



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
MARGARET J. KEMP CAMP**

FACILITY NAME: Margaret J Kemp Camp

FACILITY TYPE AND CAPACITY: Girls Detention Camp (rated capacity: 30)

FACILITY ADDRESS: 400 Paul Scannell Drive, San Mateo, CA 94402

FACILITY PHONE NUMBER: 650-312-8970

FACILITY MANAGER INTERVIEWED: Jehan Clark & Harold Mayberry

FACILITY STAFF INTERVIEW: Probation Staff: 3

BHRS INTERVIEW: October 18, 2023

COMMISSION INSPECTORS: Paul Bocanegra & Johanna Rasmussen

PRESIDING JUDGE: Judge Susan Etezadi

INSPECTION DATES: August 23, 2023 & October 13, 2023

DATE OF LAST INSPECTION: September 22 and 23, 2022

EXECUTIVE SUMMARY

Camp Kemp is a long-term residential therapeutic program for youth ages 13-18. Program participants are placed through the Juvenile Courts for 6-9 months, depending upon their individual needs. While in the program youth engage in intensive programming designed to treat the underlying cause(s) of their negative behaviors and poor choices. Youth also attend school at the facility. Privileges are earned and include outings to local parks and beaches, field trips to places such as Facebook, special programming and foods. Youths can also earn home passes near the end of their program. Reentry services include the Girls Empowerment Program, which allows the girls to move back into the community and return to Camp Kemp each weekday to attend school. Due to the remote location of the facility, transportation is provided to and from school. Camp Kemp served a total of 9 youths during this inspection period. Program participants ranged in age from 14-18, with an average age of 15.6. The average length of stay was 216 days which was a 78.5% increase or 95 days longer than the prior inspection period.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
MARGARET J. KEMP CAMP**

The population at Camp Kemp has been steadily declining over the past 5 years. In 2020, the Probation Department entered into a contract with Sonoma County to accept their eligible girls into the Camp Kemp program for a set fee(s) per youth. Of the 9 youth served, 6 were residents of San Mateo County and 3 from Sonoma County.

The last Sonoma County youth left the facility in May 2023 and the contract with Sonoma County has since ended. As of October 21, 2023, the program had zero youth in residence.

Behavioral Health and Recovery Services (BHRS) provides weekly cognitive behavioral therapy to youth in a designated therapeutically designed mental health space. The space is both private and conducive to healing. Family Therapy is also available to program participants and their families. Due to the low population at the facility, key programming such as Rape Trauma Services and Alcoholic/Narcotics Anonymous meetings were eliminated.

When operated as designed, Camp Kemp is a model program. However, there are currently several systemic issues impacting the program's ability to function as intended. Institutions' staffing continues to be critically low. Camp Kemp and Hillcrest staff are often moved between facilities to cover vacant shifts. Low staffing levels have resulted in the daily closure of the Camp Kemp Facility from 8:30 pm -7:30 am. Program participants continue to be transported to the Juvenile Hall each evening to sleep in cells, instead of the home-like environment offered at Camp Kemp. The male youth at the Juvenile Hall reported feeling uncomfortable when in the presence of girls in the Housing Units and requested they be housed separately. To their credit, several of the youth we interviewed expressed empathy for these young ladies and the triggers that could arise from being housed with males, who are typically older.

Meals for the Camp Kemp and Juvenile Hall facilities continue to be provided by the Sheriff's Department at a cost of \$89.94 per meal. Meals are prepared at the Maple Street County Jail and delivered to Camp Kemp and the Juvenile Hall the following day. The meals are then reheated by Probation staff in the housing unit. This process makes it almost impossible to preserve the quality, texture, and temperature of each meal. When meeting with the Sheriff's Department Nutritional Team, they expressed frustration with the limitations placed upon them by the current food services contract and their strong preference to return to their pre-pandemic practice of preparing the meals at the Juvenile Hall. Camp Kemp and Juvenile Hall feed a combined average of 27 youth per month at an annual cost of \$1,705,714.36.¹

It should be noted that as of this writing, the future of the Camp Kemp program remains uncertain. With a current population of zero, the residential component or Phase 1 of the program has ceased.

¹ San Mateo County Probation Department: Fiscal Year 2022-2023



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
MARGARET J. KEMP CAMP**

The “Girls Empowerment Program” continues to operate as a day program, during school hours. Should this facility resume its residential component, the Commission urges the Probation Department to address the systemic issues outlined herein that continue to impede the program’s ability to operate as designed.

Should the residential component of Camp Kemp remain suspended, the Commission formally recommends the County Board of Supervisors take formal action to convert the facility into one of the following:

- A Boys Camp for youth who meet the eligibility criteria for Camp Glenwood and are currently being detained in the Juvenile Hall. San Mateo County has not had a boys program that offers a “home like” environment since the closure of Camp Glenwood in 2019.
- Youth Residential Substance Abuse Treatment Center. There is not a single in-patient Substance Abuse Treatment bed available for youth in all of San Mateo County.

The Camp Kemp facility opened in 2006 and is generally in good condition. Converting this facility into a Boys Camp or Residential Substance Abuse Program for youth would require a minimal investment by the county and most importantly, fill critical treatment gaps that have existed in San Mateo County for several years.

With the support of the County Office of Education’s Court and Community Schools and Behavioral Health & Recovery Services, the “Girls Empowerment Program” can continue to operate at a separate location that is more appropriately sized, and much less costly to operate.

COMMENDATIONS

The Camp Kemp facility is well designed and offers a home like environment. The facility is clean, well organized, and generally in good repair. Program participants state they enjoy being in the program, like the staff, and have learned a lot since entering the program. Their positive reviews speak volumes about the dedicated men and women who work with them and the program’s capacity to help them address the underlying issues that cause them to act out and/or make poor decisions. Camp Kemp Staff consistently go above and beyond to educate and counsel youth, and to provide them with a wide variety of programs² to support their rehabilitative and treatment goals. Staff are genuinely invested in the youth’s long term success and seek to engage the youth’s family members, whenever possible.

² Staff self-initiate new programming and will often use their own money to implement it.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
MARGARET J. KEMP CAMP**

Youth receive mental health services in a designated mental health space that has been therapeutically designed by BHRS for treatment and healing.

A Camp Kemp student participated in the annual High School graduation ceremony and celebration held at Hillcrest in June. This very special event was attended by family members, teachers, probation staff, BHRS staff, JJDC members, FLY volunteers, and Trustees from the San Mateo County Office of Education.

RECOMMENDATIONS

In order to adequately address and meet the therapeutic needs of the youth the commission recommends:

1. **Adequate Funding:** The Board of Supervisors must ensure the program is receiving adequate funding so it can operate as designed. It is counterproductive to design a treatment program like Camp Kemp and then undercut its design by not allocating the funding needed to operate effectively.
2. **Set and Maintain Minimum Staffing Levels:** Minimum staffing levels must be maintained to prevent youth from having to leave the facility and its “home like” environment each night to sleep in cells at the Juvenile Hall.
3. **Policy Prohibiting Staffing Related Transfers to the Juvenile Hall:** Protections are needed to prohibit the transfer of youth to the Juvenile Hall based solely on staffing levels. The overnight shift at this facility has not been staffed for more than two years.
4. **Food Services Contract:** Terminate the food services contract with San Mateo County Sheriff’s Office.
5. **Audit of Food Services Expenditures:** A formal audit must be conducted to determine why the annual Food Services cost last year totaled \$1,705,714.36³. If the data provided by the Probation Department is accurate, action must be taken to determine why the county is spending in excess of \$179.88⁴ per child, per day for meals that are, in large part, so unappealing that they are routinely dumped into the trash, uneaten. An audit will help determine if the county can provide healthy high quality individual meals for less than \$89.94⁵.

³ See attachments for the Food and Nutrition data provided by the Probation Department.

⁴ Cost data for dinner and snacks is not kept by the Probation Department.

⁵ Daily breakfast and lunch costs are \$179.88 per child.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
MARGARET J. KEMP CAMP**

6. Resume Food Services at the Juvenile Hall or obtain a new Food Services vendor: Cooking daily meals at the Juvenile Hall and serving them fresh will eliminate the need and costs associated with transporting them from the County Jail twice a day. It will also relieve Probation staff from needing to reheat the meals on the housing units. Aside from the large sums of money being spent on substandard meals, we know that proper nutrition is essential for a child's brain development, physical growth, and their overall sense of well being. Poor nutrition and food insecurity can cause physical discomfort, create preventable toxic stress, and contribute to long-term health disparities. If meals cannot be prepared at the Juvenile Hall the county needs to assist the Probation Department in procuring a new food services vendor.
7. Change the dinnertime to 6:00 p.m. Eating too early can cause youth to become hungry before bedtime. A later dinnertime will also help youth maintain the healthy routines they establish while in the program when released.
8. Create a comprehensive substance abuse treatment component to Phase 1 of this program and provide alcohol and drug related education and prevention to all program participants.
9. Staff Training: Provide in-depth staff training in the following areas:
 - Adverse Childhood Experiences
 - Trauma Informed Practices
 - Providing Trauma Informed Care to youth in therapeutic detention facilities.
 - Teen Mental Health-Including Mental Health First Aid
 - Cultural Awareness
10. Annual Employee Performance Evaluations, Professional Goals & Promotion Criteria: Add trauma informed approaches to the Probation Department's employee development and promotion criteria.
11. Create and/or maintain a master Training Log(s) containing the mandatory and optional training each employee has participated in. Log information should include the name, date, and length of the class or course, facilitator or instructor and certificate of completion, where applicable.
12. Ensure staff receive support and services needed to manage work related trauma.
13. Restore the services that had been provided by Rape Trauma Services.
14. Create and Implement Exit Surveys:
 - Youth Exit Survey: Create and implement an exit survey for youths to evaluate the treatment services and care they received while at the facility. Care should be taken to preserve this data so it can be used to evaluate programming, reduce recidivism, and measure and improve outcomes.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
MARGARET J. KEMP CAMP**

