

**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

Richard Hori  
Camps Director  
San Mateo County Probation Department  
222 Paul Scannell Drive  
San Mateo, CA 94402

Dear Richard Hori,

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 Camp Glenwood.

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

## Juvenile Hall and Camp Inspection Report

Type or print clearly.

Date of this Inspection: 6/26/2017 Date of Last Inspection: 6/9/2016  
Facility Name: Camp Glenwood Facility Capacity: 40 (10/section)  
Address: 400 Log Cabin Rd., La Honda, CA 94020 Average Population: 17-1  
Contact Person: Chris Bussey, and Jeff Morino Current Population: 20  
Phone Number: 650-363-4373, 650-400-2898 (cell) Other Population?  Yes  No  
Describe Other Population: none Average Non-resident Population: 0  
Presiding Juvenile Court Judge: The Honorable Clifford Cretan  
Commission Inspection Team: Susan Swope and Toni Barrack

### Documents Reviewed

Fire Inspection Report:  Yes  No Date: 5/18/2016<sup>1</sup>  
Health Department Report:  Yes  No Date: 6/29/2016  
Medical Department Report:  Yes  No Date: 6/29/2016<sup>2</sup>  
Environmental Health Report:  Yes  No Date: 10/27/2016  
Nutritional Health Report:  Yes  No Date: 6/8/2017  
Facility Safety/Security Report:  Yes  No Date: Scheduled for July 12  
Policies & Procedures Manual  Yes  No Date: 5/18/2016<sup>3</sup>  
Youth Orientation Materials  Yes  No Date: 5/24/2016<sup>4</sup>  
Grievance Logs  Yes  No Date: various  
Serious Incident Reports  Yes  No Date: None to report

Comments: <sup>1</sup>There were corrections needed which were completed as of June 16. <sup>2</sup> New kitchen equipment has been purchased. <sup>3</sup> will be updated once redesign is fully in place. <sup>4</sup> New Passport binder is being piloted as part of the redesign .

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In the last 7 to 8 years, people have moved out of the county. Gang involvement has decreased. They don't see Surenos and Nortenos so much anymore. It's more about money.

**Persons Interviewed**

- Youth
- Superintendent
- Medical Staff
- School Staff
- Supervisor
- Youth Supervisor/Counselor
- Food Services Staff
- Other: \_\_\_\_\_

**General Information**

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: N/A

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: 5/21/2017

Staff Pre-Plan for Emergencies (Section 1327):  Yes  No Date of Last Drill: same as fire

Since Last Inspection

Number of Suicides: 0 Number of Suicide Attempts: 0

Number of Walk-aways: 4 Number of walk away Attempts: 3 AWOL from home passes

Number of Deaths: 0 Number of Serious Injuries: 0

Comments: They plan to have an evacuation drill in August. They evacuate to Juvenile Hall. Fire/emergency practice drills are conducted monthly. The Emergency manual was updated on March 16, 2017.

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**Staffing (Section 1321, 1328)**

Staff to youth ratio: Awake (at least 1:10): 1:5 Sleeping (at least 1:30): 3:20

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) \_\_\_\_\_

Every 15 minutes randomly. Audited

How is staff backup handled during grave-yard shift? Recently added another FT staff, so three people are now on duty overnight.

Language support provided in: English, Spanish, Tagalog, Samoan

Describe general staff and youth interactions: Seemed warm and positive

Describe the diversity (ethnicity, language, gender) of staff: African American, White, Latino, Polynesian, Middle Eastern, Asian

Describe training of staff (Section 1322): Required to have 24 hours of STC annually, plus trauma-informed care training. The GSs (group supervisors) have 6 weeks of core training that includes required training in CPR, First aid, and defense tactics, plus other training base on supervisor director or interest.

Does staff have access to a written Policy and Procedures manual?  Yes  No If "No", explain:  
They are in the process of revising the Policy and Procedures Manual. It's currently in draft form and being used in a trial run now.

