



FIVE YEARS OF OVERSIGHT

BACK TO OUR ROOTS

*What's different,
what's the same?*

The mission remains steadfast. The people the POC serves remain the same. The work has evolved.

WHO WE ARE

The Probation Oversight Commission is a civilian commission appointed by the Los Angeles County Board of Supervisors and supported by a team of nine staff.

Commissioners bring diverse expertise and lived experience to guide oversight, improve transparency, and ensure accountability within the Probation Department. We work to advance a safer, more just, and rehabilitative system for youth and adults involved in the justice system in Los Angeles County.

This year marks five years since the POC held its first meeting in 2021. The mission remains steadfast. The people the POC serves remain the same. The work has evolved.

INCLUSIVE COLLABORATION

SOCIAL JUSTICE

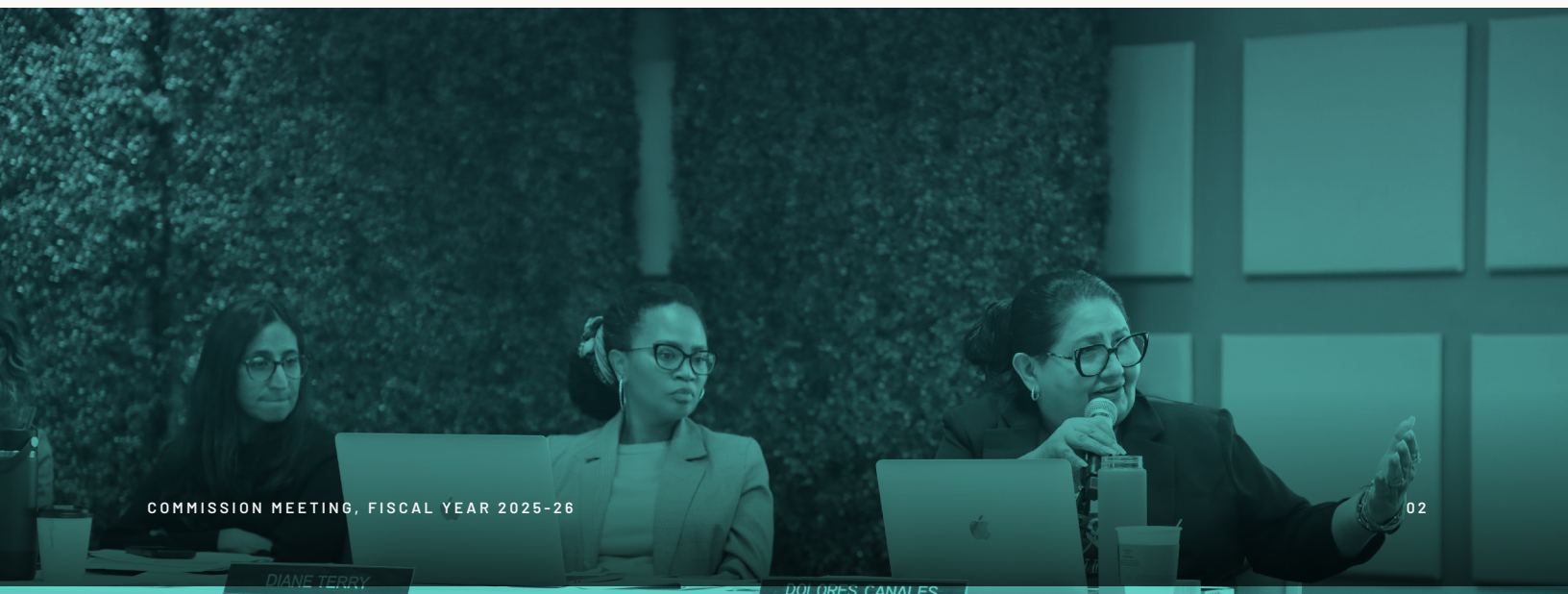
TRANSPARENCY

INTEGRITY

COMPASSION

KNOWLEDGE

HUMILITY



LETTER FROM THE CHAIR AND EXECUTIVE DIRECTOR

THE EVOLUTION OF THE POC, BY DOLORES CANALES, POC CHAIR, AND WENDELYN JULIEN,
POC EXECUTIVE DIRECTOR

Dear members of the Board of Supervisors and the Los Angeles County community,



DOLORES CANALES, POC CHAIR

It is a privilege to share with you our reflections as Chair and Executive Director of the POC, having both served the commission since it was launched five years ago. We both have a background in justice reform and community organizing.

