed grievance forms are placed in a locked box, reviewed by staff, and placed in the minor's file. There is a protocol should a youth appeal the initial staff decision.

Number of grievances since last inspection: 90

Grievance Trends and/or Comments: The majority of grievances related to minor issues, such as: people yelling, "staff shining a light in my face"; receiving zeros from staff, the fire alarm was too loud. All grievances were addressed by staff. Typically, after some time has passed, youth do not appeal grievance decisions.

**Correspondence (Section 1375) / Telephone (Section 1376)**

Access US Mail?  Yes  No Details:

Postage Free?  Yes  No Details:

Is incoming/Outgoing Mail screened?  Yes  No

Details: This is a standard practice for security purposes.

Provisions for Confidential Correspondence:  Yes  No

Details: Attorney Client privilege is respected.

Access to Telephone?  Yes  No

Details: Two calls a week are allowed on Wednesday and Sunday. The calls are 8 min. per the youth handbook although staff reports time on the phone is 5 min. with the occasional extension of calls if a youth is struggling. Two phones were observed on F2: one was the staff phone at the desk and another was a cordless. Staff were near. Calls to CASA, BHRS and to the minor's attorney are not limited and do not count toward the two calls per week.

Correspondence/Telephone Summary and Comments: The rationale for the phone call limit of 5 min. is logistical. However, this does not vary when the population is below capacity and is more limited

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than policies in surrounding counties. Youth may benefit from the reduced stressed and more family support that longer calls allow. In addition, some youth cannot receive as many visits as other youth due to inflexible family work-schedules.

**Visiting (Section 1374)**

Visiting Schedule: Weekdays M-Th 5:30-6:45pm Weekends All day

Special Events to which guardians are invited include graduation and EORO playwriting performances

Adequate Space:  Acceptable  Unacceptable: Private rooms are available if the circumstances warrant it, eg. emotional or need for privacy such as a professional visit.

Staff Supervision:  Acceptable  Unacceptable: Staff observes from the nearby central desk or through the window if a private room is used.

Privacy Provided:  Yes  No Details: The common area is used unless the circumstances require privacy, eg. professional visit.

Do all youth have access to visitation?  Yes  No Details:

Under what circumstances would visitation be restricted? If the youth is causing a safety concern.

Are visitation logs kept?  Yes  No Details:

Note: Minors with children are allowed visits with their children.

**School (Section 1370)**

Number of Full-Time Instructors: 5 (English, Math, History, Science, PE-life skills & advisory)

Number of Full-Time Instructional Aids: 1 ELD, 1 Counselor, 1 RSP

~~Number of Tutors (Paid? Volunteer?):~~ 1 Special Day Class

Frequency of Substitute Teachers:

Number of youth attending School: 53

All except for a few cases of directed studies or those who have graduated.

Average Classroom Size: 6 to 10 students Max Classroom Size: 10 students

Number of youth on Credit Recovery: 50 students on Credit Recovery and Independent Study  
Reason: \_\_\_\_\_



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Number of youth on Independent Study: 50 students on Credit Recovery and Independent Study  
Reason: \_\_\_\_\_

Number of youth not attending school: 0 Reason: \_\_\_\_\_

Describe the general atmosphere of the classrooms: Engaged, cooperative, active participation

Adequate Supplies, Books, Paper, Computer?  Acceptable  Unacceptable:

Are youth given access to computers/internet?  Yes  No Details (when, purpose, supervision):  
Personalized learning program.

Describe the relationship between school and juvenile hall staff: Cooperative.

Describe access to school, recreation, etc. for youth confined to their rooms:

When is school held on the unit instead of in the classroom? Not very often, but in classrooms.

**Post High School/GED:**

Are there educational opportunities available for youth who have completed high school or their GED?  
 Yes  No Describe: Able to take college class online.

Are youth given information and counseling regarding community college and four-year college options?  
 Yes  No Describe: Keys to Success.

Are youth given information/counseling about financial aid options for college?  Yes  No  
Describe: Project Change and Katie Bliss.

Are youth given resources for college entrance exam prep when appropriate?  Yes  No Describe:

Are youth able to take courses for college credit online?  Yes  No Describe:

**Special Education/IEP Programs:**

How many youth in the facility have an Individualized Education Program (IEP)?

Do credentialed special education teachers participate in lesson planning and curriculum development?  Yes  No

Are regular IEP meetings held?  Yes  No Describe: IEP reviews are every three years.

Are parents notified of these meetings?  Yes  No

Are parents permitted to attend these meetings?  Yes  No

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Describe the most common obstacle to IEP compliance:

School Summary and Comments:

Students that don't speak any English are difficult to teach. Teacher described a robust science program with much rigor that supplements the personalized learning program with enriching materials. She likes working at YSC and feels supported and appreciated.