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

Staffing Summary and Comments: Staffing exceeds Title 15 requirements. The objective is for the youth to develop a strong relationship with at least one staff member who can mentor him through the Camp experience and aftercare.

**Conditions of Grounds and Building Exterior**

Lawns:  Acceptable  Unacceptable: There are no lawns per se.

Playing Fields:  Acceptable  Unacceptable: Baseball field would benefit from resurfacing. The volleyball court was recently resanded.

Blacktop:  Acceptable  Unacceptable: Parking lot has just been resurfaced

Paint:  Acceptable  Unacceptable: Facility is freshly painted—white with green trim

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Blacktop:  Acceptable  Unacceptable: \_\_\_\_\_

Roof:  Acceptable  Unacceptable: \_\_\_\_\_

Drains and Gutters:  Acceptable  Unacceptable: \_\_\_\_\_

General Appearance:  Acceptable  Unacceptable: \_\_\_\_\_

Exterior Condition Summary and Comments: Looks fresh and clean.

**Condition of Interior of Building**

Walls:

Acceptable  Unacceptable: \_\_\_\_\_

Paint:  Acceptable  Unacceptable: \_\_\_\_\_

Floors:  Acceptable  Unacceptable: \_\_\_\_\_

Ceilings:  Acceptable  Unacceptable: \_\_\_\_\_

Drains:  Acceptable  Unacceptable: \_\_\_\_\_

Plumbing Fixtures:  Acceptable  Unacceptable: \_\_\_\_\_

Air Vents/Heating/Windows:  Acceptable  Unacceptable: \_\_\_\_\_

Describe storage of Cleaning Fluids/Chemicals: In locked room in the Admin Building

Weapon Locker Location:  Acceptable  Unacceptable: N/A no weapons locker. Locked in cars.

Recreation/Sports Equipment:  Acceptable  Unacceptable: Just ordered new uniforms

Sleeping Rooms:  Acceptable  Unacceptable: Major improvements planned

Are Art, Books, Personal Items Allowed in Rooms:  Yes  No Explain policy: up to 6 books

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

Is there graffiti present:  Yes  No \_\_\_\_\_

Bedding  Acceptable  Unacceptable: \_\_\_\_\_

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

Does each bed have a mattress, pillow, sheets and a blanket?  Yes  No

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Are there ample blankets:  Yes  No Extra blankets are available as needed

Study Area:  Acceptable  Unacceptable: \_\_\_\_\_

Adequate Lighting:  Acceptable  Unacceptable: \_\_\_\_\_

Temperature:  Acceptable  Unacceptable: Summer days can be hot and breezeless

Are Hallways Clear?  Yes  No

Any Doors Propped Open?  Yes  No \_\_\_\_\_

Interior Condition Summary and Comments: Facility is not fancy, but is clean and functional. Planned renovations, including new furnishings will provide a much more homey and attractive interior. They are evaluating estimates for resurfacing the floors in the units.

**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: They are currently using two of the four units. With only 20 youth, they are separated by age, with 13-15 year olds in one unit and 16-18 year olds in another. Currently, most youth there are 16 or 17. They have three 18-year olds.

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

Explain: Youth in the redesign program have a formal release plan as part of their CRP. Youth in the old program who request to come back to Camp for respite can. First they go to the Youth Services Center to be medically cleared. Then Camp staff pick them up and bring the youth back to Camp for a specific amount of time. At any point, the youth can request to leave if they choose (except during graveyard shift) . If youth on the old program violate their probation, they can be sent back to Camp for up to 60 days. Then they are released back to their guardian.

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

Explain: With only 20 youth it is hard to separate them other than by age.

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

Explain: This is a very important part of the program. A Community Re-Entry Plan (CRP) is developed at YSC before the youth is even transferred to Camp Glenwood.

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

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Explain: \_\_\_\_\_

**Orientation of Youth (Section 1353)**

Are youth oriented to the rules and procedures?  Yes  No

Explain how: Before arrival, group supervisor and assigned caseworker goes over orientation binder with the youth.