- Parent/Guardian Exit Survey: Create and implement an exit survey for parents/guardians to evaluate the services received while their child participated in the program. Survey data should be used to identify service gaps, evaluate programming, and obtain input to help educate and support families, reduce recidivism, and measure and improve outcomes.
15. Grievance Forms: Translate and provide grievance forms in English and Spanish.
 16. Law Library: Create a section in the library for legal books and reference materials. Books should include: Thomson Reuters California Juvenile Courts Practice and Procedure, the California Penal Code, Educational Code, and Vehicle Code, Immigration and Family Law, Guides for Conducting Legal Research, and a Legal Dictionary.
 17. Update Library Materials: There are no magazines or newspapers available in the library. Outdated and damaged books should be removed and replaced with books that are more linguistically and culturally appropriate for the population served at this facility. The San Francisco Youth's Guidance Center's library offers books and magazines from almost every genre in an effort to appeal to youth with differing interests, reading abilities, cultural backgrounds, and religions. They also maintain a Law Library that includes a wide variety of legal books and reference guides that are current and up to date.
 18. Religion and Spirituality: Provide relevant religious services, books and materials to all youth.
 19. Clothing: Sports Bras: Discontinue the use of all bras that do not provide adequate support. Care should be taken to procure and provide female youth with bras that are conducive for their participation in P.E., yoga classes, the running program, and in state mandated Large Muscle Activities.
 20. Safety Hazards: Maintenance and Repairs Needed
 - Maintenance: Continue to monitor and maintain the netting that was installed near the gutters and roof above the gym, to prevent birds from nesting in this area.
 - Safety Hazard: Broken Front Gate and Fencing⁶ The gate and fencing located on the front north east corner of the facility is open, broken, and off of its hinges. This poses several safety concerns including the risk of injury should someone wander into this area. The open gate and compromised fencing also pose a potential safety and security risk as uninvited guests and/or wildlife can conceivably gain access to this section of the facility.

⁶ See photos on pages 52-53



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

- Safety Hazard: There is a large gaping hole in the ground in the front of the facility⁷. The hole is approximately 6-8 feet wide and 3-4 feet deep. There is an exposed subterranean pipe at the bottom of the hole. There are two pieces of unsecured plywood laying on top of the hole. This poses an extreme safety hazard for anyone residing, working, or visiting at this facility and is especially dangerous for young children and local wildlife as they can easily fall down into the hole and become trapped. The hole should be filled and/or secured as soon as possible to prevent serious injuries and reduce potential liabilities. The hole was dug back in 2021 to repair the pipe.

Action Plan	The Commission formally requests the Probation Department submit an action plan addressing the above recommendations within 45 days of receiving this report.
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RECOMMENDATIONS FROM PRIOR INSPECTION

REVIEWED	YES	NO	N/A	COMMENTS
Implemented Recommendations	X	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> • Netting to deter birds from nesting in the gutters and roof above the gym were installed. • Bird feces removed from the patio and cleaned.
Pending Implementation	<input type="checkbox"/>	<input type="checkbox"/>	X	
No Action	X	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> • Terminate Food Service Contract: The Sheriff's Department continues to prepare meals at the Maple Street Jail, at a cost of \$89.94 per individual meal.

⁷ See photos on pages 52-53



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

				<ul style="list-style-type: none"> ● Transporting Girls to Sleep at Juvenile Hall: Girls are still being transported to the Juvenile Hall to sleep due to lack of staffing and budget cuts. ● Safety Issue: The gate and fencing at the front of the facility continues to be in serious disrepair. ● Safety Issue: The fencing, gate, and large hole in the ground in front of the facility remains a serious safety hazard. ● Update the books and materials in the library. ● Provide annual staff training on trauma informed approaches.
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STATISTICAL INFORMATION

REVIEWED	YES	NO	N/A	COMMENTS																														
Incarcerated Youth: Population	X	<input type="checkbox"/>	<input type="checkbox"/>	Monthly Population <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Month</th> <th>2022-2023</th> <th>2021-2022</th> </tr> </thead> <tbody> <tr><td>August</td><td align="center">3</td><td align="center">2</td></tr> <tr><td>September</td><td align="center">5</td><td align="center">2</td></tr> <tr><td>October</td><td align="center">6</td><td align="center">1</td></tr> <tr><td>November</td><td align="center">5</td><td align="center">1</td></tr> <tr><td>December</td><td align="center">4</td><td align="center">0</td></tr> <tr><td>January</td><td align="center">3</td><td align="center">0</td></tr> <tr><td>February</td><td align="center">3</td><td align="center">1</td></tr> <tr><td>March</td><td align="center">4</td><td align="center">1</td></tr> <tr><td>April</td><td align="center">4</td><td align="center">1</td></tr> </tbody> </table>	Month	2022-2023	2021-2022	August	3	2	September	5	2	October	6	1	November	5	1	December	4	0	January	3	0	February	3	1	March	4	1	April	4	1
				Month	2022-2023	2021-2022																												
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 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

				<table border="1"> <tr> <td>May</td> <td>4</td> <td>3</td> </tr> <tr> <td>June</td> <td>3</td> <td>3</td> </tr> <tr> <td>July</td> <td>2</td> <td>4</td> </tr> <tr> <td>Average</td> <td>3.8</td> <td>1.6</td> </tr> </table> <p align="center">Total Number of Youth Served</p> <table border="1"> <tr> <td>2022-2023</td> <td>2021-2022</td> </tr> <tr> <td>9</td> <td>7</td> </tr> </table>	May	4	3	June	3	3	July	2	4	Average	3.8	1.6	2022-2023	2021-2022	9	7																												
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County of Residence	X	<input type="checkbox"/>	<input type="checkbox"/>	<table border="1"> <thead> <tr> <th>Month</th> <th>San Mateo</th> <th>Sonoma⁸</th> <th>2022-2021</th> </tr> </thead> <tbody> <tr> <td>August</td> <td>2</td> <td>1</td> <td>0/2</td> </tr> <tr> <td>September</td> <td>3</td> <td>2</td> <td>0/2</td> </tr> <tr> <td>October</td> <td>3</td> <td>3</td> <td>0/1</td> </tr> <tr> <td>November</td> <td>3</td> <td>2</td> <td>0/1</td> </tr> <tr> <td>December</td> <td>3</td> <td>1</td> <td>0/0</td> </tr> <tr> <td>January</td> <td>2</td> <td>1</td> <td>0/0</td> </tr> <tr> <td>February</td> <td>2</td> <td>1</td> <td>1/0</td> </tr> <tr> <td>March</td> <td>3</td> <td>1</td> <td>1/0</td> </tr> <tr> <td>April</td> <td>3</td> <td>1</td> <td>1/0</td> </tr> <tr> <td>May</td> <td>3</td> <td>1</td> <td>2/1</td> </tr> </tbody> </table>	Month	San Mateo	Sonoma ⁸	2022-2021	August	2	1	0/2	September	3	2	0/2	October	3	3	0/1	November	3	2	0/1	December	3	1	0/0	January	2	1	0/0	February	2	1	1/0	March	3	1	1/0	April	3	1	1/0	May	3	1	2/1
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⁸ The contract with Sonoma County ended during this inspection period.
 The last Sonoma County youth released from the facility was in May 2023.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

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June	3	0	2/1													
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Average Length of Stay	X	<input type="checkbox"/>	<input type="checkbox"/>	<p align="center">Average Length of Stay</p> <table border="1"> <tr> <td>2022-2023</td> <td>2021-2022</td> <td>Difference</td> </tr> <tr> <td>216 days</td> <td>121 days</td> <td>+78.51 %</td> </tr> </table>	2022-2023	2021-2022	Difference	216 days	121 days	+78.51 %						
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Race	X	<input type="checkbox"/>	<input type="checkbox"/>	<table border="1"> <tr> <td>Hispanic</td> <td>Pacific Islander</td> <td>Native American</td> <td>White</td> <td>Other</td> </tr> <tr> <td>2</td> <td>1</td> <td>1</td> <td>3</td> <td>2</td> </tr> </table>	Hispanic	Pacific Islander	Native American	White	Other	2	1	1	3	2		
Hispanic	Pacific Islander	Native American	White	Other												
2	1	1	3	2												
Age	X	<input type="checkbox"/>	<input type="checkbox"/>	Program participants ranged in age from 14-18, with an average age of 15.6												
Primary Language(s)	X	<input type="checkbox"/>	<input type="checkbox"/>	English, Spanish, and Tongan												
Facility: Areas Currently In Use	X	<input type="checkbox"/>	<input type="checkbox"/>	Dorms for daytime activities, school classrooms, library, kitchen and dining area, visiting room, lobby, mental health therapy room, gym, outdoor patio, and recreational areas.												
Facility: Areas Not In Use	X	<input type="checkbox"/>	<input type="checkbox"/>	Overnight use of sleeping quarters. Girls are taken to the Juvenile Hall to sleep.												



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 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

COVID-19 PANDEMIC RESPONSE	
REVIEWED	COMMENTS
COVID-19 Testing Protocols	Youth are initially tested upon arrival to the Juvenile Hall, before entering the building. A second test is conducted 5 days later. Testing is also conducted whenever a COVID-19 exposure or case is suspected, or symptoms are present.
COVID-19 Notifications	When a youth tests positive, parents/guardians and service providers are verbally notified by the Camp Kemp staff via telephone.
Quarantine Protocols	Youth undergo their initial quarantine period at the Juvenile Hall. During the most recent cases of COVID-19, girls slept in a separate unit at the Juvenile Hall.
Comments	When we arrived at the facility On August 23, 2023, we were informed that both of the residents had tested positive for COVID-19 that morning. We returned to the facility on October 13, 2023, to conduct the youth interview(s). Staff continue to effectively manage and treat youth who have contracted COVID-19.

