

Juvenile Justice and Delinquency Prevention Commission

San Mateo County, California

Juvenile Hall and Camp Inspection Report

Please respond to sections that apply to the facility you are inspecting.
Type or print clearly.

Facility Name: Youth Services Center

Date of this Inspection: 9/14-10/14

Address: 222 Paul Scannell Dr. San Mateo CA 94402

Date of Last Inspection: 9/2013

Contact Person: Larry Silver

Facility Capacity: _____

Phone Number: 650-312-5200

Average Population: 80 _____

Presiding Juvenile Court Judge: Hon. Clifford Cretan

Current Population: _____ 83

Commission Inspection Team: Bonnie Miller & Rebecca Ross (YSC), Irv Rollins (YSC School)

Major Concerns, Observations, and Recommendations

Fire Inspection Report: Yes No Date: 8/11/2014

Health Department Report: Yes No Date: _____

Medical Department Report: Yes No Date: 9/13/13

Environmental Health Report: Yes No Date: 9/25/2013 _____

Nutritional Health Report: Yes No Date: 9/25/2013 _____

Facility Safety/Security Report: Yes No Date: 9/4/2013 _____

Comments: YSC administration had a very difficult time getting the fire inspection to occur due to lack of responsiveness from Cal Fire. It required many wasted personnel hours to get this scheduled. YSC administration should not have had to expend so much time and energy getting a response from Cal Fire.

Areas Reviewed

Quality of Life:

- Physical Plants
- Meals/Nutrition
- Mental Health
- Physical/Dental Health
- Religious Services

Programs:

- Education
- Vocational/Employability
- Community Service
- Victim/Gang Awareness
- Substance Abuse

Persons Interviewed:

- Minors
- Superintendent
- Medical Staff
- School Staff
- Supervisor

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- | | | |
|---|---|---|
| <input checked="" type="checkbox"/> Religious Services | <input checked="" type="checkbox"/> Substance Abuse | <input type="checkbox"/> Supervisor |
| <input checked="" type="checkbox"/> Volunteer Involvement | <input type="checkbox"/> Other: _____ | <input type="checkbox"/> Youth Supervisor/Staff |
| <input checked="" type="checkbox"/> Visiting | | <input type="checkbox"/> Food Services Staff |
| <input checked="" type="checkbox"/> Other: BHRS _____ | | <input type="checkbox"/> Other: _____ |

General Information

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

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

Has the facility exceeded capacity since last inspection?: Yes No If "Yes", explain:

Fire Department Pre-Plan for Emergencies: Yes No Date of Last Drill: 8/27/2014 _____

Staff Pre-Plan for Emergencies: Yes No Date of Last Drill: 8/27/2014 _____

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

Staffing

Staff to minor ratio: Awake 10:1 Sleeping: 1 per unit (with max of 30 minors per unit when staffed with 1 person)

How is staff backup handled during grave-yard shift?: There are 3 staff in admissions during grave-yard shift and a walkie/talkie system is used to request backup from those staff in admissions.

Language support provided in: Spanish, English, Cantonese, Mandarin, Tagalog

Describe general staff and minor interactions: There appears to be a generally good relationship between staff and minors. With minors obviously having particularly good relationships with certain staff and utilize those staff to help resolve conflicts with other staff.

Describe the diversity of staff: The staff is generally pretty diverse.

Comments: YSC does not seem to have in place a good translation system so that 24 hour language support can be provided if there is no staff in the facility who speak the minor's language. It would be recommended that YSC look into 24 hour telephone translation services similar to those used in the county hospitals (perhaps on a pay per use basis) so that there is never a situation where a minor is completely unable to communicate.

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Conditions of Grounds and Building Exterior

Lawns: Acceptable Unacceptable: _____

Playing Fields: Acceptable Unacceptable: The astroturf still needs replacement (see concerns of inspection reports of 2012 and 2013)

Blacktop: Acceptable Unacceptable: *concerns over how slippery it gets when it rains

Paint: Acceptable Unacceptable: _____

Roof: Acceptable Unacceptable: Proper overhangs/awnings are needed to decrease dangers during rain, to improve access to school on rainy days and to decrease risk of injuries to staff responding to emergencies during rain.