Are rules and grievance procedures posted?  Yes  No

Explain where: They are posted in all the units.

What is in place to ensure that these rules and procedures are understood by youth? Staff review rules and procedures with the youth. They are constantly reminded.

Interviewed Youth:  Yes  No Details: At lunch

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

Kitchen (Section 1466: clean, knives and chemicals locked):  Acceptable  Unacceptable: \_\_\_\_\_

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

Details: For culinary arts, youth work in the kitchen three hours a day (9 am to noon) they qualify for a Food Handlers Safe Serve certificate that qualifies them for food handling jobs. There are also four KP positions, selection is considered to be a privilege and a position of trust

How are meals served? Details: Family style. We joined the youth for lunch an oriental chicken salad. The boys said they liked the food and proved it by having seconds. Dessert was orange sherbet.

The two youth I ate with were very positive about the food. No complaints.

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

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

Are weekly menus posted?  Yes  No Where and how: in the sections

Are servings ample, nutritious, appetizing (Section 1461)?  Yes  No Details: \_\_\_\_\_

Vulnerable youth protected from having food taken from them?  Yes  No Details: There is plenty of food available, so there would be no reason for youth to have food taken from them. Staff eat with the youth, so that would not happen



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Length of time allowed to eat (should be at least 20 minutes)?: We spent 30 minutes at least.

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

Breakfast: 7:30 am Lunch: 11:30 am Dinner: 5:15 pm

Meals/Nutrition Summary and Comments: Fresh fruit is always available. They have snacks—  
e.g., crackers or cookies at night

**Personal Appearance of Youth**

Overall appearance:  Acceptable  Unacceptable: \_\_\_\_\_

Showers (Section 1468: daily, privacy, supervised):  Acceptable  Unacceptable: Generally at  
the end of the day, in the evening. When it's hot, they let them rinse off to cool down.

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

Clothing appropriate to current weather:  Acceptable  Unacceptable: \_\_\_\_\_

Youth Appearance Summary and Comments: They were wearing Henleys and jeans. Some had  
sweatshirts. All appeared clean and in good condition.

**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

There are three new contracts that will be offering programs in the evening after dinner starting July 1: FLY provides education about the law, Insights/Star Vista has a drugs and alcohol program and Willy Stokes will offer a Life Skills class. Staff also offers activities after school and before dinner (2:30 to 5 pm) such as gardening and tending the chickens. (They now have two roosters and 11 chickens, so fresh eggs are available.) Recreation activities are available on weekends from 9 am to 9 pm. They have family visits on Sundays. Programming is assessment driven. Youth are assigned to programs according to their individual needs. Yoga classes are provided twice a week.

Access to Religious Services (Section 1372):  Acceptable  Unacceptable

Describe Services and Process: Every Sunday a different group offers services. They  
occasionally have Bible Study on Thursdays



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

Describe Alternative: Free time

Volunteer Program:  Yes  No

Describe: They do community service around the County, such as clean-ups. They used to volunteer with Habitat for Humanity on Wednesdays, but right now they have court on alternate Wednesdays. If that changes, they would get back to volunteering for Habitat. Participation in community service is a prerequisite to qualify for home passes.

Family Reunification Planning:  Yes  No

Describe: This is a mandatory part of the program. Each youth has 16 family group sessions run by Star Vista.

Substance Abuse Counseling:  Yes  No

Describe: As needed. It is provided by Insights (Star Vista)

Other Counseling Services:  Yes  No

Describe: BHRS provides both individual and group counseling

Victim Awareness Classes:  Yes  No

Describe: The do write a victim letter. The pro-social values class covers victim awareness.

Gang Awareness Classes:  Yes  No

Details: Willy Stokes provides these.

Sexual Harassment Classes:  Yes  No

Details: A domestic violence class is available if it should be needed.