FACILITY INSPECTIONS				
REVIEWED	YES	NO	N/A	COMMENTS
County Building Inspection	<input type="checkbox"/>	X	<input type="checkbox"/>	During this inspection period alternative “Quarterly Self Inspections” were conducted due to COVID-19. County Inspections resumed in September 2023.



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Fire Authority	X	<input type="checkbox"/>	<input type="checkbox"/>	Facility records indicate the San Mateo Cal Fire inspected the facility on July 14, 2022 Inspector: Mike Wischer Deputy Fire Marshall
Juvenile Court Judge Inspection	X	<input type="checkbox"/>	<input type="checkbox"/>	Statement indicates the Juvenile Hall” is “a suitable place for the confinement of Minors, within the meaning of Welfare and Institutions Code §209”. Inspection Date: December 9, 2022.
SMC Probation Chief’s Letter	X	<input type="checkbox"/>	<input type="checkbox"/>	Letter is dated: August 11, 2022
Board of State & Community Corrections (BSCC)	<input type="checkbox"/>	X	<input type="checkbox"/>	Craigus Thompson: BSCC inspected the facility in July 2023 Inspection report has not been released. Prior Inspection Date: April 13, 2021 Date of Report: September 22, 2021 Inspector: Mike Bush No recommendations or violations were noted.
Public Health- Medical / Mental Health	<input type="checkbox"/>	X	<input type="checkbox"/>	Medical and Mental Health provide services to both Camp Kemp and the Juvenile Hall and produce one inspection report. Inspection dated: June 14, 2023
Nutritional Health/ Retail Food Inspection	X	<input type="checkbox"/>	<input type="checkbox"/>	Inspection Date: October 28, 2022 Inspector: Joanna Jarin
Food Services: Juvenile Menu Analysis for Title 15	X	<input type="checkbox"/>	<input type="checkbox"/>	Date: May 5, 2022 Analyst: Denise Chu, RD Dietician San Mateo County Correctional Health



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 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
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Annual Educational Program(s) Evaluation	X	<input type="checkbox"/>	<input type="checkbox"/>	This inspection continues to be performed by the San Mateo County Juvenile Justice & Delinquency Prevention Commission.
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Comments	The Board of State & Community Corrections bi-annual inspection report for this facility is expected to be released within the next 90 days.			
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DOCUMENTATION REVIEW

REVIEWED	YES	NO	N/A	COMMENTS
Facility Manual & Program Rules	X	<input type="checkbox"/>	<input type="checkbox"/>	
Current Facility Budget	<input type="checkbox"/>	X	<input type="checkbox"/>	Institutional Facility budgets continue to be unavailable.
Sonoma County MOU: Contract for services	<input type="checkbox"/>	X	<input type="checkbox"/>	The MOU with Sonoma County is not publicly available. The terms and compensation are unknown. The MOU with Sonoma County ended during this inspection period.
Grievance Forms Availability	X	<input type="checkbox"/>	<input type="checkbox"/>	Grievance forms are available throughout the facility.
Grievance Form Log	X	<input type="checkbox"/>	<input type="checkbox"/>	There was only one grievance filed in the last 12 months that was related to the substandard bras program participants were forced to wear. An alternative bra(s) was provided to those who requested one.



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 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
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<p>Serious Incident Reports: Including Use of Force</p>	X	<input type="checkbox"/>	<input type="checkbox"/>	<p>There were zero Serious Incident Reports during this inspection period.</p>
<p>Serious Incident Notification Policy & Procedures</p>	<input type="checkbox"/>	<input type="checkbox"/>	X	<p>No written policy and procedures were provided.</p>
<p>Medical/Dental/BHRS request forms.</p>	X	<input type="checkbox"/>	<input type="checkbox"/>	
<p>Youth & Parent/Guardian Orientation Materials</p>	X	<input type="checkbox"/>	<input type="checkbox"/>	<p>Program participants are provided orientation materials as part of the intake process. Orientation materials were updated in October 2021. Rules and expectations are clearly spelled out.</p>
<p>Youth: Intake Forms</p>	X	<input type="checkbox"/>	<input type="checkbox"/>	<p>Initial intake typically occurs at the Juvenile Hall. An additional intake is conducted when youth arrive at Camp Kemp. Records are kept in the youth's physical file.</p>
<p>Institutional Case Plans & Progress Reports</p>	X	<input type="checkbox"/>	<input type="checkbox"/>	<p>Youth participate in a standardized program. Progress is tracked through regular Multi-Disciplinary Team –MDT meetings with the probation officer, therapists, Camp Kemp staff, attorneys and other relevant professionals. Individual case files are maintained by Camp Kemp staff.</p>
<p>Court Reports</p>	X	<input type="checkbox"/>	<input type="checkbox"/>	<p>Court reports are completed by staff. San Mateo County youth also has a probation officer assigned to them.</p>



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Sexual Abuse Prevention	X	<input type="checkbox"/>	<input type="checkbox"/>	Sexual Abuse Prevention posters are posted throughout the facility in both English and Spanish. Posters include the telephone number for the Probation Department’s PREA Hotline. Youths are also screened for abuse during the intake process at the Juvenile Hall. Child Protective Services is notified via the reporting hotline whenever abuse is disclosed or suspected.
Anti-Bullying and Harassment Policies	X	<input type="checkbox"/>	<input type="checkbox"/>	Policies are reviewed as part of the intact process.
Natural Disaster: Drills	X	<input type="checkbox"/>	<input type="checkbox"/>	Drills are conducted monthly.
Natural Disaster: Evacuation Plans and Procedures.	X	<input type="checkbox"/>	<input type="checkbox"/>	Mutual Aid agreements with local jurisdictions are in place should the facility and/or area need to be evacuated.
Air Quality: Indoors/Outdoors	X	<input type="checkbox"/>	<input type="checkbox"/>	Outdoor air quality protocols are in place for air pollutants including smoke from wildfires. The Department of Public Works maintains the ventilation system for this facility
Magazine & Books	X	<input type="checkbox"/>	<input type="checkbox"/>	Youth can obtain books from the main library in the school building, the bookshelves in the housing unit, or from outside sources such as family members, mentors, advocates, etc. All books and magazines are screened for explicit content and are subject to final approval by staff. The list of approved magazines and prohibited book list was updated in 2023.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Telephone Calls and Visiting	X	<input type="checkbox"/>	<input type="checkbox"/>	3 Telephone calls per week. Youth are allowed 2 in-person visits, and 2 Zoom visits.
Mail	X	<input type="checkbox"/>	<input type="checkbox"/>	
Commendations	The program orientation manual and handbook for youth is clear, colorful and concise. Grievances and Serious Incident Reports both remain low at this facility.			

STAFFING LEVELS

REVIEWED	YES	NO	N/A	COMMENTS
Is the facility fully staffed?	<input type="checkbox"/>	X	<input type="checkbox"/>	The facility closes overnight due to lack of staffing.
Current number of vacant positions	X	<input type="checkbox"/>	<input type="checkbox"/>	4-5 additional staff members are needed to operate this program as it was designed. The graveyard shift is not staffed. However, there was just one official vacancy at the time of the inspection.
Does the facility maintain mandated awake ratios? (1:15)	X	<input type="checkbox"/>	<input type="checkbox"/>	Yes, their ratios are at least 3:1. Mornings and afternoons, there are usually 3 staff on duty, and afternoons twice a week there are 4. The facility has not had more than 6 residents all year.
Does the facility maintain mandated sleeping ratios? (1:30)	<input type="checkbox"/>	X	<input type="checkbox"/>	There is no overnight staffing available to supervise youth. Youth are transported to the Juvenile Hall to be supervised.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Are staff youth interactions appropriate and respectful?	X	<input type="checkbox"/>	<input type="checkbox"/>	Yes
Are there enough supervisors to supervise staff?	X	<input type="checkbox"/>	<input type="checkbox"/>	Yes, 2 Institutional Services Managers (ISMs) and a Superintendent.
Is Diversity reflected in the workforce?	X	<input type="checkbox"/>	<input type="checkbox"/>	Yes
Bilingual and multilingual staff members.	X	<input type="checkbox"/>	<input type="checkbox"/>	Staff speak Spanish
Are staffing levels adequate to ensure programs, activities, and services are provided, as required by law?	X	<input type="checkbox"/>	<input type="checkbox"/>	Staff feel more programs could be offered if staffing was increased.
Is there adequate coverage to provide staff with breaks?	X	<input type="checkbox"/>	<input type="checkbox"/>	Yes, staff breaks are between 5:00 and 6:00 while youth are in the dorms. Staff are concerned about the minimal staffing levels.
Comments	Staffing is not sufficient to meet the legally mandated requirements for this facility to operate the facility 24/7 as designed. As a result, the facility is closed from 8:30 pm - 7:30 am each day.			
Recommendations	<ul style="list-style-type: none"> ● Increase funding to allow for the addition of enough staff members to keep the facility open 24/7. 			