We will never forget a meeting five years ago when Dolores leaned over to tell Wende, “this is a community organizer’s dream” where people close to the problem have real power to make change.

When the POC launched in 2021, the commission made a deliberate choice not to invent a new agenda, and instead to adopt the 93 recommendations of the Probation Reform Implementation Team (PRIT) and the principles of Youth Justice Reimagined. We set about building an organization with a culture and core values that empowered us to pursue them: inclusive collaboration, compassion, humility, and a People-First approach. Those were our roots. Five years later, they still are.

We have evolved to do a few things particularly well: inspect the facilities where young people are detained, collect and share accurate data about youth and adults on Probation, engage and listen to the community, and give the Board of Supervisors and the Probation Department honest recommendations grounded in what we observe and learn. In a year when the future of the County’s juvenile institutions was debated in courtrooms, in Sacramento, and in the press, we returned to our roots and kept our focus on our strengths.

There is a long road ahead. The Department is still far from the Board’s goals of Care First, Jails Last and Youth Justice Reimagined, but the POC is determined to continue to respectfully collaborate and work toward measurable improvement.

“The POC enters its sixth year the way it entered its first: focused on the people served by Probation, the officers and staff who serve them, and on the families who love them.”

DOLORES CANALES AND WENDELYN JULIEN

We remain committed to listening with care and telling the truth about what we find. So what has evolved? We would offer three answers.

WHAT HAS EVOLVED

LETTER FROM THE CHAIR AND EXECUTIVE DIRECTOR, CONTINUED

Our craft, our reach, and, most important to us, our people.

01

FIRST, OUR CRAFT

The inspections we conducted this year are deeper and more rigorous than the ones we conducted in 2021. Our inspection template has been refined and reviewed by both Probation and the Board of State and Community Corrections, and thousands of people downloaded our inspection reports from our website this year. Our Research and Data team now produces in-depth analyses, this year's evaluation of the Los Padrinos Depopulation Strategy, our study of staff callouts and absences, that hold up to scrutiny in front of judges and the Board of Supervisors. We publish our community engagement numbers every quarter and hold ourselves to the same standard of transparency we ask of the Department.

02

SECOND, OUR REACH

This year the Board of Supervisors voted to implement the POC's recommendations on post-secondary education for incarcerated youth, a change that could redefine what it means to serve young people who have already earned their diplomas while in detention. Our visitation report put family connection on the County's agenda and Probation voluntarily implemented our recommendations. When the Attorney General asked a court to place the County's juvenile halls in receivership, stakeholders on every side of that question looked to the POC's findings to understand the conditions on the ground.



EXECUTIVE DIRECTOR WENDELYN JULIEN IN SESSION WITH THE PROBATION DEPARTMENT

THIRD, AND MOST IMPORTANT TO US, OUR PEOPLE

In five years, only one member of this staff has left, and that was for a promotion. Over those five years the staff team has become fluent in the facilities, the data, the law, and the community it serves. The commissioners are trained, knowledgeable experts in Probation and juvenile justice issues. When a commissioner walks into a living unit at a Probation facility, staff and youth recognize them and want to talk. When a parent calls our office, they reach someone who knows their child's facility and can provide support. Retention is not a line item on a budget sheet. It is the reason the work in this report was possible.

"Institutional knowledge is the quiet engine of oversight, and ours has never been stronger."

DOLORES CANALES, CHAIR, AND WENDELYN JULIEN, EXECUTIVE DIRECTOR

What has not evolved is the center of the work. We still believe that all people have inherent needs and inalienable rights and that their voices and experiences matter. We still begin with the young people in the County's care, adults on Probation, their families, and the staff of the Department. We are five years older, and we are still People First.

We appreciate everyone who has helped make the POC strong and effective. We hope you will keep coming to our meetings and reading our reports, and invite others to do so. Here's to the next five years!