Parenting Classes:  Yes  No

Details: The Parent Project is run by Probation

Vocational Classes:  Yes  No

Details: Paxton Patterson runs these classes. There are 11 stations (tiling, air conditioning, plumbing, electrical, framing, solar, masonry, painting, dry wall, HVAC, concrete. This is available to the older boys who can work when they are released.

Work Program:  Yes  No

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Describe: Staff help youth find employment on release.

Other Social Awareness Programs (Section 1378): True Colors, based on Myers-Briggs, anger management, social values

Under what circumstances can programming be suspended? If there's a fight or someone goes AWOL. That's happened twice in the last year.

How many days since last inspection has programming as a whole been suspended? 2 days

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

Describe the discipline process of youth: 1) talk with them. 2) separate them from the group and have them shadow a staff member (distraction). Last intervention if nothing else works or if the situation is not safe, is to send them to the Hall. 75% of discipline cases are being handled on site.

How many incidents were there requiring use of force since the last inspection? (Section 1357): none

Details: \_\_\_\_\_

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

Details: Whenever they are removed from the facility, they are handcuffed.

How many incidents were there requiring use of safety room since the last inspection? N/A

Details: There is no safety room at the Camp

Are all incidents which result in physical harm, serious threat of physical harm, or death reported in writing?  Yes  No

Explain: There have been none in the last year.

When are searches of youth conducted (Section 1360)? Whenever they return to the facility.

Discipline Summary and Comments: Emphasis is on determining the reason for the misbehavior, helping youth understand and acknowledge mistakes and work to change behavior.

**Grievances (Section 1361)**

Describe the Grievance Process:  Acceptable  Unacceptable: Forms are available in the units, along with a locked box to submit them. The supervisor checks the box daily.

Number of grievances since last inspection: There were a total of seven grievances in 2016, eight so far this year.

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Grievance Trends and/or Comments: Several grievances were from the same youth. Several others dealt with shower water being cold. That was a mechanical problem and was fixed. None of the grievances were appealed.

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

Access US Mail?  Yes  No Details: \_\_\_\_\_

Postage Free?  Yes  No Details: Entitled to up to two letters a week. Limit not enforced.

Is incoming/Outgoing Mail screened?  Yes  No

Details: \_\_\_\_\_

Provisions for Confidential Correspondence:  Yes  No

Details: Lawyers and POs correspondence is kept confidential.

Access to Telephone?  Yes  No

Details: Minimum of twice a wee, about 5-7 minutes long. Most end in about three minutes.

Correspondence/Telephone Summary and Comments: Staff are aware of importance of family connections and encourage communication between youth and parents.

**Visiting (Section 1374)**

Visiting Schedule: Weekdays none Weekends Sun. 1:30-4 pm Special Events Family Nights.

By the end of August they plan to have family group therapy every other Saturday. They are looking at allowing family visits on the alternate Saturdays and implementing a monthly family dinner on Wednesday nights.

Adequate Space:  Acceptable  Unacceptable: Quad area or dining room

Staff Supervision:  Acceptable  Unacceptable: \_\_\_\_\_

Privacy Provided:  Yes  No Details: Families often bring picnics or the Camp provides food.

Do all youth have access to visitation?  Yes  No

Details: \_\_\_\_\_

Under what circumstances would visitation be restricted? If the parent is restricted by the Probation Officer or the Judge.

Are visitation logs kept?  Yes  No Details: \_\_\_\_\_

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**School (Section 1370)**

Number of Full-Time Instructors: \_\_\_\_\_ Number of Full-Time Instructional Aids: \_\_\_\_\_

Number of Tutors (Paid? Volunteer?): \_\_\_\_\_

Frequency of Substitute Teachers: \_\_\_\_\_ Number of youth attending School: \_\_\_\_\_

Average Classroom Size: \_\_\_\_\_ Max Classroom Size: \_\_\_\_\_

Number of youth on independent study: \_\_\_\_\_ Reason: \_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

Describe the general atmosphere of the classrooms: \_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

Are youth given access to computers/internet?  Yes  No Details (when, purpose, supervision): \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Describe the relationship between school and juvenile hall staff: \_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

When is school held on the unit instead of in the classroom? \_\_\_\_\_

**Post High School/GED:**

Are there educational opportunities available for youth who have completed high school or their GED?