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

	<ul style="list-style-type: none"> Set, meet and maintain Minimum Staffing Levels: Minimum staffing levels must be maintained to prevent youth from having to leave the facility and its “home like” environment each night to sleep in cells at the Juvenile Hall.
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INTERVIEWS

ANCILLARY SERVICES

INTERVIEWED	YES	NO	N/A	COMMENTS
Correctional Health Medical & Dental	X	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> Reproductive Health Care: Aside from routine medical and dental care. Reproductive Health Care, including education, counseling and birth control are provided to youth. Orthodontics: Youth who come into the facility with orthodontic braces are transported to their orthodontist for routine care. The cost of this care is typically included in the cost of the braces and is covered by the parents/guardians.
Re-Entry Services	X	<input type="checkbox"/>	<input type="checkbox"/>	The Phoenix/PREP program is also offered through Camp Kemp. The Girls Empowerment Program offers a day reporting program.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

FOOD & NUTRITION				
QUESTIONS	YES	NO	N/A	COMMENTS
Are menus posted up at the facility?	X	<input type="checkbox"/>	<input type="checkbox"/>	
Are meal servings ample?	X	X	<input type="checkbox"/>	Portions and calories are based upon the Federal School Lunch Program Guidelines. Youth state the food is not enough because most is inedible.
Are the meal servings nutritious?	X	<input type="checkbox"/>	<input type="checkbox"/>	Protein, vegetables, and fruit are typically included in each meal. The protein is often a hot dog or chicken nuggets. While the nutrition guidelines are being met, Food quality is poor and more nutritious options such as fresh vs. canned fruits and vegetables are oftentimes unavailable due to cost.
Are the meal servings appetizing?	<input type="checkbox"/>	X	<input type="checkbox"/>	Youth complain that meals are not appetizing, served cold, soggy, or get dried out when reheating. Commissioners met with the Sheriff's Department's Dietary staff, and they opine that the current structure of the food services contract is not sustainable. They believe the food can be successfully prepared onsite at the Juvenile Hall and are willing to transfer over to the location to do so.
Are meals heated and cooled properly?	X	X	<input type="checkbox"/>	Each youth receives two containers of food at each meal. One for cold foods and one for hot foods. Food is typically served warm.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Are staff present to supervise during meals?	X	<input type="checkbox"/>	<input type="checkbox"/>	Yes
Dietary Food Services	X	<input type="checkbox"/>	<input type="checkbox"/>	MOU with the Sheriff's Department to prepare meals at the Maple Street County Jail.
Are youth allowed to converse during meals?	X	<input type="checkbox"/>	<input type="checkbox"/>	Yes. There are no limits on conversation.
What is the length of time allotted to eat?	X	<input type="checkbox"/>	<input type="checkbox"/>	Youth are allotted 20-30 minutes to eat each meal.
Are snacks provided?	X	<input type="checkbox"/>	<input type="checkbox"/>	Yes. Fruit and snacks are kept on the unit and snacks are available throughout the day.
Reported Incidents of Food-Borne Illness	<input type="checkbox"/>	X	<input type="checkbox"/>	None
What time are meals served?	<ul style="list-style-type: none"> ● Breakfast is served between 8:00-8:30 am ● Lunch is served at 12:30 pm ● Dinner is served at 5:00 pm 			



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

<p>Comments</p>	<p>In the Spring of 2021, Probation terminated their onsite meal service program and entered a MOU⁹ with the San Mateo County Sheriff’s Department to prepare meals at the county jail for youth who are detained at Camp Kemp and Juvenile Hall. Since this time, the poor quality of food provided under the contract has been a persistent problem, resulting in countless grievances and an inquiry from the juvenile court. Youth routinely report being “always hungry” and several receive daily peanut butter and jelly sandwiches to help offset their hunger. The Nutrition & Food Services expenses for fiscal year 2022-2023 were \$1,705,714.36 to provide meals to less than 27 children a month.</p> <p>Research shows that a child's brain development, physical growth, and an overall sense of well being depend on adequate nutrition. Hunger, poor nutrition and food insecurity can cause physical discomfort, create preventable toxic stress and contribute to long-term health disparities.</p>
<p>Recommendations</p>	<ul style="list-style-type: none"> ● Audit Food Services Contract & Expenditures: A formal audit needs to be conducted to determine how, where, and why the annual Food Services contract with the Sheriff’s Department is costing \$1,705,714.36¹⁰. If the data provided by the Probation Department is accurate, the county is currently spending \$179.88¹¹ per child, per day for meals that are, in large part, are so unappealing that they are routinely dumped into the trash, uneaten. ● Terminate the current Food Services Contract with the San Mateo County Sheriff’s Department for \$89.94 per individual meal.

⁹ Memorandum of Understanding

¹⁰ See the Probation Department’s Food and Nutrition cost analysis and data attached.

¹¹ Cost per Breakfast/Lunch only. The Probation Department does not maintain data for dinner and snacks. Meal costs are also subsidized by State and Federal School Breakfast/Lunch Nutrition Programs.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

	<ul style="list-style-type: none"> • Resume In-house Food Services or Obtain a New Food Services Vendor: Preparing meals at the Juvenile Hall and serving them fresh daily will eliminate the issues stemming from having to prepare and store them a day in advance. It will also eliminate the need for Probation staff to reheat each meal on the housing unit(s). If the current food services staff cannot return to the Juvenile Hall to prepare meals, a new food services vendor is needed. Research shows that a child's brain development, physical growth, and an overall sense of well being depend on adequate nutrition. Hunger, poor nutrition and food insecurity cause physical discomfort, create preventable toxic stress and contribute to long-term health disparities. • Change the dinnertime to 6:00 p.m. Eating too early can cause youth to become hungry before bedtime. A later dinnertime will also help youth maintain the healthy routines they establish while in the program when released.
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BEHAVIORAL HEALTH & RECOVERY SERVICES				
	YES	NO	N/A	COMMENTS
Behavioral Health and Recovery Services (BHRS) are offered at this facility.	X	<input type="checkbox"/>	<input type="checkbox"/>	Individual and family therapy are built into the Camp Kemp program– a separate clinician is used for each. Group therapy is conducted when the population permits. Crisis counseling and emergency services are provided as needed, and are available after hours. Additional therapies may include art therapy, EMDR, CBT, and DBT. Services are variable and based upon the real time needs of the youth and their families.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

				<p>BHRS¹² team works closely with the Probation Department, FLY¹³, CASA¹⁴, and Court & Community Schools. BHRS team members also participate biweekly MDT¹⁵ meetings.</p> <p>Program participants from Sonoma County do not attend court in San Mateo County and are not supervised by the Probation Officer assigned to this program.</p>
Do you have the space needed to provide mental health treatment and services at this facility?	X	<input type="checkbox"/>	<input type="checkbox"/>	<p>BHRS has a designated mental health space that is therapeutically designed to provide services to youth. The room is private, equipped with a noise canceling device, and a door that can be closed during therapy sessions.</p>
Frequency of treatment and services.	X	<input type="checkbox"/>	<input type="checkbox"/>	<p>Services are typically provided to youth once a week or as mutually agreed upon by the client and clinician.</p>
Caseload Ratio	X	<input type="checkbox"/>	<input type="checkbox"/>	<p>Current ratios are approximately 10:1. Clinicians provide services to youth at Camp Kemp, the Juvenile Hall, and youth transitioning back into the community.</p>
Therapeutic aides and tools available to youth.	X	<input type="checkbox"/>	<input type="checkbox"/>	<p>Art supplies, music, journals, sleep logs, aromatherapy, essential oils, fidget toys and stress balls. Weighted blankets are also available.</p>
Is the BHRS Team fully staffed?	<input type="checkbox"/>	X	<input type="checkbox"/>	<p>The team typically consists of 1.5 clinicians, 1 case manager, 1 supervisor and a psychiatrist and psychologist who both work part time. Two team members are currently out on temporary leave.</p>

¹² Behavioral Health & Recovery Services

¹³ Fresh Lifelines for Youth

¹⁴ Court Appointed Special Advocate

¹⁵ Multidisciplinary Team Meeting



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Current number of vacant positions.	X	<input type="checkbox"/>	<input type="checkbox"/>	There is one full time clinician position open. There is also a need for one full time family partner. A part-time “extra help” clinician has been brought in to help support the team while they attempt to fill the vacant position.
Where are BHRS services provided to families?	X	<input type="checkbox"/>	<input type="checkbox"/>	Individual therapy and family therapy; BHRS may also refer youth to contracted partners e.g. parenting classes, substance abuse treatment.
Are translation services provided to clients and their families?	X	<input type="checkbox"/>	<input type="checkbox"/>	Most clinicians speak Spanish. The team uses a contracted service to provide translation services in other languages, such as Tongan.
Is there adequate communication among all service providers?	X	<input type="checkbox"/>	<input type="checkbox"/>	The therapeutic design of the Camp Kemp program allows for frequent communication and collaboration between staff and service providers. Information is typically shared verbally via Probation staff, MDT meetings, school meetings, and interactions with the youth and family. Written communications can include court reports, e-mails, and letters.
What are the biggest challenges facing the BHRS staff at this facility?	X	<input type="checkbox"/>	<input type="checkbox"/>	Group Supervisors 1-3 need more training on trauma-informed practices and issues surrounding teen mental health.
How can BHRS services be improved?	X	<input type="checkbox"/>	<input type="checkbox"/>	Having a fully staffed team is key to offering a variety of high-quality services to clients and their families.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Is there anything we have not covered that you would like to share with us?	X	<input type="checkbox"/>	<input type="checkbox"/>	Pre-pandemic, there was an annual retreat with staff and providers which was helpful. Would like to get back to that because it creates more cohesiveness.
Recommendations	X	<input type="checkbox"/>	<input type="checkbox"/>	BHRS recommends the probation staff undergo additional training on providing trauma-informed care to youth with mental health issues.