Drains and Gutters: Acceptable Unacceptable: _____

General Appearance: Acceptable Unacceptable: _____

Comments: YSC is a fairly new facility that continues to look very good on the exterior but is in much needed attention to the two issues raised in previous inspection reports: 1) need for overhangs, 2) need to replace Astroturf.

Condition of Interior of Building

Walls: Acceptable Unacceptable: _____

Paint: Acceptable Unacceptable: _____

Floors: Acceptable Unacceptable: The carpeting is very dirty, unclear when last cleaned. This problem was noted in last two inspection reports.

Ceilings: Acceptable Unacceptable: _____

Drains: Acceptable Unacceptable: There is a problem with drainage in Elm 7 and it causes a noxious sewage odor that many minors complained about. Public works is looking in to it.

Plumbing Fixtures: Acceptable Unacceptable: _____

Air Vents/Heating/Windows: Acceptable Unacceptable: _____

Storage of Cleaning Fluids/Chemicals: Acceptable Unacceptable: _____

Weapon Locker Location: Acceptable Unacceptable: _____

Recreation/Sports Equipment: Acceptable Unacceptable: _____

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Hallways Clear/Doors Propped Open: Acceptable Unacceptable: _____

Sleeping Rooms: Acceptable Unacceptable: _____

Beds (type, 12" off floor?): Acceptable Unacceptable: _____

Art, Books, Personal Items Allowed in Rooms: Acceptable Unacceptable: _____

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

Graffiti Present: Acceptable Unacceptable: _____

Ample Blankets: Acceptable Unacceptable: _____

Study Area: Acceptable Unacceptable: _____

Adequate Lighting: Acceptable Unacceptable: _____

Temperature: Acceptable Unacceptable: _____

Comments: There is upholstered furniture in some units that clearly needs to be cleaned as they are covered in stains.

Orientation of Minors

Are minors oriented to the rules and procedures?: Yes No Explain: Yes but some occurs during admissions and some occurs on the unit and each unit varies as to what they cover and how they cover it. Rules do not currently explicitly discuss sexual harassment and abuse which they should.

Are rules and grievance procedures posted?: Yes No Explain: _____

What is in place to ensure that these rules and procedures are understood by minors?: Staff go over the rules with the minor and assess on a case by case basis whether the minor appears to be understanding.

Interviewed Minors: Yes No Details: _____

Meals/Nutrition

Kitchen (clean, knives and chemicals locked): Acceptable Unacceptable: _____

Have the youth working in the kitchen been trained?: Yes No Details: No youths permitted in kitchen.

Are meals served cafeteria style?: Yes No Details: Eat on unit

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Are minors permitted to converse during meals?: Yes No Details: _____

Are staff present and supervising during meals?: Yes No Details: _____

Are weekly menus posted?: Yes No Details: _____

Are servings ample, nutritious, appetizing?: Yes No Details: minors have some complaints of being hungry but staff assures that minors are having the appropriate caloric intake. The same concerns about the quality/type of food as stated in previous inspections.

Weaker minors protected from having food taken from them?: Yes No Details: minors are not permitted to share food or exchange food.

Length of time allowed to eat?: 30 minutes

Mealtimes (no more than 14 hours between meals, breakfast to dinner, without a snack)

Breakfast: 7:15am Lunch: 12:30pm Dinner: 4:30pm SNACK: 7pm

Personal Appearance of Minors

Appearance: Acceptable Unacceptable: _____

Showers (frequency, privacy, supervised): Acceptable Unacceptable: _____

Condition of clothing (clean, fit, etc.): Acceptable Unacceptable: _____

Clothing appropriate to current weather: Acceptable Unacceptable: _____

Programs

Recreation (type, amount, etc.): Acceptable Unacceptable: Minors (who attend school have one hour of PE during the school day). All minors have one hour of LMA each day. In addition, they have free time, particularly on weekends, to go outside with their unit and do something like basketball, soccer, football. The minimum standard is met.

Exercise (daily schedule, amount, etc.): Acceptable Unacceptable: see above

Access to Religious Services: Acceptable Unacceptable: Every Sunday there is a Christian and Catholic service. One time per moth the pastor who performs the Christian service attempts to incorporate other religions such as Judaism or Muslim. In addition, youth are permitted to read or write rather than attend the service. Not clear what other accommodations are made for youth of other religions.