Yes  No Describe: \_\_\_\_\_

\_\_\_\_\_

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Are youth given information and counseling regarding community college and four-year college options?  Yes  No Describe: \_\_\_\_\_

Are youth given information/counseling about financial aid options for college?  Yes  No Describe: \_\_\_\_\_

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: \_\_\_\_\_

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: \_\_\_\_\_

School Summary and Comments: \_\_\_\_\_

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

Describe the Health Services Staffing (number, qualifications): A nurse comes once a week on Wednesday or Friday.

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

Screening is done at YSC. All youth have to be cleared medically to be admitted to the Hall or camps.

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

They are taken to YSC or to their own doctor or dentist as needed.

Describe availability of Dental Services (maintenance, for emergencies)

Only on Wednesday mornings at YSC and not consistent.

Describe Medication Access & Distribution (Section 1438, 1439): Staff distribute medications. They have annual training on proper procedures.

Describe 24/7 on-call emergency medical and health services: After 11 pm, they call 911. Take youth to Choate if necessary.

Medical Health Summary and Comments: Probation should pursue having a reliable dentist available to the youth at YSC and the camps on a regular basis. There is a nurse's office where youth can be examined and treated. Transportation to medical/dental appointments has been an issue. As part of the redesign, more flexibility is being built into staff positions so they can get boys to their appointments more efficiently.

**Mental Health Services (Section 1437)**

Describe the Mental Health Staffing (number, qualifications): 2.5 FTEs provided by BHRS. 1 male therapist FT, 1 female family therapist FT and a half time female intern (16 hours/week)

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

BHRS screens youth on intake at YSC. They are also involved in the Community Re-Entry Plan (CRP) meeting

How is crisis intervention handled? Staff will handle, take to YSC if necessary.

What therapy services and preventative treatment is offered? See above

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Does the facility have a suicide prevention plan (Section 1329)?  Yes  No

Details: Any youth with suicidal ideation is removed from the facility to YSC.

Describe the 24/7 on-call mental health services: BHRS provides them with an after-hours on-call schedule, so there is always someone they can call.

Mental Health Summary and Comments: All staff take a basic 16-hour training on trauma-informed care, and annual refreshers taught by Toni DeMarco

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

General comments or concerns that should be noted that haven't already been addressed?

In March, the new Camp Glenwood program went into effect. As of the date of the inspection, 11 boys were in the old program and 9 were in the new program. This causes some complexity for staff. Youth under the old program are there for 6 to 9 months and are on a point system. Youth on the new program are there for 9 to 12 months and are on a level-based program. There are 7 levels that need to be completed in that time. Following successful completion of Phase I at the Camp, youth are provided with wrap-around services for themselves and their families at home (Phase II) with electronic monitoring.

Staff overlaps on Wednesdays as half the staff work Sunday through Wednesday and the other half from Wednesday through Saturday. They hold a multidisciplinary team meeting on Wednesdays to review each youth's progress.

Availability of vocational training is excellent. This gives the older youth experience with a number of blue-collar jobs that pay well. This exposure helps them find out what kind of work they might enjoy as a vocation. Taken with their schooling experience, they can make better-informed decisions about whether they want to continue to college or consider an apprenticeship.

Summary: Overall impression of the program, areas of concern and areas of excellence:

Overall, the atmosphere at the Camp seems very positive, with good relationships between the staff and the youth. The inspection team ate lunch with two separate groups of youth. The youth at one table were very positive. They enjoyed the fishing trip and were looking forward to an upcoming camping trip. They praised the food, as being much better than at the Hall. One also spoke positively about his experience caring for the chickens. At the other table, youth talked about the good food and the range of sports activities available. After lunch a number of the youth were working in the garden and took obvious pride in what they were doing.