PERSONAL HYGIENE & APPEARANCE OF YOUTH

OBSERVED	YES	NO	N/A	COMMENTS
General Appearance	X	<input type="checkbox"/>	<input type="checkbox"/>	The young lady interviewed was well groomed. Her mood was upbeat. She was engaged and alert.
Showers	X	<input type="checkbox"/>	<input type="checkbox"/>	Showers are conducted daily.
Clothing	X	<input type="checkbox"/>	<input type="checkbox"/>	Clothes were clean, appropriate for the weather and room temperature, and appeared to fit properly. Laundry is done weekly on the unit. Each week youth are provided with 7 undergarments ¹⁶ , 7 shirts, 7 pairs of pants, and 7 pairs of socks. Youth are also provided with several sweatshirts.
Outdoor Wear	<input type="checkbox"/>	<input type="checkbox"/>	X	Youth are provided a coat and rain poncho on rainy days. It was sunny the day of our visit so we did not observe these items.

¹⁶ Bras and underwear



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Shoes Athletic	X	<input type="checkbox"/>	<input type="checkbox"/>	Youth are provided a pair of flip flops and a pair of athletic shoes. Running shoes can also be provided/dropped off for youth who participate in the running program.
Hair	X	<input type="checkbox"/>	<input type="checkbox"/>	Hair was clean and pulled back in a ponytail. She had not had her hair cut while at the facility.
Haircuts	X	<input type="checkbox"/>	<input type="checkbox"/>	Program participants typically get their hair cut while on a home pass. Foster Care youth receive haircuts from staff.
Nails	X	<input type="checkbox"/>	<input type="checkbox"/>	Nails were clean and did not appear to be bit or picked.
Skin	X	<input type="checkbox"/>	<input type="checkbox"/>	Clean and clear. No marks, bruises, cuts, scrapes, or sores were noted.
Sunscreen or Sunblock	X	<input type="checkbox"/>	<input type="checkbox"/>	Is provided when needed.
Shaving	X	<input type="checkbox"/>	<input type="checkbox"/>	Youth typically shave on Saturdays during Beauty time.
Feminine Hygiene	X	<input type="checkbox"/>	<input type="checkbox"/>	Readily available
General Hygiene Items	Youth are issued a toothbrush, toothpaste, deodorant, shampoo, conditioner, lotion, soap, hairbrush, and a comb. Hair ties and razors are available upon request.			



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Comment	Program participants have “Beauty” time on Saturday evenings. During this time youth can paint their nails, curl their hair, do facials, shave, pluck their eyebrows, etc. Beauty supplies are personally donated by staff and members of the community.
Recommendations	Bras: Discontinue the use of all bras that do not provide adequate support. Care should be taken to procure and provide female youth with bras that are conducive for participation in P.E. and yoga classes, the running program, and in state mandated Large Muscle Activities.

YOUTH INTERVIEWS				
REVIEWED	YES	NO	N/A	COMMENTS
Please explain your intake and orientation experience.	X	<input type="checkbox"/>	<input type="checkbox"/>	“Staff explained the rules, showed me around, and asked me a lot of questions”.
Were your medical and behavioral health needs addressed at intake?	X	<input type="checkbox"/>	<input type="checkbox"/>	Yes
Please explain your quarantine experience.	X	<input type="checkbox"/>	<input type="checkbox"/>	She spent her quarantine period at the Juvenile Hall, before coming to Camp Kemp. She describes the experience as hard. “I programmed alone for 5 days. I also had to wear a mask.”.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Do you have any immediate needs, concerns or information you would like to share?	X	<input type="checkbox"/>	<input type="checkbox"/>	“I have basically finished this program. I can’t go home, so I am just waiting to be placed in Foster Care.”
Have you had the opportunity to receive medical, dental, and/or behavioral health services? Please explain.	X	<input type="checkbox"/>	<input type="checkbox"/>	Yes, nurse, doctor, and BHRS therapists. Reproductive health and orthodontic services were provided by outside providers. The youth’s family pays for orthodontic treatment.
Have you utilized any of the therapeutic tools offered by BHRS	X	<input type="checkbox"/>	<input type="checkbox"/>	Journals are provided by the program and BHRS.
Do you know and understand the rules, and expectations of staff ?	X	<input type="checkbox"/>	<input type="checkbox"/>	“Yes, I am the only one here now so the rules are more flexible”.
Do you receive special education services?	X	<input type="checkbox"/>	<input type="checkbox"/>	The answer was no.
Do you know who your attorney is and how to contact them?	X	<input type="checkbox"/>	<input type="checkbox"/>	She knew her attorney’s name and spoke very highly of her.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Incentive Based Reward System	X	<input type="checkbox"/>	<input type="checkbox"/>	Youth earn special privileges, outings, meals, and activities. They do not use the same step and rewards system that is used at the Juvenile Hall.
Are you subject to routine searches?	X	<input type="checkbox"/>	<input type="checkbox"/>	The girls are searched each morning when they come back from sleeping at Juvenile Hall. The youth we interviewed did not have home visits and was not subject to strip searches.
Have you participated in Emergency/Disaster drills?	X	<input type="checkbox"/>	<input type="checkbox"/>	Yes, drills are held monthly.
Do you have any suggestions or ideas on how to improve the program?	X	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Allow us to sleep here at night. ● The food they give us is gross. I mostly eat the snacks; she pointed to the fruit. granola bars, and pretzels on the counter. ● The art program is ending, we need more programs.”
Staff Communications: Is information distributed in a timely and efficient manner?	X	<input type="checkbox"/>	<input type="checkbox"/>	Communication is timely and efficient.
Grievance Process: Are you familiar with the grievance process?	X	<input type="checkbox"/>	<input type="checkbox"/>	Yes, she filed a grievance about the bras.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Visiting & Telephone Calls	X	<input type="checkbox"/>	<input type="checkbox"/>	"I talk to my dad every night on the telephone. I haven't been able to talk with my sister though. I really miss her."
Describe the interactions between staff and youth.	Youth and staff work very well together. Staff respect youth and serve as counselors and mentors to them. Youth respect staff and appreciate the efforts they make to help them meet their therapeutic goals. Both expressed sadness over the potential closure of the program.			
Describe a typical day at this facility.	The girls are picked up from the Juvenile Hall around 7:30 am and taken back to Camp. Once there, they are searched, eat breakfast, and then back to the dorm room until school starts at 9:00. There is a break from 10:25-10:45 and lunch from 12:30-1:00 pm, the school day ends at 2:40, except on Wednesday's—which are 12:30 dismissal days. After school, youth attend yoga and have unscheduled recreation time: where they can read, draw, knit, or simply relax. Dinner is served around 4:30 pm. followed by showers, evening programming and then free time they are transported over to the Juvenile Hall at 8:30 to sleep. The girls are locked into their cell once they arrive at the Juvenile Hall and remain there until morning.			
Describe the current programming.	Current programming includes: Beats, Boxing, Yoga, Cooking, AA meetings, Girls Circle, individual and family, therapy, art, reading, journaling. gardening, Health & Beauty, running, and other physical fitness activities. There are also several special educational and cultural events held at the Juvenile Hall throughout the year such as the Academic Olympics, Cinco De Mayo Festival, and AAPI Celebration.			
Which programs do you enjoy most/least?	Most: Art, Boxing, and special events at the Juvenile Hall. Least: None mentioned			



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

<p>Which programs are the most helpful in achieving your therapeutic goals?</p>	<p>Weekly therapy provided by BHRS, journaling, and outings in the community.</p>
<p>Describe the meals, snacks, and beverages at the facility.</p>	<p>“The food is awful and they serve the same thing over and over, like hot dogs. The snacks are good though”.</p>
<p>Is there anything else you want to share about your experience at this facility?</p>	<p>“This place has helped me a lot. The staff really cares. I hope it doesn’t close”</p>
<p>Recommendations</p>	<p>Create and Implement Exit Surveys:</p> <ul style="list-style-type: none"> ● Youth Exit Survey: Create and implement an exit survey for youths to evaluate the treatment services and care they received while at the facility. Care should be taken to preserve this data so it can be used to evaluate programming, reduce recidivism, and measure and improve outcomes. ● Parent/Guardian Exit Survey: Create and implement an exit survey for parents/guardians to evaluate the services received while their child participated in the program. Survey data should be used to identify service gaps, evaluate programming, and obtain input to help educate and support families, reduce recidivism, and measure and improve outcomes.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

STAFF INTERVIEWS

QUESTIONS	YES	NO	N/A	COMMENTS
Do you have the tools, training, technology, and staffing to perform your duties?	<input type="checkbox"/>	X	<input type="checkbox"/>	<p>No. "We do not have enough staff and we need more mental health related training".</p> <p>Training:</p> <ul style="list-style-type: none"> ● "Our job duties have totally changed over the past 5 years. We've gone from being guards to counselors. Which isn't a bad thing, it just takes a lot more time and effort to talk with the youth and counsel them". "Before we just put them in a cell. We can't do that anymore". "A lot of what we do now, wasn't our training when we started". "We try very hard, but we don't have the support, staff, and mental health training we need to always do our jobs the way we would like to." ● One staff member stated that she believed the new laws (Youth Bill of Rights) are actually harmful for the children because they give them too many privileges. <p>Staffing:</p> <p>It is challenging to adequately staff the facility because:</p> <ul style="list-style-type: none"> ● Management continues to make cuts to justify the budget. ● The population is low so staff are pulled to cover vacant shifts in different locations. ● Several employees have retired, promoted out, or have left due to low morale and working poor conditions. ● Working with so few staff means there are extra overtime shifts to cover when a coworker is sick, injured, on vacation or family leave and less time to spend with family. ● Morale is really low. "We worked very hard during the pandemic. We are tired and don't feel appreciated."