*With sincere gratitude,
Dolores and Wende*

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departure from POC staff in five years, a promotion



EXECUTIVE DIRECTOR WENDELYN JULIEN WITH STEP DOWN PROGRAM DIRECTORS AT A COMMISSION MEETING

STRUCTURE AND BUDGET

THE POWER OF CONSISTENCY

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staff completed the POC's fifth full fiscal year, less than half of the nineteen positions in the Board-approved organizational chart.

What the team lacks in size it has made up for in stability, brainpower, and passion. The staff of the POC have decades of experience and are creative, mission-driven professionals. That continuity is a competitive advantage in oversight: inspection findings can be compared year over year by the same people who wrote them.

Relationships with facility leadership, union representatives, community organizations, and the young people themselves carry forward instead of resetting. The Commission has again exceeded expectations for engagement, report development, and involvement in Board motions while staying well within its budget across its first five fiscal years.

HIRING

Hiring and retaining excellent staff with deep facility and research expertise.

STEWARDSHIP

Exercising discretion with county resources across five consecutive fiscal years.

PARTNERSHIP

Partnering creatively with internal and external agencies to advocate for reform.



POC STAFF AT THE DECEMBER 2025 COMMISSION MEETING, WITH TOYS DONATED BY POC STAFF AND COMMISSIONERS

WHAT'S DIFFERENT. WHAT'S THE SAME.

WHAT'S DIFFERENT

- 01** The POC's findings now inform court proceedings, state oversight, and Board action, not just public discussion.
- 02** The Board of Supervisors voted multiple times this year to consider and implement POC recommendations.
- 03** Oversight has expanded beyond annual inspections: targeted and informal inspections, visitation audits, in-depth data analysis and public data sharing, and quarterly public reporting of the POC's own performance metrics.
- 04** A veteran POC staff nearly unchanged across five years, fluent in the facilities, the data, and the community.

The craft, the reach, the institutional depth.

WHAT'S THE SAME

- 01** The roots: the PRIT's 93 recommendations and the principles of Youth Justice Reimagined still anchor the POC's priorities.
- 02** The mission: accountability, transparency, and healing for the people served by and working for the Probation Department.
- 03** The core work: annual facility inspections, independent data analysis, public meetings, and community engagement.
- 04** The challenges: unsuitable facilities, constant leadership changes, staffing shortages and low morale, the continued use of OC spray, resistance to alternatives to incarceration, and a system that has yet to fully adopt a consistent rehabilitative model.

The mission, the roots, the people served.

COMMUNITY ENGAGEMENT

The POC's engagement blends accessibility, transparency, and inclusivity: consistent hybrid public meetings paired with digital communications that meet people where they are.

12,600+

HOURS WATCHED ON YOUTUBE

More than 525 days of continuous viewing. A measure of how deeply people engage with the Commission's work, not just how often it appears in a feed.

6,900+

COMMISSION
MEETING
ATTENDANCE

104K+

UNIQUE EMAIL
OPENS

31K+

WEBSITE VISITS

9,200+

DOCUMENT
DOWNLOADS

A COMMUNICATIONS MILESTONE

In January 2026, the POC published its first-ever Communications Impact Report, covering calendar year 2025: 365,894 social media impressions, 157,808 email opens, a 26.6% increase in commission meeting attendance, and an email click-through rate of 9.2%, well above the 2 to 5% benchmark typical of government agencies. Publishing our own metrics is part of the same principle that drives our oversight: transparency is not something we only ask of others.

COMMUNITY VOICES

Public comment at meetings and town halls remained the Commission's most direct form of accountability. Advocates and parents continued to make up the large majority of public comments, and roughly nine in ten participants joined meetings virtually through YouTube Live and WebEx, underscoring the importance of hybrid access.



A FULL HOUSE AT A POC PUBLIC MEETING



SECTION SEVEN, INSPECTIONS

THE FIFTH ANNUAL CYCLE

The POC completed its fifth cycle of annual inspections, covering all six of Probation’s juvenile facilities. These reviews, mandated under Title 15 of the California Code of Regulations, offer independent oversight of conditions, services, and practices, with findings reported to the Board of Supervisors, the Board of State and Community Corrections, and the public. The full [2025 Annual Inspection Report](#), including Probation’s responses to each facility report, was submitted to the BSCC in December 2025.