Medical and Mental Services: Acceptable Unacceptable: _____

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Volunteer Program: Acceptable Unacceptable: _____

Counseling Services: Acceptable Unacceptable: BHRS (agency that provides counseling) appears to provide a high quality of service that the youth are extremely receptive too, however, they suffer from very high caseloads and lack of funding that impairs their ability to provide services at the level they would like and that would most benefit the minors. Additionally there are some procedures and requirements of the institution that can impede the delivery of services. Recently outside providers have been brought in to provide some additional counseling but BHRS has some serious concerns about this as they are not working as a team BHRS and are not directly under the supervision of BHRS which means that youths may see an outside service provider but then be in crisis later in the week and see someone from BHRS who does not know what occurred in the last session.

Family Reunification Planning: Acceptable Unacceptable: none _____

Substance Abuse Counseling: Acceptable Unacceptable: NA/AA meetings weekly and bible study

Victim Awareness Classes: Yes NO: VIA is a class that is only offered to out of custody youths.

Gang Awareness Classes: Yes No Details: "Staff facilitates discussions as needed." _____

Sexual Harassment Classes: Yes No Details: _____

Parenting Classes: Yes No Details: But medical staff nurses will provide weekly parenting training to those minors who are already parents.

Vocational Classes: Yes No Details: _____

Work Program: Yes No Details: _____

Other: Yoga, Each one Reach One, PCRC, FLY

Discipline of Minors

Describe the discipline process of minors: There is a system of write up, documented incident reports, and rewards/consequences that can be imposed.

Comments: It would appear temporary room confinement (for a specified period of time, for example 1-3 hours) is a frequently used form of discipline.

Grievances

Grievance Process: Acceptable Unacceptable:

Number of grievances since last inspection: approx. 75 _____

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Trends and/or Comments: Trends were that the same youths appeared to generate the majority of grievances. Several grievances about the smell in Elm 7. The grievance form responses seem to be completed in a more thorough manner than previous inspection and the form seems to have been improved.

Correspondence / Telephone

Access US Mail?: Yes No Details: _____

Postage Free?: Yes No Details: _____

Incoming/Outgoing Mail (screened, etc.): Yes No Details: Opened and scanned unless clearly from an attorney.

Provisions for Confidential Correspondence: Yes No Details: Attorney mail is clearly treated different than non attorney mail but it is not clear if there is a clear policy on how that mail is handled.

Access to Telephone?: Yes No Details: concerns regarding lack of access to free phone appear to have been remedied since last inspection.

Visiting

Visiting Schedule: Weekdays : after 6pm____ Weekends early afternoon and in to evening

Special Events: no _____

Adequate Space: Acceptable Unacceptable: _____

Staff Supervision: Acceptable Unacceptable: _____

Privacy Provided: Yes No Details: there are 2 private rooms if necessary but it was not clear how or when a youth requests the use of this room or how often they are actually utilized.

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

Under what circumstances would visitation be restricted?: If there is a safety issue then visits can be canceled or if there is a lockdown. It was not clear whether visits could be taken away if a minor was serving disciplinary time. If that is occurring it should not be since visitation cannot be removed due to disciplinary reasons alone.

Previously siblings and other relatives could visit (sometimes probation officer approval was needed). This policy has changed and now only parents/guardians can visit. Siblings and other relatives are only permitted to visit if there is a clear and specific reason why the visit needs to occur, the probation officer has cleared that sibling/relative, and submitted the request to the director for that

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sibling/relative to have a visit. This change was instituted to increase safety, reduce chaos during visitation hours, and decrease chance of persons visiting who are not in fact who they say they are.

There is no clear policy about minors who have children of their own who they would like to visit. Currently that would have to be submitted through the PO and would apparently be at the discretion of the PO or institutions, it is not clear to the commission whether that policy perhaps discourages important parent/child contact.

Are visitation logs kept?: Yes No Details: _____

School

Number of Full-Time Instructors: 7 _____ Number of Full-Time Instructional Aids: 4 _____

Frequency of Substitute Teachers: 1xweek Number of minors attending School: _____ **85**

Average Classroom Size: <15 _____ Max Classroom Size: negotiated and determined by SMCOE and Union Contract.

Number of minors on independent study: 0 Reason: _____

Number of Minors Not Attending School: 1 _____ Reason: Emotional disabilities, student will not leave his room .

Describe the general atmosphere of the classrooms: Students are focused on their emotional tasks, with no inappropriate behavior observed.