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

				<ul style="list-style-type: none"> ● It is difficult to compete with neighboring agencies who pay more. ● Applicants can not pass a background process.
Breaks and Rest Periods	X	<input type="checkbox"/>	<input type="checkbox"/>	The Probation Department offers each staff one meal during their shift because they are prohibited from leaving the facility during their breaks. The Sheriff’s Department provided 668 meals to Camp Kemp and Juvenile Hall staff in fiscal year 2022-2023. Staff pre order their meals online. A cost breakdown for employee meals was not available.
What is the process and criteria for staff promotions?	X	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Annual performance reviews cover attendance, training, creating programs, meeting annual goals, and standards. ● Promotions to a Group Supervisor 2 or 3 position currently require a 4-year degree. Changing this policy to allow GS-1’s & 2’s the opportunity to substitute the degree criteria with lived experience and length of service with the Department would be more equitable and help the Department retain well trained and highly valued staff members.
Are there programs or services you would like to see implemented at this facility?	X	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> ● A program that allows staff to follow-up with youth after they are released from the program. ● More funding for staff to create programs. The current process is cumbersome and time consuming. ● Family Support & Education: Many families have unresolved generational trauma and would benefit from education and support.
Do you have suggestions on how to improve the operation or maintenance of the facility?	X	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Bring back the 4/10 weekly work schedules. ● Add an additional 5 staff members.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Staff Communication	X	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> • Communication among staff who work at the facility is good. • Communication with decision makers is poor. Several staff members reported feeling dismissed or invisible to upper management.
What are the biggest challenges facing staff at this facility?	X	<input type="checkbox"/>	<input type="checkbox"/>	<p>Low morale, minimal staffing, and lack of support from the administration. Staff do not feel appreciated. The 4/10 shifts were terminated during the pandemic and have not returned. This has caused financial hardships for staff and their families.</p> <p>The extra 5th day requires one more day of commuting, day care, and time away from family and loved ones. It also means less time to decompress from the stresses of the job.</p> <p>Due to the limited number of staff, employees with 10+ years seniority are still working weekends. GS 1-2's see less and less opportunity for career advancement and are leaving to work where the conditions and pay are better.</p>
Do you have the tools and training needed to perform your job duties?	X	<input type="checkbox"/>	<input type="checkbox"/>	Staff would benefit from additional mental health and trauma related training.
Is there anything we have not covered that you would like to share or include in our report?	X	<input type="checkbox"/>	<input type="checkbox"/>	Answer: No



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

<p>Recommendations</p>	<ul style="list-style-type: none"> ● Resume 4/10 and 3/12 weekly work schedules to allow staff to improve internal communication, reduce job related stress, improve morale, and promote self care and wellness. Returning to a three and four day work week reduces the costs of commuting, daycare, and allows employees to spend more time with their families. It is also an excellent recruiting tool that will help the Probation Department compete with nearby agencies for qualified applicants. ● Promotions: Allow ¹⁷GS-1's the opportunity to promote to a GS-2 or GS-3 position by substituting their lived experience and time with the Department for a four-year degree. ● Longevity Pay and Lived Experience: Longevity pay should be offered to staff with 5+ years of service to help retain qualified staff and acknowledge the value these dedicated and seasoned employees bring to the organization. ● Staff Training: <ul style="list-style-type: none"> ○ Teen Mental Health, Adverse Childhood Experiences, and the impacts of childhood trauma. ○ Staff need to be thoroughly trained on the new Youth Bill of Rights that was signed into law in 2022 and became effective January 1, 2023.
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INTAKE & ADMISSIONS

<p align="center">REVIEWED</p>	<p align="center">COMMENTS</p>
<p>Describe what occurs when a youth arrives at the facility.</p>	<p>Upon arrival at Kemp from the Juvenile Hall, staff sit down with youth to go over expectations, rules; they go to Medical to be seen by medical staff; and then they are given a tour of the living quarters. They are introduced to staff and counselors.</p>

¹⁷ GS's or Group Supervisors are classified as 1-3, with 3 having the highest rank and level of pay.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

<p>Please explain the facility’s screening and assessment procedures and protocols.</p>	<p>An application packet is put together by the youth's Probation Officer. it includes previous charges, school info and history, substance abuse history, family history, and mental health concerns. The packet is evaluated for acceptance into the program. Once the youth is accepted the ISM¹⁸ forwards the information to appropriate staff members and service providers. Youth are then formally assessed every 90 days to ensure treatment needs and goals are being met.</p>
<p>How are youths with special needs identified?</p>	<p>Through medical and mental health screenings.</p>
<p>How are a youth’s special needs communicated amongst staff, teachers, and service providers</p>	<p>Through intake assessment and screening forms. Needs are also communicated verbally and in various youth centered meetings.</p>
<p>Agency Notifications: (CPS, CASA, School District)</p>	<p>Yes, every agency that works with each youth is notified. Every youth who enters the Camp Kemp program is also referred to the CASA program.</p>
<p>Intake Procedures</p>	<p>Youth can shower and receive their clothing and shoes, hygiene products, and a shower caddy to hold their hygiene items in.</p>
<p>Personal Items & Clothing</p>	<p>Any prohibited personal items are kept in a locker until the youth leaves on a home pass or is discharged from the program.</p>
<p>Comments</p>	

¹⁸ ISM-Institution Services Manager. ISM’s manage the GS-1-3 employees.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

	The current staffing issues are counterproductive to the goals and success of the program. Camp Kemp is a model program and must have the adequate funding and staffing needed to operate as designed.
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ORIENTATION OF YOUTH				
REVIEWED	YES	NO	N/A	COMMENTS
Please describe the orientation process for youth?	X	<input type="checkbox"/>	<input type="checkbox"/>	Orientation typically takes 60-90 minutes and is conducted in person whenever possible ¹⁹ . An orientation meeting is held with the youth, their parents/guardians, BHRS and Probation staff. The program's assigned Probation officer also attends. Each representative explains their role, expectations, and answers any questions that may arise. During this process, the general program rules are reviewed using a checklist. Youth and parents are given a packet of information to sign.
Are rules and grievance procedures posted?	X	<input type="checkbox"/>	<input type="checkbox"/>	Rules and grievance procedures are posted in the dorms.
What orientation materials, booklets, or paperwork is provided to youth?	X	<input type="checkbox"/>	<input type="checkbox"/>	Each participant is provided a small notebook that contains information about the program and explains the rules and procedures.
Who is responsible for conducting orientations?	X	<input type="checkbox"/>	<input type="checkbox"/>	Any of the Group Supervisors can conduct orientation. The staff is small, so they're all trained on how to conduct orientation.

¹⁹ Sonoma County parents/guardians can participate via telephone or on Zoom.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

PROGRAMMING & ACTIVITIES				
REVIEWED	YES	NO	N/A	COMMENTS
Daily/Monthly Program Schedule	X	<input type="checkbox"/>	<input type="checkbox"/>	
Visiting: 2 hours a week	X	<input type="checkbox"/>	<input type="checkbox"/>	Visiting hours are Wednesdays 6:00-7:00 pm or 7:00-8:00 pm, and Sunday from 2:00-3:00 pm or 3:15-4:15 pm. 2 visitors are allowed at a time. All visitors must be approved by the Court, Superintendent, and/or Probation Officer. Zoom visits are also available.
Unscheduled Recreation: 1 hour per day	X	<input type="checkbox"/>	<input type="checkbox"/>	Unscheduled recreation time occurs between 5:00-6:00 pm, each day, during staff breaks. During this time youth must stay in the dorm on or near their beds. They can read, write, draw, do puzzles, or any other self-directed quiet activity. Additional recreation time is offered in the evenings and on weekends. Activities can include arts and crafts, movies, games, knitting, cooking, walks & hikes.
Large Muscle Activity	X	<input type="checkbox"/>	<input type="checkbox"/>	LMA ²⁰ exercise occurs daily from 3:30-4:30. Activities can include volleyball, boxing classes in the community, workouts in the small gym in the dorm., running and walking.
Family Reunification	X	<input type="checkbox"/>	<input type="checkbox"/>	Family Reunification Services are a key component of the program. Services are offered during weekly family therapy sessions. When possible, home passes are provided to gradually reunite the family and reintegrate the youth back into their community.

²⁰ Large Muscle Activity: The standard is at least one hour per day.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Family Therapy	X	<input type="checkbox"/>	<input type="checkbox"/>	Family therapy is scheduled around the needs and availability of each individual in the family.
Substance Abuse Education, Prevention, & Treatment	X	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> ● Withdrawal Protocols: Correctional Health has an Alcohol and Opioid Withdrawal Protocol that they follow when caring for youth who are actively experiencing withdrawal. ● Support Group: The facility offers AA meetings twice a month on a Friday. ● Education: Correctional Health put together a Teen Health Educational Campaign for youth at both facilities this past year that included information on the dangers of drug and alcohol misuse.
Career Technical Education- CTE & Vocational Training	X	<input type="checkbox"/>	<input type="checkbox"/>	Camp Kemp staff manage the Phoenix/PREP program for youth at the Juvenile Hall and Camp Kemp facilities.
Post-Secondary Education	X	<input type="checkbox"/>	<input type="checkbox"/>	Provided by Project Change.
Work Programs	X	<input type="checkbox"/>	<input type="checkbox"/>	Brighter Day helps residents 16 years and older to prepare for job interviews Youth enrolled in Phoenix/PREP program receive coaching on job interviews and job search.
Community Services	X	<input type="checkbox"/>	<input type="checkbox"/>	Youth make deliveries to Samaritan House, and they also had a program recently to deliver hats and scarves to the homeless.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Parenting Classes for youth with children.	<input type="checkbox"/>	<input type="checkbox"/>	X	Is not a current need. Services would be made available as needed.
Religious Activities	X	<input type="checkbox"/>	<input type="checkbox"/>	When appropriate, youths can attend religious services off-site with their families.
Comments	The lack of available substance abuse treatment programs at Camp Kemp and Juvenile Hall is troubling. Especially considering the sharp rise in the number of youths using Xanax, Fentanyl, and other opioids and the increase in the number of youth entering our facilities who are experiencing withdrawal systems.			
Recommendations	Create a comprehensive substance abuse education, prevention, & treatment components for this well designed residential program.			