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Signature of Commissioner(s) preparing this report:

AUSA SUDJE Date: 11/28/17  
Tom Barwick Date: 11/28/17  
\_\_\_\_\_  
Date: \_\_\_\_\_

## Appendix: Title 15 Sections Relevant to Inspection Form

Commissioners should review all of Title 15 prior to conducting inspections, however, the following standards from the following sections are directly referenced in the inspection form:

### Section 1324. Policy and Procedures Manual.

All facility administrators shall develop, publish, and implement a manual of written policies and procedures that address, at a minimum, all regulations that are applicable to the facility. Such a manual shall be made available to all employees, reviewed by all employees, and shall be administratively reviewed at a minimum every two years, and updated, as necessary.

Those records relating to the standards and requirements set forth in these regulations shall be accessible to the Board on request.

The manual shall include:

- (a) table of organization, including channels of communications and a description of job classifications;
- (b) responsibility of the probation department, purpose of programs, relationship to the juvenile court, the Juvenile Justice/Delinquency Prevention Commission or Probation Committee, probation staff, school personnel and other agencies that are involved in juvenile facility programs;
- (c) responsibilities of all employees;
- (d) initial orientation and training program for employees;
- (e) initial orientation, including safety and security issues and anti-discrimination policies, for support staff, contract employees, school and medical staff, program providers and volunteers;
- (f) maintenance of record-keeping, statistics and communication system to ensure:
  - (1) efficient operation of the juvenile facility;
  - (2) legal and proper care of youths;
  - (3) maintenance of individual youth's records;
  - (4) supply of information to the juvenile court and those authorized by the court or by the law;
  - (5) release of information regarding youths.
- (g) ethical responsibilities;
- (h) a non-discrimination provision that provides that all youth within the facility shall have fair and equal access to all available services, placement, care, treatment, and benefits, and provides that no person shall be subject to discrimination or harassment on the basis of actual or perceived race, ethnic group identification, ancestry, national origin, color, religion, gender, sexual orientation, gender identity, gender expression, mental or physical disability, or HIV status, including restrictive housing or classification decisions based solely on any of the above mentioned categories;
- (i) storage and maintenance requirements for any chemical agents used in the facility; and
- (j) establish procedures for collection of Medi-Cal eligibility information and enrollment of eligible youth.

### Section 1325. Fire Safety Plan.

The facility administrator shall consult with the local fire department having jurisdiction over the facility, or with the State Fire Marshal, in developing a plan for fire safety which shall include, but not be limited to:

- (a) a fire prevention plan to be included as part of the manual of policy and procedures;

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- (b) monthly fire and life safety inspections by facility staff with two year retention of the inspection record;
- (c) fire prevention inspections as required by Health and Safety Code Section 13146.1(a) and (b);
- (d) an evacuation plan;
- (e) documented fire drills not less than quarterly;
- (f) a written plan for the emergency housing of minors in the case of fire; and,
- (g) development of a fire suppression pre-plan in cooperation with the local fire department.

Section 1327. Emergency Procedures.

The facility administrator shall develop facility-specific policies and procedures for emergencies that shall include, but not be limited to:

- (a) escape, disturbances, and the taking of hostages;
- (b) civil disturbance;
- (c) fire and natural disasters;
- (d) periodic testing of emergency equipment;
- (e) storage, issue and use of chemical agents, related security devices, and weapons and ammunition, where applicable;
- (f) emergency evacuation of the facility; and
- (g) a program to provide all child supervision staff with an annual review of emergency procedures.

Confidential policies and procedures that relate to the security of the facility may be kept in a separate manual.

Section 1352. Classification.

The facility administrator shall develop and implement written policies and procedures on classification of youth for the purpose of determining housing placement in the facility.