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

Access to Computers/Internet?: Yes No Details: There has been considerable discussion about bringing technology to the court schools. They have purchased 120 iPads to give to the teachers for student use. The short-term goal is to establish connectivity throughout all three court schools by the end of 2014. Wifi will be active in the next two weeks. All assessments are also going to be electronic.

Describe the relationship between school and juvenile hall staff: Positive and collaborative.

Describe access to school, recreation, etc. for minors confined to their rooms: One student remains in his room. School personnel are aware of this and the staff is developing an appropriate program for him including a possible referral for a special education assessment.

Comments: Please see attachment "Additional Comments on School at YSC"

Medical and Mental Health Services

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Physical Health Screenings (confidential, trained staff, access, etc.): Acceptable Unacceptable: occur within 24 hrs of booking; Youth are screened for pregnancy and STDs as well as other possible illnesses. _____

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

Acceptable Unacceptable: occur within 24 hours of booking, if it is the minor's first time coming to juvenile hall they are assessed upon admission. _____

Dental Services: Acceptable Unacceptable: A dentist is on site every three months , it does not appear that youth are screened for possible dental problems and routine cleanings do not seem to be part of the dental services available. Several minors reported feeling a lack of dental services. _____

Medication Access & Distribution: Acceptable Unacceptable: 3 x per day nurses go to the units to administer medications. The staff on the units are now trained so that they may administer Tylenol and other similar OTC medicines after hours. This is a significant improvement. _____

24/7 on-call emergency medical and health services: Yes Acceptable Unacceptable: _____

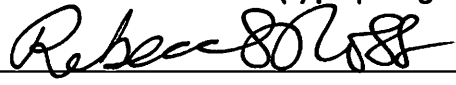
Comments: The medical facility is open from 7am to 11pm. There are 5 RNs and 1 NP. Nurse call occur between 9am and 2:45pm. All youth are provided immunization if necessary and HPV and flu shots are given. Medical staff are also providing training on marijuana, drugs and their effects; dental hygiene, smoking cessation, medical management, female hygiene, and parenting for boys who are fathers. _____

Overall Impressions, Comments, and/or Concerns: See attached "Impressions, Comments, Concerns"

Please provide a summary of the inspection including any recommended changes and positive highlights to be included in the letter to the Board of Supervisors and the Facility:

See Attachment "Recommendations and Positive Changes" _____

Signature of Commissioner(s) preparing this report:

<u></u>	Date: <u>10-27-2014</u>
<u>/s/Bonnie Miller</u>	Date: <u>10/27/2014</u>
<u>/s/Irv Rollins</u>	Date: <u>10/27/2014</u>

YOUTH SERVICES CENTER
COMMENTS ON SCHOOL AT YSC

PERSONS INTERVIEWED - John Fry, SMCOE Educational Services Manager for the Court Schools; Megan Price, Transition Coordinator; Rod Moore, San Mateo County Institution Services Manager were interviewed in-depth, with other teacher interviews limited given that school was in session.

CLASSROOM OBSERVATIONS - Classrooms were clean with core curriculum related illustrations frequently on bullet boards. Most teachers were actively engaged in providing direct instruction. Students appeared to be participating.

INSTRUCTION HOURS- With the exception of one student currently not attending school (The student is described as emotionally disturbed.), all students receive the required number (300 minutes of instruction 5 days per week) of instructional minutes required by the California Department of Education.

ENROLLING THE MINORS IN SCHOOL? - All minors are enrolled in school within 3 days of admission, except for one student. The one student identified as having emotional problems and not attending school is currently being observed and considered for an evaluation to determine eligibility for disabled student services.

DEVELOPING EDUCATIONAL PLANS FOR MINORS-- The student school admission and discharge process is managed by Megan Price, School transcripts are requested and special education status is verified. This information is used to determine the appropriate educational placement. Additionally a brief basic skills achievement test may be administered to supplement incomplete or missing achievement data.

Furthermore, when a student is discharged from YSC, transcripts and other educational relevant information are sent to the receiving school. School personnel are currently planning to develop a transition plan (post secondary, vocational, goals for independent living, etc.) for each student that the students will take upon discharge. This will include school, health, and other services.