Dorothy Kirby Center	Campus Vernon Kilpatrick-SYTF	Barry J. Nidorf-SYTF
Los Padrinos Juvenile Hall	Camp Clinton B. Afflerbaugh	Camp Glenn Rockey

“Outcomes for young people depend more on individual staff discretion than on a stable, rehabilitative culture of care.”

SYSTEM-WIDE THEMES

Five years of inspections have sharpened a consistent picture: outcomes for young people depend more on individual staff discretion than on a stable, rehabilitative culture of care.

Facilities like Dorothy Kirby Center show what trauma-informed treatment can accomplish. Los Padrinos shows what happens in its absence: hypervigilance, difficulty trusting officers, and longer adjustment periods to new environments and pro-social programming.

The through-line across every facility remains staffing: shortages, deployments, overtime, and callouts that limit programming, strain supervision, and undermine the gains individual facilities have made.



LIVING UNIT CORRIDOR, DOCUMENTED DURING INSPECTION

FACILITY HIGHLIGHTS

Dorothy Kirby Center

STRENGTH

Youth repeatedly reported that trauma-informed treatment helped them build relationships, make better choices, and envision a different future. Family engagement through LACOE-led activities was a standout strength. Two cottages at this highly effective facility sat empty while youth at Los Padrinos and Campus Kilpatrick needed the services there, prompting the POC to recommend fuller utilization of the county's most therapeutic facility.

Barry J. Nidorf-SYTF

IMPROVING

Continued improvement in facility culture toward mutual respect and pro-social behavior, with declining contraband and a strengthened entry screening process. The POC flagged the need for outcome data on the piloted Developmental Stage System and cautioned that planned population changes could strain hard-won cultural gains.

Los Padrinos Juvenile Hall

FINDINGS OF CONCERN

Alarming levels of violence remained the defining issue, alongside crowding, unengaged supervision, and continued OC spray use on all youth, including girls and youth with developmental disabilities. Two years after reopening and under its sixth superintendent, the facility still operated without a practice model. The POC called for county partners to assume every role within their expertise so sworn staff can focus on supervision.

Campus Vernon Kilpatrick

FINDINGS OF CONCERN

The conversion into a four-population facility, juvenile hall, camp, placement, and SYTF, disrupted the therapeutic program CVK was built to provide. The 2025 inspection found the facility unprepared to house girls and gender-expansive youth, with continued uncertainty surrounding the SYTF step-down population.

Camp Afflerbaugh and Camp Rocky

UNDER STRAIN

The camps continued to offer smaller, more successful environments, but both were highly impacted by the countywide depopulation plan and by the culture and violence at Los Padrinos spilling over, leading to the same key finding: a rapidly increasing population, with plans for other facilities straining each camp's long-running, successful functioning.

BEYOND THE ANNUAL CYCLE

This year the POC expanded how it inspects. Staff conducted informal inspections of Campus Vernon Kilpatrick on November 18, 2025, January 21, 2026, and February 2026 to audit programming for girls and gender-expansive youth, documenting cancelled programs, cottages supervised by a single officer, and missed medical appointments. Commissioners and staff also carried out multiple visitation inspections across facilities, published in a November 2025 report. The 2026 annual cycle was already underway by the close of the fiscal year, with the CVK inspection report published in June 2026.

LOOKING AHEAD

The inspections show real pockets of progress in education partnerships, facility culture, and contraband reduction. They also underscore the urgent, unmet need for a consistent trauma-informed model across all facilities. Until that happens, the quality of a young person's detention will continue to depend on which building they sleep in.



CLASSROOM SPACE, COUNTY JUVENILE FACILITY

OVERSIGHT IN AN UNPRECEDENTED YEAR

No fiscal year in the POC's history has seen the County's juvenile institutions under more external scrutiny. In July 2025, California Attorney General Rob Bonta asked the Superior Court to place the County's juvenile halls under receivership. While the judge tentatively ruled against the receivership, hearings continued throughout the year.