Such procedures shall:

- (a) provide for the safety of the youth, other youth, facility staff, and the public by placing youth in the appropriate, least restrictive housing and program settings. Housing assignments shall consider the need for single, double or dormitory assignment or location within the dormitory;
- (b) consider facility populations and physical design of the facility;
- (c) provide that a youth shall be classified upon admittance to the facility; classification factors shall include, but not be limited to: age, maturity, sophistication, emotional stability, program needs, legal status, public safety considerations, medical/mental health considerations and sex of the youth; and,
- (d) provide for periodic classification reviews, including provisions that consider the level of supervision and the youth's behavior while in custody; and
- (e) provide that facility staff shall not separate youth from the general population or assign youth to a single occupancy room based solely on the youth's actual or perceived race, ethnic group identification, ancestry, national origin, color, religion, gender, sexual orientation, gender identity, gender expression, mental or physical disability, or HIV status. This section does not prohibit staff from placing youth in a single occupancy room at the youth's specific request or in accordance with Title 15 regulations regarding separation.

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**School (Section 1370)**

Number of Full-Time Instructors: 1 fulltime and one 20-day substitute

Number of Full-Time Instructional Aides: 1 fulltime para-professional

Number of Tutors (paid? Volunteer?): none at present

Frequency of Substitute Teachers: Every 20 days

Number of youth attending School: 17 males

Average Classroom Size: 8-9

Max Classroom Size: 12

Number of youth on credit recovery: 17 Reason: Desire to graduate, improve poor grades and to keep busy.

Number of youth on independent study:

Number of youth not attending school: 0 Reason: All students attend school unless ill or pulled out for counseling, legal or mental health.

Describe the general atmosphere of the classrooms: Comfortable, clean, active, engaging with computer access. All students participating. Personalized Learning (summit.org) Program, Blended Learning.

Adequate Supplies, Books, Paper, Computer?  Acceptable  Unacceptable: Library greatly improved, bulletin boards looking attractive.

Are youth given access to Computers/Internet?  Yes  No Details (when, for what purpose, supervision): Computers are a mainstay of the classroom teaching. The Personalized Learning Program allows for individual paced curriculum. Teachers use the materials for class instruction and small group exchanges and written assignments.

Describe the relationship between school and juvenile hall staff: Very cooperative.

Describe access to school, recreation, etc. for youth confined to their rooms: No youths are confined to their rooms unless sick. All youths at this point participate together in all activities, P.E., after-school activities or working in the garden.

When is school held on the unit instead of in the classroom? Never.

**Post High School/GED:**

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Are there educational opportunities available for youth who have completed high school or their GED?  Yes  No Describe: Yes there is a computer class to be available soon from College of San Mateo. Also college classes through Notre Dame de Namur University, Project Change and Canada.

Are youth given information and counseling regarding community college and four-year college options?  Yes  No Describe: Yes, through Project Change's "Keys to Success" course.

Are youth given information/counseling about financial aid options for college?  Yes  No Describe: Project Change director Katie Bliss through the Youth Services Center.

Are youth given resources for college entrance exam prep when appropriate?  Yes  No Describe: Yes in the Youth Services Center with Project Change by CSM.

Are youth able to take courses for college credit online?  Yes  No Describe: Five students took a college class through CSM; five completed, four passed.

#### **Special Education/IEP Programs:**

How many youth in the facility have an Individualized Education Program (IEP)? 11 youths

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 held every three years. Teachers are informed of goal and necessary accommodations.

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: Having complete attendance at the meeting.

Summary and Comments: The students at Camp Glenwood were clean, well groomed and friendly. The atmosphere was warm and friendly. The lunch was a very pleasant experience. The youth were very respectful and well mannered. They enjoyed eating and were very conservative, cooperative and cheerful. The food was great and they all enjoyed the meal and cleaned up together as a team.

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#### **ATTACHMENT 1: SCHOOL SUPPLEMENT**

How/Where do students receive instruction when school is over-crowded or it is raining?  
Students receive their instruction in classrooms or the library. The walkways are covered so rain is not a problem. Sometimes instructions are given in the garden or outside.

How many minutes of instruction per week do students receive?

The students are in class the required number of minutes per week. Six classes a day, five days a week. There are after-school programs, too.

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

Students usually attend class the first or second day of placement.