RECEIVING SCHOOL TRANSCRIPTS AND MODIFYING SCHOOL PLANS TO ACCOMMODATED NEEDS IDENTIFIED IN TRANSCRIPT - The Court Schools report having easy access to student records. Placements/programs are modified consistent with individual student transcripts.

CONCERNS OF TEACHERS/ADMINISTRATORS ABOUT THE PROGRAM? - No significant concerns were identified. The school administration, in collaboration with the instructional staff, is to be commended for their on-going efforts to achieve WASC accreditation. The issue of student rainy day access to their classrooms is being addressed by YSC personnel, with ponchos being purchased for rainy days and floor carpets/mats to prevent slipping when the floor is wet. The YSC administration is

currently evaluating the possibility of connecting the school to the main portion of the facility with awnings. When the rainy season begins, inspectors were assured that the prior practice of students receiving instruction on the unit will be discontinued, except for exceptionally heavy rain.

BOOKS AND SUPPLIES - Teachers and the administration report that adequate supplies are available for all teachers. The YSC appears to have a well established and maintained library. However, the Camp Kemp library is seriously lacking in volumes and organization.

SERVICES TO NON-ENGLISH SPEAKING STUDENTS? - All students have either been assessed by their home school or upon intake to determine English-language speaking status. Unless otherwise waived, California requires that all instruction be in English. All teachers have the required certification to teach core subjects to English Language Learners. The school also provides an English-Language Development class for student in need of such instruction.

STUDENT INTERVIEWS: - Students reported that they are exposed to all core subjects required for high school graduation. Some students indicated that they found the curriculum and achievement standards to be less rigorous than their home schools. Students acknowledged that if a peer is skill deficient; i.e., unable to read, the school provides a remedial reading program for that student.

YOUTH SERVICES CENTER INSPECTION

Impressions, Comments, Concerns

YSC is a relatively new facility that is in very good condition but is in need of some routine maintenance (cleaning of carpets and upholstery) and a few much needed improvements such as overhangs/awnings for roof and replacement of the Astroturf.

The administration/management are conscientious, responsible individuals who hold their staff to high standards and are extremely collaborative with this inspection process. The hall staff are generally helpful, positive, and caring toward the youth.

The youth report feeling generally supported by staff and that they are treated well by staff. When they have a problem with a particular staff they feel comfortable filing grievances and seeking support from other staff members. They also report feeling generally safe in the institution.

The quality of mental health services provided by Behavioral Health and Recovery Services appears to be high and minors report good relationships with their mental health providers. There are ample and thorough mental health screenings.

The medical services have improved since last year with the addition of graveyard shift being able to administer over the counter medications with the advice and guidance of a nurse.

Concerns raised by the commission, such as those in the previous inspection, are taken seriously by the administration and attempts are made to implement our recommendations even when they are not required by state law or licensing. This open, collaborative relationship helps ensure the safety and wellbeing of all youth as is much appreciated. The management appears eager for feedback and ways to improve the delivery of services.

At the request of the commission following the 2013 inspection, the administration began to attempt to further document unit activity and individual youth activity through the use of log books. The commission appreciates the administrations' voluntary use of these log books but has concerns, based on this inspection, that they are not being completed in a reliable or complete manner. Staff seem to vary greatly on the completeness and thoroughness of their documentation with some staff engaging in almost no documentation and some staff engaging in very helpful detailed documentation. At the time of the inspection it did not appear that there was a clear expectation that staff complete these logs in a timely, thorough manner.

A review of the log books (though incomplete), interviews with minors and service providers suggest that the facility may be suffering from understaffing that could lead to Title 15 violations. For example, a cursory review of the unit log books

revealed instances where LMA did not occur due to being “short staffed”. LMA should never be missed due to insufficient staff. Minors reported other instances of not being able to have programming or attend school at the school site because of being “short staffed”. They additionally reported being sent to their rooms because of low staffing. The lack of completeness of the log books makes it extremely difficult to assess the severity of the problem. Since the facility is currently running at under capacity it is concerning what impact the low staffing would have if the hall is more heavily occupied. Administration reports that they would like to increase the number of staff at the institution but are having difficulty hiring due to the high standards, extensive background checks, and high cost of living in the Bay Area and so they are attempting to mediate the problem through the use of overtime.