In September 2025, the Los Angeles County juvenile court ordered the Probation Department to depopulate Los Padrinos Juvenile Hall, moving youth out according to the [Depopulation Strategy](#) approved by the court in May 2025. Throughout the year, Los Padrinos continued operating despite the BSCC's finding that it is unsuitable for the confinement of youth. Pre-disposition youth were moved back to Barry J. Nidorf despite that facility being still unsuitable, and moved to Campus Kilpatrick prior to receiving BSCC approval to do so.



FAMILY CONTACT INSIDE A COUNTY FACILITY

The POC's role through all of this stayed true to its founding purpose: independent eyes, fact-based analyses with all the data available, and informed, balanced recommendations.

JULY 2025

The POC issued a public statement on the Attorney General's receivership motion, urging that any outcome be measured by the wellbeing of youth, not the location of authority.

JAN-FEB 2026

The POC published an [Updated Depopulation Strategy Evaluation](#) and an [Intake and Detention Analysis](#), giving the court, the Board, and the public an independent assessment of whether the Department's plan was working.

THROUGH THE YEAR

POC inspection findings and analyses were referenced in proceedings before the superior court judges hearing the receivership and depopulation cases, including testimony addressing services for girls and gender-expansive youth moved to CVK. The POC monitored the effects of depopulation transfers in real time, flagging where moving young people relocated or exacerbated problems rather than solving them.

REPORTS

In 2025–26, the POC’s reports moved from documenting problems to evaluating and recommending solutions.

The Commission published independent evaluations of the County’s most consequential juvenile justice undertaking, the depopulation of Los Padrinos, alongside original research on staffing, education, and family connection.

DEPOPULATION OVERSIGHT

Building on its April 2025 [Recommended Solutions to Depopulate Los Padrinos](#), the POC published an [Updated Depopulation Strategy Evaluation](#) (January 2026) and a [Depopulation Plan Evaluation](#) focused on intake and detention patterns (February 2026). Together they track whether the court-ordered plan is reducing the population safely and whether the conditions that made Los Padrinos unsuitable are following youth to their new facilities. They also reiterate solutions voted on by the full POC and informed by Probation staff, youth in the facilities, and other partners and stakeholders.

VISITATION: FINDINGS AND RECOMMENDATIONS

Family connection through visitation promotes rehabilitation and community safety. It is also the law. The POC [directed staff](#) to inspect visitation practices across facilities and published a [report on Visitation Inspections](#) in November 2025 documenting administrative barriers, inconsistent practices, and physical conditions that keep families apart, and recommending fixes. Young people detained in county facilities helped write state legislation to allow hugs during visits, a bill the Board of Supervisors endorsed in March 2026. This series of targeted inspections and recommendations helped engage Probation to develop a model visitation policy in collaboration with the state’s Office of Youth and Community Restoration.

FROM REPORT TO POLICY

BOARD VOTED TO IMPLEMENT

POST-SECONDARY EDUCATION

In October 2025, the POC published its [Recommendations for Post-Secondary Education Services \(full proposal\)](#), the product of an Education Ad Hoc Committee formed after youth reported limited access to college courses and community colleges reported barriers to offering Rising Scholars courses inside probation facilities. In November 2025, the Board of Supervisors voted to implement the POC’s recommendations, directing the County to analyze how LACOE or another entity could serve as lead agency for higher education services for youth in probation facilities. It is among the clearest examples to date of the POC’s work moving from report to policy.

LADS SCORE ANALYSIS

RECOMMENDATION, OIG ACTION, PROBATION IMPLEMENTATION

In May 2025, the POC's Research and Data Team published an [analysis of youths' Los Angeles Detention Screener \(LADS\) scores](#) using Probation data from December 2024. The analysis found that 20% of youth detained on non-707(b) charges had risk assessment scores between zero and three, low risk, and another 38% scored between four and seven, calling into question the reliability of the LADS.

The report prompted the County's Office of Inspector General to conduct its first-ever assessment of detention reports in May 2026. The OIG's analysis concurred with ours and went further, comparing detention report recommendations to intake recommendations. Their findings uncovered significant inconsistencies in recommendations from intake officers for the Community Detention Program and virtually no recommendations for release. The OIG offered seven recommendations to the Probation Department, some of which the Department has already implemented, including sharing the LADS with bench officers.