**Medical Health Services (Section 1400-1439)**

Describe the Health Services Staffing (number, qualifications): YSC Health Services is often the primary point-of-care for youth who may not be receiving medical services when not in detention. It provides dental, hearing, medical, vaccinations, and treatment for illness. As part of the county health system, youth can be referred to the county hospital. Staff includes 2 nurses available 24/7 (made up of a staff count totaling 6 full- and part-time nurses), and 1 part-time nurse practitioner. A dentist is available once a month or more as needed. The services, established protocols, and facilities appear excellent.

Describe Physical Health Screenings (Section 1430, 1432) (confidential, trained staff, access, etc.):

Medical staff conduct a health screen as part of the admission process (within 8 hours of admission). The exam is comprehensive and will include: providing immunization updates (with parental permission); blood testing; pregnancy/prenatal; STD screening; HIV testing (if agreed to); TB testing. Staff will provide exam results to parents. For many youth, YSC is their primary care provider as they do not receive routine medical at home.

Describe availability of Medical Health Services (how do youth request/receive care)

Minors can request medical care by filling out a form. The medical staff makes the rounds at 3 p.m. each day. Medications are dispensed on unit by medical or unit staff.

Describe availability of Dental Services (maintenance, for emergencies)

In addition to the once a month access to a dentist, emergency care is available if needed.

Describe Medication Access & Distribution (Section 1438, 1439): Prescription drugs are distributed three times per day: 7:30-8 a.m.; 4 p.m.; 7:30-8 p.m. Between 11 p.m. and 7 a.m., staff can dispense ibuprofen, Tylenol and antacids.

Describe 24/7 on-call emergency medical and health services: The 16 hour shift is from 7 a.m. to 11 p.m. Emergency care is available after 11 p.m. if necessary.

Medical Health Summary and Comments: Youth medical needs are being met while in detention. Many youth are on psychotropic medication. Unit supervisors report that when the youth is released, this medication is not continued. How is tapering-off a drug managed? Is there facilitation for youth to stay on an effective psychotropic medication post-detention?

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**Mental Health Services (Section 1437)**

Describe the Mental Health Staffing (number, qualifications): BHRS provides mental health services in conjunction with community-based organizations contracted through Probation. There are three teams for juveniles: 1) assessment center; 2) forensic team; and 3) community based services team.

The assessment center initiates the process at admission. Youth who are booked for the first time or are booked in for new crimes, but have not been at a locked facility for six months will receive a mental health screening. BHRS provides a forensic team consisting of one full-time supervisor, two full-time clinicians, two part-time child psychologists, one program specialist and up to seven PhD student interns. The community based team is led by BHRS. Home-based family therapy is provided for youth on probation. Community workers help with u-visas, youth employment and other case management. This component is led by one full-time program specialist, one full-time clinician, one half-time clinician, and a half-time family partner.

Describe Mental Health Screenings (setting, confidential, trained staff, access, etc.):

The assessment center screens youth for suicidal ideation and other significant mental health needs using screening tools. The screenings are confidential and are reviewed by mental health staff where appropriate. A focus is placed on safety issues, risk factors, possible abuse, and alcohol/drug screening is done if indicated.

How is crisis intervention handled? Clinicians are available M-F 8 a.m. to 5 p.m. for consultation and will respond to the unit if necessary. After hours, an on-call clinician is available by phone. There are self-harm precaution checklists for both mental health and unit staff that indicate the level of observation and the necessary precautions to be undertaken. Youth are reassessed at least twice a day by BHRS staff if on suicide watch, once a day if on mental health watch, in addition to the standard every 15 minute watch. Facility does not accept any "acutely ill minor", thus ensuring that youth are receiving care appropriate to their mental health.

What therapy services and preventative treatment is offered? Individual counseling is provided to youth at YSC upon a referral by probation, the court, or staff. Family counseling can also be provided if the family is interested. Acknowledge Alliance is contracted through the school to provide individual therapy. Pyramid Alternatives is contracted to provide group therapy (alcohol/drugs, anger management, life skills) and also provides a case manager for youth who would like to take advantage of services in the community.

Does the facility have a suicide prevention plan (Section 1329)?  Yes  No Details: BHRS provided a written suicide prevention plan (last revised in 2016) and a self-harm precaution checklist for staff use.

Describe the 24/7 on-call mental health services: After-hours mental health services are provided by a rotating team of clinicians consisting of four BHRS staff members.

Mental Health Summary and Comments: A good process is in place for evaluation and follow-up care.

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Once concern that may be outside the control of the YSC is how students placed on psychiatric drugs receive follow-up medical post detention as these need careful monitoring if the youth continues medication or decides to taper off.