Room confinement has been a serious concern raised by the BSCC inspection this year, particularly as it relates to direct file and behavior problem youth. It was also a concern raised by service providers interviewed and numerous complaints from the minors that they spend too much time in their rooms. The administration has moved quickly to remedy the issue as it relates to direct file and behavior difficult youths, by integrating these youths back in to regular units and programming. This is a great improvement for those youths, but concerns remain that youths in general are still being overly confined to room due to low staffing, lack of programming, as a technique to deal with behaviorally challenging youths, and the overuse of “room hours” as a discipline measure. The lack of accurate documentation makes it difficult to really know when, why, and how room confinement (of any duration) is being used.

The programming in the hall appears to be limited. There is no job skills training, volunteer opportunities, sexual harassment, victim awareness or gang awareness classes and substance abuse counseling is limited.

BHRS shared concerns that there are rules and regulations at YSC that restrict their access to minors thereby causing delays in court ordered mental health evaluations and impede provision of services (such as no access between 5-6pm during “shift break”). Additionally, it was reported that there are now non-BHRS mental health service providers working with minors in the institution and BHRS is concerned that there is too little collaboration between these providers and BHRS and no arrangement whereby they are supervised by BHRS. This reportedly become problematic because during the hours that the service provider is not there the minor’s mental health is still the responsibility of BHRS staff.

The Girls Program (Camp Kemp) is still being housed within YSC. This seems inconsistent with the goals and intent of the program, especially considering the length of time the girls spend in the program.

The school at YSC is still not WASC accredited which means that universities and colleges will not recognize a diploma from YSC. This could be a major barrier to some students who wish to further their students.

YOUTH SERVICES CENTER

Recommendations and Positive Changes

Positive Changes and Highlights

The Youth Services Center has seen many positive changes since the last inspection including the reintegration of “direct file” and behavior difficult youths into the normal units and programming thus reducing their room confinement; the ability to administer over the counter medication during graveyard shift; the purchase of IPADs for the school, updated grievance forms; fewer instances of school occurring on the unit rather than at school; improved access to telephone calls home through policy allowing no charge phone calls; and the implementation of log books for each unit and each minor that documents the activities of the minor/unit.

The institutions administration has continued to be very responsive to commission concerns, extremely cooperative with the inspections process, and has worked collaboratively with the commission in an ongoing manner to implement improvements within the Youth Services Center.

Recommendations for Improvements

- Improve the accuracy, completeness, and reliability of the unit and youth logs especially as it relates to documenting LMA, programming, school, room confinement, and if there is a disruption in services document why. Inspectors should be able to look at logs and determine how much time minors spent in their room, how much exercise they got, what programming they received and for how many hours, and whether they attended school (and whether it was on unit or at school).
- In no event should LMA or programming be missed due to staffing shortages.
- Improve the intake/orientation process by ensuring that there is a checklist for all units to use to ensure that every youth receives the same critical information, the information should be conveyed both verbally and in writing.
- Improve language access by ensuring that staff and minors have access to a language line translation service so that minors can receive and convey information in their primary language in the event that there is not a staff member who speaks the minor’s language.
- Articulate a clear policy on how to screen (or not screen) confidential mail
- Replace AstroTurf
- Install awnings or overhangs to protect minors and staff from rain, improve access to school on rainy days, and improve safety during rainy days.
- Clean all carpets and upholstered furniture.
- Immediately ascertain the problem with sewage smell in ELM 7 unit and remedy.
- Increase the number of staff to ensure that all daily activities can occur without disruption and to minimize the amount of time minors spend in their rooms.

- Add programming such as gang awareness, parenting, victim awareness, job training, intensive substance abuse counseling, volunteer opportunities, etc.
- Ensure that all minors upon intake receive information about sexual harassment and sexual abuse (what it looks like, that it isn't tolerated, and how to report it) . This is currently planned to be implemented in 2015 but seems like it could easily occur before that.
- Ensure that ALL instances of room confinement (even if only for 30 minutes and even if it is all the minors on the unit) are well-documented and decrease reliance on room confinement for disciplinary measures. Inspectors should be able to look at the logs and identify how much time youths spent outside of their rooms.
- All efforts should be made to ensure that school occurs in the classrooms and not on the units; decisions to have school on unit should be well documented and should not be due to being short staffed.
- Efforts to obtain WASC accreditation should continue.
- The Girls Program (Camp Kemp) should be relocated out of YSC and back to the Camp Kemp facility.