ROOM CONFINEMENT	
Locked Confinement Time	Camp Kemp offers dorms, so youths are only locked in a cell while at the Juvenile Hall. Youths are locked in their cells from approximately 8:30 pm -7:30 am each day.
What factors or conditions increase or decrease locked confinement time?	If a youth's behavior becomes a safety issue to themselves or a risk to other youth and staff, they will be transported to the Juvenile Hall. This seldom occurs as the program is set-up to assist the girls as they work through their emotions and regain self-control.
Comments	Locked confinement is not a component of the Camp Kemp program. In fact, the program was designed to provide trauma-informed rehabilitation services to girls in a therapeutic and "homelike" environment.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Recommendations	<p>Protections are needed to prevent youth from being unnecessarily transported to the Juvenile Hall to be placed in locked confinement due to the intentional desire or the purposeful decision to not provide 24/7 staffing at this facility. The overnight shift at this facility has not been scheduled or staffed for 2+ years.</p>
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DUE PROCESS				
REVIEWED	YES	NO	N/A	COMMENTS
Discipline	X	<input type="checkbox"/>	<input type="checkbox"/>	If rules are not followed or youth may extend their time in the program. The program has a flexible end date which is based solely upon the youth's progress in meeting their treatment goals. Not participating in programming, therapy, school or behavioral issues, not following rules, being disrespectful with teachers and staff and fighting can all cause a youth's program to be extended.
Grievance Procedures	X	<input type="checkbox"/>	<input type="checkbox"/>	All grievances are sent to the Probation Officer, ISM, and Superintendent, Ms. Clark.
Grievance Trends	X	<input type="checkbox"/>	<input type="checkbox"/>	
Youth Access to Supervisors	X	<input type="checkbox"/>	<input type="checkbox"/>	Youth have routine access to supervisors and can make a request to speak with the Superintendent of the facility at any time.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

TRAUMA INFORMED APPROACHES				
	YES	NO	N/A	COMMENTS
Programs and Services	X	<input type="checkbox"/>	<input type="checkbox"/>	The contract with Rape Trauma Services was not renewed.
Coping Tools and Strategies	X	<input type="checkbox"/>	<input type="checkbox"/>	When program participants become agitated, frustrated, angry, or overwhelmed, they are provided an opportunity to talk with a staff member, take a break in the courtyard, go for a walk, or utilize the punching bag.
Staff Training and Education	<input type="checkbox"/>	X	<input type="checkbox"/>	Staff expressed a strong desire to receive in-depth training on trauma informed care and practices. Staff could not recall the last trauma related training they had participated in.
Performance Evaluations	<input type="checkbox"/>	X	<input type="checkbox"/>	Trauma-informed practices and care are not part of the annual employee performance evaluations. It is not routinely included in the individual professional goals set by employees each year.

Recommendations	<ul style="list-style-type: none"> ● Provide in-depth staff training in the following areas: <ul style="list-style-type: none"> ● Adverse Childhood Experiences ● Trauma Informed Practices ● Teen Mental Health- Including Mental Health First Aid ● Annual Performance Evaluations, Professional Goal Setting & Promotion Criteria: Include Trauma Informed Practices to the Probation Department's employee development and promotion criteria. ● Ensure staff receive support and services needed to manage work related trauma. ● Resume the services that were being provided by Rape Trauma Services.
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**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

	<ul style="list-style-type: none"> • Create and maintain a master training log(s) containing all the mandatory and optional training each employee has participated in. Log information should include the name, date, and length of the class or course, facilitator or instructor, and certificate of completion, where applicable.
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CULTURALLY AND LINGUISTICALLY APPROPRIATE

REVIEWED	YES	NO	N/A	COMMENTS
Meals and Food	<input type="checkbox"/>	X	<input type="checkbox"/>	Ethnic foods are not a regular part of the menu, but staff make an effort to accommodate with their culinary program (cooking meals together, 2x/month).
Hygiene Items	<input type="checkbox"/>	X	<input type="checkbox"/>	Hygiene items have not changed since the Youth Bill of Rights became law on January 1, 2023.
Religion/Spirituality	<input type="checkbox"/>	X	<input type="checkbox"/>	When the population and staffing permit, youth can be taken out for services. One youth attended a Pow Wow during this inspection period. Youth can also attend services when they earn home passes with family members.
Books and Reading Materials	<input type="checkbox"/>	X	<input type="checkbox"/>	The library was not noticeably stocked with religious, spiritual, culturally and linguistically relevant materials. Youth do however go out to the library on the last Saturday of each month.
Translation Services	X	<input type="checkbox"/>	<input type="checkbox"/>	The main language in demand is Spanish and Camp Kemp has abundant Spanish-speaking staff. If translation services were needed for another language, the County would arrange for it.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

Instructions and Notices	X	<input type="checkbox"/>	<input type="checkbox"/>	Orientation packets and medical request forms have been translated into Spanish. Most notices and instructions are in English. Grievance forms are in English only.
Holidays and Observances	X	<input type="checkbox"/>	<input type="checkbox"/>	Staff decorate for and accommodate holidays and observances. Special meals and celebrations take place on most major holidays.
Programming	X	<input type="checkbox"/>	<input type="checkbox"/>	Youth are transported to the Juvenile Hall to take part in day long celebrations for Cinco de Mayo, Asian Pacific Islander Heritage Months. During these celebrations food, dance, music, art, activities, and youth share individual essays on their heritage and tradition.
Culturally & Historically Relevant Environment	X	<input type="checkbox"/>	<input type="checkbox"/>	The facility and school buildings are routinely decorated in a culturally relevant way.
Staff Education and Training	X	<input type="checkbox"/>	<input type="checkbox"/>	The staff members are diverse. The management team has participated in “cultural humility training”.
Commendations	Staff should be commended for instituting both the Cinco de Mayo and Asian Pacific Islander Heritage month celebrations during this inspection period. These day-long celebrations include thoughtful and comprehensive programming, art, food, and dance and youths are encouraged to take an active part in planning each celebration.			
Recommendations				



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

	<ul style="list-style-type: none"> • Recommend creating heritage sections in the library. • Religion and Spirituality: Provide relevant religious services, books and materials to all youth.
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LGBTQ				
REVIEWED	YES	NO	N/A	COMMENTS
Classification: Dorm Assignments	X	<input type="checkbox"/>	<input type="checkbox"/>	As above, upon request or as needed; there is a procedure for accommodating youth on a case by case basis.
Clothing	X	<input type="checkbox"/>	<input type="checkbox"/>	Staff have provided transgender residents with boxers, binders, white shirts and socks instead of the pink ones that are typically provided to the girls.
Hygiene Items	X	<input type="checkbox"/>	<input type="checkbox"/>	
Observances	X	<input type="checkbox"/>	<input type="checkbox"/>	A staff member took a youth to the San Mateo County Pride celebration as an outing.
Institutional Forms: Gender Neutral Language	X	<input type="checkbox"/>	<input type="checkbox"/>	Several institutional forms and materials have replaced the word “girls” to “youth”.
Staff Education, Training, and Best Practices	X	<input type="checkbox"/>	<input type="checkbox"/>	Subject is covered as part of larger training events



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

USE OF TECHNOLOGY				
REVIEWED	YES	NO	N/A	COMMENTS
Educational Use:	X	<input type="checkbox"/>	<input type="checkbox"/>	In classrooms at Camp Kemp, residents are able to use Chromebooks for school.
On Housing Unit	X	<input type="checkbox"/>	<input type="checkbox"/>	The Probation Department is in the process of procuring tablets for all Camp Kemp and Juvenile Hall facilities.
Library	X	<input type="checkbox"/>	<input type="checkbox"/>	The library only contains books, but youth can bring in their Chromebooks during school hours.
Internet	X	<input type="checkbox"/>	<input type="checkbox"/>	Internet service is available in the school building ²¹ . Computers use monitoring software to prevent youth from accessing prohibited websites or making contact with unauthorized individuals.
Fit-Bits	X	<input type="checkbox"/>	<input type="checkbox"/>	Youth in the running program use FitBits to track distance, heart rate, speed, miles, steps, movement, and to set and meet personal goals.