**Overall Impressions, Comments, and/or Concerns**

**Overall Impressions:**

The Youth Services Center is a well-run, caring facility that offers a consistent environment from which the youth benefit. Youth comment that their experience in detention is often better than what they experience at home. This is seen in the quality of the staff, the provision of medical and mental health care, nutritious food, and a beautiful physical plant. The staff carry a sense of pride in the facility and in the work they do.

The entire YSC staff is genuinely caring, intelligent and motivated. This dedication is evident throughout the facility, as demonstrated in the relationship with the youth and the growth mindset of the administrators. The staff are well-trained.

The staff that interacts with the youth is positive, conscientious, and dedicated to the well-being of the youth. Youth behavior is good. The staff is sensitive to and aware of individual youth's needs. The observation logs are comprehensive and require documentation of sleep, exercise, sanitation, food/fluid intake and other comments/observations for each youth. In addition, the staff like each other and collaborate well in creating a positive and consistent environment for the youth.

The commission appreciates the openness and sharing of the YSC staff and it is another example of having a mission-based orientation.

Given their difficult backgrounds and past involvement in illegal activities, the youth post-disposition appear to do well in this environment compared to their home environment. For some youth, being at YCS creates an environment where they are safe, drug-free, being educated, and cared for. The youth are aware of these benefits and comment that they would otherwise be dead if on the streets. Youth express determination to not revert and are able to talk about future plans. Although, the money earned from drug sales seems to be the allure of returning to illegal activities.

**Areas for Growth:**

There are opportunities for improvement in the following areas:

1. Staff consistency with the youth in terms of interpersonal interactions and reinforcing behavioral expectations;
2. Programming for all youth that develops emotional intelligence and/or academic knowledge;
3. Increasing family contact;
4. Providing a robust education;
5. Making staff feel valued for excellent performance;
6. Considering whether providing on-unit computers with wi-fi will enhance programming

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opportunities.

Staff Consistency:

This is the most obvious area for growth. Staff-led programming, overall unit atmosphere, and behavioral expectations vary by staff team. The youth self-report they would like to have consistent expectations, application of rules, and behavioral consequences. A friendly posting of a few key rules, visible to all staff and youth, presented in a format larger than the 8 ½" x 11" comprehensive list, might encourage consistent application of rules. Conversation among staff to create greater consistency is recommended, while acknowledging that different staff have different assets to share with the youth. Finally, this commissioner observes that some staff teams are likely to offer more formal programming than other staff teams. The unit atmosphere changes with each rotation.

A substitute staff member mentioned that Santa Clara County unit-staff are consistent and the units are, as a result, calmer.

The girls unit supervisors do not rotate and they are able to offer youth more consistency in programming and expectations for behavior.

Programming:

1. Several youth across all units report the need for anger-management training.
2. The girls receive a folder with activities and essays to write focused on personal growth. The boys are placed on a behavioral point system reflecting compliance to rules. Might behavioral expectations include doing personal growth activities on the boys' unit. Having a dedicated staff for the girls' unit, rather than the rotation of staff among the boys' units affords an easier implementation of such a program. This is not necessarily a recommendation to eliminate staff rotation among the boys' units, however, it does allow for the girls' unit supervisors to create their own programming and to deliver it consistently.
3. Educational programming must occur for all youth regardless of graduation status. Staff report that students who do not attend Hillcrest do light household chores. The written information given to youth at intake and in the YSC handbook that all says that all youth must be engaged in educational activities: "If you already have your diploma or GED, the teachers will provide you with an independent study program." Programming Across Genders: The handbook mentions different behavioral programs for boys and girls to earn privileges.

Family Contact:

The commission would like the facility to review the limits it places on length/frequency of phone calls; and, possibly, who is on the phone or visitation list.

Education:

Please see the Hillcrest Report Inspection Report.

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Staff Valuation:

During the inspection, a number of staff expressed frustration with their pay, especially given the cost of living and local housing, and the higher pay for staff in Probation. Apparently the pay differential was small at one point, but now is approximately \$5 per hour as reported by a staff member. This differential is a contributor to the staff turnover and the need to use substitutes or have staff work overtime.

Staff asked for merit-based pay.

Realizing that this may not be feasible within a county-run facility, a staff member asked that he receive meaningful emotional "compensation" that went beyond a the equivalent of a pat on the back. Instead, he would like to be invited to have a face-to-face conversation with leadership. He reports that this appreciation would motivate staff who demonstrate excellence. If his report is accurate, this seems like a good suggestion and might keep up morale and retain staff.

Computers

The commission was asked by two units for a wifi-connected computer other than at their work station. Staff felt this would enhance the programming they might offer. For example, the girls unit would like to help the youth fill out FAFSA, DMV forms, etc. This commissioner can imagine it also being used to create and present educational and programming content for the unit as a whole.