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?

Right now there is only one student that has been identified. He is pulled out one day a week for special instruction.

Propose areas of Commendation and Improvement for the school program.

Commendation:

School program is strong because of the addition of the Personalized Learning Program from Summit.org on individual computers allowing students to learn at their own individual pace. The teacher is there to assist and supplement the curriculum. The program tracks the student's progress and provides tests and exams that must be passed before a student is able to move on or pass the class.



## **Camp Glenwood Summary Impressions**

Irv Rollins, JJDPC Educational Inspection Team Lead

The educational program at Camp Glenwood has considerable potential. The environment presents multiple learning opportunities. The rural setting could serve as a classroom for basic skill acquisition and mastery of the general and social sciences.

The school administration acknowledges these and other benefits of the camp setting. However, recruiting and maintaining qualified teachers at Camp Glenwood School represents an ongoing challenge. Students may be regressing academically because of the school's inability to employ fully qualified teachers in some core subjects.

Sadly, for a good part of the 2016-1017 academic year, the science class was taught by a series of instructors not possessing the appropriate science teaching authorizations. This credentialing failure limits a teaching assignment to no more than twenty (20) school days, necessitating the recruitment and employing of another short term instructor every twenty days.

There is no doubt that the Camp Glenwood School administration is making every effort to recruit and employ appropriately certified teachers. As of the writing of this report, customary strategies have not been successful. The administration is encouraged to maintain their teaching and learning focus while thinking out of the restrictions of the usual recruitment process.

- ***Is it possible for the County Office of Education to subcontract with La Honda School District and/or Cabrillo Unified School District for fully credential subject specialists?***
- ***Should the principal work with the San Mateo County Office of Education in order to prepare a series of 20 day units of instruction to ensure that mandated curriculum is accessed and students are exposed to mandated curriculum concepts?***
- ***Does the recruitment of teacher interns from local teacher training institutions; for example, San Francisco State University, the University of San Francisco, or Notre Dame de Namur University, represent a potential solution to providing subject matter specialists? (NOTE: University interns receive supervision not only from the school principal but from their university of enrollment.)***
- ***Should the County Office of Education evaluate the possibility of assigning additional supervision to the Camp Glenwood School in order to ensure that mandated curriculum is taught and students are exposed to an instructional program that maximizes their academic curiosity and learning?***

Camp Glenwood provides multiple opportunities for students to learn how be successful students. The probation staff, in the role of the parent, attempts to support students as they learn to recover from social and academic failure and to experience—many for the first time—the intrinsic satisfaction of successfully completing the work of youth, being successful students.



**Camp Glenwood  
Additional Comments**

Melissa Wilson, JJDCPC Educational Inspection Team Member

**Curricular Feedback**

We spoke with nine students as a group using a prepared set of questions.

In Math, they liked the individualization and feedback offered by computer-based learning, and that the program required them to pass a skills test before they could proceed to the next level. They conveyed a sense of achievement.

For English and Social Studies, they expressed admiration for the quality of teaching and the caring this teacher demonstrates. These were pilot classes of ILP. Our observation was that the content was robust. The students were currently studying the internment of Japanese-American during WWII. Unprompted, they showed writing samples and ask for feedback from commissioners. It was obvious that the elements of formal writing were being taught. Members of the probation staff approached us to compliment this teacher, as well. We understand that this teacher has not been asked back for next year.

Students appeared unconcerned by the lack of Science curriculum and may not realize that deficit to their learning. They did mention the emotional disruption of having so many teachers since January.

**Recommendations**

The Camp Glenwood students made two strong requests that are under the supervision of Probation, but affect school success. The first is that they feel they would benefit if after school programming was scheduled to begin 1/2 hour later than it does currently. They say this will give them time to see a teacher after class if they miss class due to a pullout or are confused. They would also like after school tutoring which is not currently given, and would like that tutoring to be 1-on-1.

I echo the concern expressed by Irv Rollins as to the lack of a permanent teacher for Math and Science.