²¹ The internet signal is weak in other areas of the facility.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

PHYSICAL INSPECTION				
EXTERIOR OF LOCKED FACILITY				
REVIEWED	YES	NO	N/A	COMMENTS
Open Green Space, Lawns, and Gardens	X	<input type="checkbox"/>	<input type="checkbox"/>	Areas are well maintained. There is a garden behind the facility, as well as chickens in a chicken coop. Program Participants can work in the garden and care for the chickens on the weekends.
Concrete/Asphalt Walkways	X	<input type="checkbox"/>	<input type="checkbox"/>	No obvious issues were noted.
Exercise/Recreation Areas Outdoor	X	<input type="checkbox"/>	<input type="checkbox"/>	Gym floors were polished and waxed during the previous inspection period.
Facility Paint and Windows	X	<input type="checkbox"/>	<input type="checkbox"/>	No obvious issues were noted.
Security: Doors, Gates, and Fencing	<input type="checkbox"/>	X	<input type="checkbox"/>	The gate on the northeast side of the facility is broken and fencing is compromised. There is also a very large hole in the ground that is covered by plywood near this same area. Both pose a serious safety and security, and potential issues should someone become injured.
Gutters, Roof, Drains	X	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> Nesting Birds: Continue to monitor and maintain the netting that was installed to prevent birds from nesting on the roof.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

				<ul style="list-style-type: none"> The gutter above the garden in the back is rusted through and needs to be replaced.
Lighting	X	<input type="checkbox"/>	<input type="checkbox"/>	We visited during the daytime. There were no obvious issues with the lighting noted.
Recommendations	<ul style="list-style-type: none"> Broken Front Gate: The gate and fencing located on the northeast corner in the front of the facility is open, broken, and off of its hinges²². This poses several safety concerns including the risk of injury due should someone enter or wander into this area. The open gate and compromised fencing also pose a potential security risk as uninvited guests and/or wildlife can conceivably gain access to this section of the facility. Safety Hazard: In front of the facility, there is a large gaping hole²³ in the ground. The hole is approximately 6-8 feet wide and 3-4 feet deep. There is an exposed subterranean pipe at the very bottom of the hole. There are two full sized pieces of unsecured plywood laying on top of the hole. This is an extreme safety hazard for anyone residing, working, or visiting at this facility. This hole is especially dangerous for young children and wildlife as they can easily fall down into the hole and become trapped. The hole was dug to complete a repair on the pipe back in 2021. The hole should be filled and/or secured as soon as possible to prevent serious injuries and reduce potential liability. Nesting Birds: Continue to monitor and maintain the netting that was installed near the roof and gutters over the gym, to prevent birds from nesting in that area. Maintenance: Replace the gutter located above the garden that has rusted through 			

²² See photo on page 52

²³ See photo on page 53



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

INTERIOR OF LOCKED FACILITY				
REVIEWED	YES	NO	N/A	COMMENTS
Lobby	X	<input type="checkbox"/>	<input type="checkbox"/>	Lobby was generally clean and well organized.
Lockers	X	<input type="checkbox"/>	<input type="checkbox"/>	Lockers were in good condition and operable.
Visiting Area	X	<input type="checkbox"/>	<input type="checkbox"/>	Open and spacious. It would be nice to have more resources available in the visitation room aside from just in the waiting/ lobby area.
Living Areas	X	<input type="checkbox"/>	<input type="checkbox"/>	No obvious issues were noted
Furnishings	X	<input type="checkbox"/>	<input type="checkbox"/>	No obvious issues were noted.
Fixtures	X	<input type="checkbox"/>	<input type="checkbox"/>	No obvious issues were noted
Floors and Carpets	X	<input type="checkbox"/>	<input type="checkbox"/>	Carpets in the lobby and visiting areas are showing signs of wear. Steam cleaning is recommended.
Safe Storage of Chemicals	X	<input type="checkbox"/>	<input type="checkbox"/>	
Sleeping Space	X	<input type="checkbox"/>	<input type="checkbox"/>	Dorms are clean and well maintained, but not used for sleeping at night, only resting in the afternoon.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

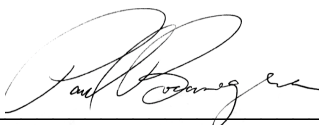
Beds	X	<input type="checkbox"/>	<input type="checkbox"/>	No obvious issues were noted.
Mattresses	X	<input type="checkbox"/>	<input type="checkbox"/>	Mattresses are thin but generally in good condition.
Pillows	X	<input type="checkbox"/>	<input type="checkbox"/>	Institutional pillows are provided. Quantity appears to be sufficient.
Blankets	X	<input type="checkbox"/>	<input type="checkbox"/>	Institutional blankets are provided. The quantity appears to be sufficient.
Day Rooms/ Common Areas	X	<input type="checkbox"/>	<input type="checkbox"/>	Clean and well organized. No obvious issues were noted.
Gym	X	<input type="checkbox"/>	<input type="checkbox"/>	No obvious issues were noted.
Classrooms	X	<input type="checkbox"/>	<input type="checkbox"/>	Classrooms were clean and well organized.
Restrooms	X	<input type="checkbox"/>	<input type="checkbox"/>	Restrooms were clean.
Showers	X	<input type="checkbox"/>	<input type="checkbox"/>	Showers were power washed during the previous inspection period.
Temperature: Water	X	<input type="checkbox"/>	<input type="checkbox"/>	No obvious issues were noted.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**


Lighting	X	<input type="checkbox"/>	<input type="checkbox"/>	Indoor lights were on and there were no obvious issues noted.
Temperature: Building & Rooms	X	<input type="checkbox"/>	<input type="checkbox"/>	The air conditioning in this facility is not optimal. The facility gets very warm on hot days.
Ventilation	X	<input type="checkbox"/>	<input type="checkbox"/>	Good overall, except in the kitchen. Heat gets trapped inside if the doors are not open. Youth are allowed to eat in the dorm area where there is AC if they are too hot.
Admissions	X	<input type="checkbox"/>	<input type="checkbox"/>	Organized and well maintained.
Storage Areas	X	<input type="checkbox"/>	<input type="checkbox"/>	Storage areas are organized, locked and secured.

Signatures of Commissioner(s) preparing this report



 Commissioner Paul Bocanegra

Date: October 24, 2023



 Commissioner: Johanna Rasmussen

Date: October 24, 2023

Attachments:

- Photographs



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
MARGARET J. KEMP CAMP**

- Food & Nutrition Data





**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
MARGARET J. KEMP CAMP**





**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

**Meals & Nutrition FY: 2022-2023
 Hillcrest Juvenile Hall & Camp Kemp
 Breakfast & Lunch**

2022-2023 Budget

Budget: \$1,707,000.00
 Actual: \$1,705,714.36

Actual Program Costs

Personnel: \$1,117,965.65
 Food: \$206,659.74
 Other: \$381,088.97

Total Meals Served

Youth: 18,296
 Staff: 668
 Total: 18,964

Total Cost Per Meal

Cost Per Meal Youth: \$93.23
 Cost Per Meal \$89.94
 Including Staff Meal Costs

Youth Meals

Breakfast: 8,690
 Lunch: 9,606
 Total 18,296

Staff Meals

Breakfast: 6
 Lunch: 662
 Total: 668

Youth Meals ¹

Total Breakfast Cost: \$23,202.30
 Total Lunch Cost: \$42,554.58
 Total: \$65,756.88

Total Spent: \$206,659.74
Difference: \$140,902.86

Reimbursements ²

Breakfast: 8,690 @ \$2.28 - \$2.73 per meal	\$19,813.20 - \$23,723.70
Lunch: 9,606 @ \$4.25 - \$4.27 per meal	\$40,825.50 - \$41,017.62
Commodity: @ 0.365 per meal	\$6,679.04
General: @.08 per meal	\$1,463.68
Total Reimbursements Reported:	\$61,461.42 - \$72,884.04

¹ The Probation Department does not maintain data for dinner and snacks.

²Free & Reduced Breakfast & Lunch School Based Food Programs.



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

**Meals & Nutrition FY: 2022-2023
 Hillcrest Juvenile Hall & Camp Kemp
 Breakfast & Lunch**

Youth Breakfast

- Monthly Average: 724 meals
- Actual Cost Per Meal: \$2.67
- Breakfast Total Cost: \$23,202.30

Month	Meals Served	Cost Per Meal	Subtotal
January	731	2.67	\$1,951.77
February	717	2.67	\$1,914.39
March	919	2.67	\$2,453.73
April	1045	2.67	\$2,790.15
May	911	2.67	\$2,453.73
June	778	2.67	\$2,077.26
July	562	2.67	\$1500.54
August	522	2.67	\$1,393.74
September	561	2.67	\$1,497.87
October	539	2.67	\$1,439.13
November	672	2.67	\$1,794.24
December	733	2.67	\$1,957.11
Total	8,690	2.67	\$23,223.66

Number does not match the \$23,202.30 figure given.
 Difference of \$21.36



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

**Meals & Nutrition FY: 2022-2023
 Hillcrest Juvenile Hall & Camp Kemp
 Breakfast & Lunch**

Youth Lunch

- Monthly Average: 801 meals
- Actual Cost Per Meal: \$4.43
- Lunch Total Cost: \$42,554

Month	Meals Served	Cost Per Meal	Subtotal	Notes
January	839	\$4.43	\$3,716.77	
February	790	\$4.43	\$3,499.70	
March	1000	\$4.43	\$4,430.00	
April	1118	\$4.43	\$4,952.74	
May	984	\$4.43	\$4,359.12	
June	798	\$4.43	\$3,535.14	
July	615	\$4.43	\$2,724.45	
August	582	\$4.43	\$2,578.26	
September	636	\$4.43	\$2,817.48	
October	628	\$4.43	\$2,782.04	
November	773	\$4.43	\$3,424.39	
December	843	\$4.43	\$3,734.49	
Total	9606	\$4.43	\$42,554.58	



**JUVENILE JUSTICE COMMISSION ANNUAL INSPECTION
 JUVENILE HALLS, SPECIAL PURPOSE JUVENILE HALLS AND CAMPS
 MARGARET J. KEMP CAMP**

**Meals & Nutrition FY: 2022-2023
 Hillcrest Juvenile Hall & Camp Kemp
 Breakfast & Lunch**

Staff Meals

- Total Number of Meals: 668
- Monthly Average
- Actual Cost Per Meal: Unknown
- Total Cost: Unavailable

Month	Breakfast	Lunch	Total	Subtotal	Notes
January		47			
February		50			
March		64			
April		62			
May		70			
June		76			
July		64			
August		61			
September		57			
October		50			
November		58			
December		3**			Incorrect Data
Total	*6	659	668		

*Breakfast is not provided to staff

**This number is an outlier and appears to be incorrect. Staffing levels were unchanged.