**Signature of Commissioner(s) preparing this report:**

s/s Al Serrato

Date: August 22, 2017

s/s Melissa Wilson

Date: August 22, 2017

s/s Valerie Gibbs

Date: August 22, 2017

s/s Irv Rollings

Date: August 22, 2017

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**Attachment 1: School Supplement**

How/Where do students receive instruction when school is over-crowded or it is raining?

Students are able to attend classes on the unit in classrooms.

How many minutes of instruction per week do students receive?

Students are in class six periods a day, shortened on Wednesdays. Teachers partake in professional development after lunch.

Do students attend school within three (3) days of placement?

Yes, always, unless ill.

How are limited English-speaking students identified and served? How soon are these services provided once the student has been identified as non-English proficient?

All students are tested upon entry to YSC.

Proposed areas of Commendation and Improvement for the school program:

Commendation:

All appears to run smoothly with all staff cooperating.

**Hillcrest School at the Youth Services Center  
Summary Impressions**

Irv Rollins, JJDP, Education Inspection Team Lead

This inspector has had the privilege of observing Hillcrest School over a period of four years. Hillcrest has evolved from what appeared to be a school *focused on the operational requirements of a detention center* to an *independent educational institution*. This evolution has not been without challenges and would not have been successful were it not for the dedicated work and leadership of the County Office of Education, specifically Dr. Nancy Magee.

Hillcrest School initially had no academic accreditation and not is currently qualifying for full accreditation to prepare students for the world of work and/or continued post secondary academic challenges. The partnership with the College of San Mateo represents an exemplary example of their success!

The mandated requirements for English-Language Learners and students with disabilities appear to be met. Furthermore, every effort is reportedly made by the Hillcrest School administration to obtain transcript information from the home schools of students in order to facilitate their high school graduation.

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Yet, a significant portion of the students attending Hillcrest School have not fully mastered the basic academic skills: reading, writing and arithmetic. The challenge of developing an instructional program for skill-deficient high school students can be daunting. Nevertheless, teaching high school students basic skills within the context of core subjects is an area of instruction that can enable students to not only improve their basic literacy skills but to obtain credit and graduation.

It is fully anticipated that the educational program will continue to flourish at Hillcrest School, given the leadership bias of the leadership staff. To be successful in California's underfunded school is an ongoing challenge. Therefore, it is also recommended that the County Office of Education explore partnerships with nonprofit groups in order to further enhance instructional opportunities for incarcerated youth.

**Additional Comments**

Melissa Wilson, JJPC Education Inspection Team Member

**Commendations:**

The educational leadership is commended for actively expanding educational opportunities for these youth by:

- Adopting, after a successful pilot year, the Personalized Learning Program which appears to provide a rigorous education and leveled skill development whether a student is detained for days, months or years.
- Continuing to increase funding and to shape Project Change. The County Office of Education and Associate Superintendent Nancy Magee have made a significant, admirable commitment to these youths' academic and life success.
- Meeting with Probation staff and Juvenile Hall Director Sheree Calhoun regularly so as to integrate youths' school and probation experiences.
- Providing stable leadership in the form of Principal Sibon Parcels.

Education for these youths offers long-term payoff for our county citizenry and public costs. We appreciate the investment in these youth and the leadership the county is providing in the Court Schools program.

**Curricular Feedback**

Overall, students like attending school. They noted that being required to attend school while in detention was to their advantage. They felt like they were achieving greater academic success at Hillcrest.

They noted variations in the quality of teaching, the likability of teachers, and how much a given class feels like "a real class." They also asked why they had to return to their units for recess and lunch which undermines their sense of Hillcrest being, as they phrased it, "a real school." As I understand it, this is because of the lack of room in which to place all students at the same time. Would staggering classes be possible so that students had access to the field during recess?

Dissatisfaction was noted by students who had been successful academically at their home school



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previous to detention or had been detained from six months to two years. These students do not feel like they are at-level academically, feel the curriculum repeats itself, and worry that they are not prepared to return to their home school or attend College of San Mateo with adequate skills. I anticipate the Personalized Learning Program will address these concerns. Perhaps a survey of these students after six months in the ILP would be appropriate.

Other than those students work with Each One Reach One (EORO) tutors, students in the other units requested tutoring.

**Homework**

Students report they do not do homework on-unit (only during study hall). Project Change director Katie Bliss reported that knowing how to do homework independently is the area in which Project Change students struggle the most. I spoke with probation staff who said they would supervise homework, if assigned, on the unit.

**Credit Recovery**

The credit recovery program asks students to progress through a series of workbooks. My understanding is that they progress to the next level based on completion, not accuracy. Students readily report that they copy answers from other students so that they can complete workbooks more quickly. The workbooks occasionally ask students to write and the supervising teacher provides feedback. Should changes be made to provide meaningful feedback to students and evaluate their skills acquisition?