20%

of youth detained on non-707(b) charges scored low risk (0-3)

38%

scored medium risk (4-7)

7

OIG recommendations to Probation following its own review

STAFFING: CALLOUTS AND ABSENCES

In June 2026, the Research and Data team published an [analysis of staff callouts and absences](#) at Los Padrinos and Barry J. Nidorf covering January 2024 through April 2026. Callout rates declined to 9% at both facilities in early 2026, and total absence rates at Los Padrinos fell from 15% in 2024 to 11%. Night shifts consistently carried the highest absence rates, and inconsistencies in the no call/no show data at Barry J. Nidorf prevent a complete picture. The report calls on the Board and the public to demand full and accurate absence data.

OC SPRAY MONITORING

The POC continued its long-running oversight of Oleoresin Capsicum spray, publishing the Department's deployment reports on a rolling basis and reviewing elimination progress reports throughout the year. The 2025 inspection cycle found OC spray still in use at Los Padrinos in all units, including those housing girls and youth with developmental disabilities, years after the Board directed its phase-out. Reporting also showed use surged at Barry J. Nidorf following depopulation transfers, and for the first time since reopening in 2017, OC spray was used at Campus Kilpatrick after it was repurposed to house girls. The POC will keep analyzing and publishing this data until the practice ends.

QUARTERLY KPI REPORTS

The POC continued publishing quarterly Key Performance Indicator reports on its own community engagement and communications, holding itself publicly to the same transparency standard it asks of the Probation Department. Published this year: [Jul-Sep 2025](#), Oct-Dec 2025, [Jan-Mar 2026](#), and [Apr-Jun 2026](#).

LOOKING AHEAD

The POC enters its sixth year with the same mission it carried into its first and a sharper set of tools: a veteran staff, a refined inspection practice, a research operation whose work stands up in court, and a community that shows up.

The year ahead will test whether the County can turn depopulation into transformation, whether education reform reaches the classroom, and whether the promise of a trauma-informed system finally becomes practice in every facility.

**THE POC WILL BE THERE. WATCHING,
MEASURING, AND REPORTING. THE
SAME AS ALWAYS.**



REPORTS AND LINKS

2025 Annual Inspection Report

<file.lacounty.gov/SDSInter/bos/supdocs/POC25-0233.pdf>

Updated Depopulation Strategy Evaluation (January 2026)

<file.lacounty.gov/SDSInter/bos/supdocs/POC26-0006.pdf>

Recommended Solutions to Depopulate Los Padrinos (April 2025)

bit.ly/lprec

Post-Secondary Education: full proposal

<file.lacounty.gov/SDSInter/bos/supdocs/POC25-0182.pdf>

Direction to staff on visitation

<file.lacounty.gov/SDSInter/bos/supdocs/POC25-0143.pdf>

Analysis of staff callouts and absences (June 2026)

<file.lacounty.gov/SDSInter/bos/supdocs/POC26-0112.pdf>

KPI report: January 1 to March 31, 2026

<file.lacounty.gov/SDSInter/bos/supdocs/POC26-0078.pdf>

Depopulation Strategy (approved May 2025)

<file.lacounty.gov/SDSInter/bos/supdocs/POC25-0075.pdf>

Intake and Detention Analysis (February 2026)

<file.lacounty.gov/SDSInter/bos/supdocs/POC26-0034.pdf>

Recommendations for Post-Secondary Education Services

<file.lacounty.gov/SDSInter/bos/supdocs/POC26-0011.pdf>

LADS score analysis (May 2025)

bit.ly/4jUARTJ

Report back on Visitation Inspections (November 2025)

<file.lacounty.gov/SDSInter/bos/supdocs/POC25-0177.pdf>

KPI report: July 1 to September 30, 2025

bit.ly/3JucsYN

KPI report: April 1 to June 30, 2026

<file.lacounty.gov/SDSInter/bos/supdocs/POC26-0132.pdf>

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ANNUAL REPORT
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