

**PROBATION OVERSIGHT
COMMISSION**

ANNUAL INSPECTIONS:

THE DOROTHY KIRBY CENTER, CAMP JOSEPH
SCOTT, CAMP CLINTON B. AFFLERBAUGH,
AND CAMP JOSEPH PAIGE

2023

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SUMMARY

The Los Angeles County Probation Oversight Commission (POC), in its mission to oversee and make recommendations to the Los Angeles County Probation Department (Probation), is completing the third round of Annual Inspections of all of Probation's detention facilities. While Probation's facility utilization has changed substantially over the course of the last year, including changes in the utilization of Campus Kilpatrick, Barry J. Nidorf Juvenile Hall, Central Juvenile Hall, and the re-opening of Los Padrinos Juvenile Hall, the POC has found it of critical importance to provide substantial feedback to Probation and the Board of Supervisors (Board) at this juncture as well as to provide the public information of the conditions observed within the facilities.

Since the inspections began during a period of population shifting through the facilities named above, this summary presents the inspections' findings of four facilities that were not engaged in movement during this time period: the Dorothy Kirby Center (DKC), Camp Joseph Scott (Camp Scott), Camp Clinton B. Afflerbaugh, and Camp Joseph Paige (Camp Paige).

The POC collected a large amount of information at each inspection. The following list represents key findings that arose during the inspections of these four facilities:

- **Educational Losses due to Inadequate Planning** - At DKC and Camp Scott, it was found that youth had not attended school in their classroom in the 25 days prior to the inspection and there were not enough teachers to provide in-person classes in each cottage. Probation explained that significant construction occurring across the campus caused the issue, and the POC found that an inadequate planning process resulted in many youth receiving work packets with no live instruction on a daily basis.
- **Stalled Implementation of the LA Model** - In March 2022, the Board unanimously voted to pass a motion, "Preparing for the Closure of the Division of Juvenile Justice: Secure Youth Track Facility Designation and LA Model Expansion" which included ordering a plan to expand implementation of the LA Model to Camp Afflerbaugh and Camp Paige. Inspections of these facilities indicated that LA Model implementation has not begun, nor is there a known plan to begin any implementation activities at these facilities.
- **Programming Utilization Relies Heavily on Relationships with Providing Staff** - No matter the providing agency or program, youth interviewed highlighted their favorite programming experiences within the context of forming strong, positive relationships with individuals they related to.
- **Practices Vary Widely and Have a Large Impact on Youth Experiences During Detention** - Attitudes and practices of officers working face-to-face with youth daily depend almost entirely on the individual rather than being driven by a system wide implementation of a rehabilitative, healing, and trauma-responsive set of practice standards. This resulted in observations and reports of wide disparities between the behaviors of officers, some of whom are constantly de-escalating and working with youth from a strength-based perspective to those that over-emphasized compliance and consequences.

The inspections described within this report are an important reminder that despite daily operations priorities, there remains a need within the department to focus attention on the larger systemic issues that could have a preventative effect, including the installation of a practice model which emphasizes a youth-centered, rehabilitative, trauma-responsive, and teamwork approach to serving youth in detention.

BACKGROUND

The Los Angeles County Probation Oversight Commission (POC) was established in 2021 as a civilian-led oversight commission focused on systemic reform of the Probation Department. The POC advises the Los Angeles County Probation Department (Probation) and the Board of Supervisors (Board) about progress and challenges within Probation.

The POC has some authority and responsibilities directly related to juvenile institutions. Specifically, the Welfare and Institutions Code (WIC), Section 240, requires the POC to conduct annual inspections of the buildings, grounds, and services delivered to the young people detained in each of the County's juvenile facilities on an annual basis. The POC submits these annual reports to the Board of State and Community Corrections (BSCC), a statutory agency that inspects for compliance of standards of detention facilities in California, by December 31st each year.

This report marks the third round of annual inspections conducted by this body.

METHODS

At the beginning of the 2023 Annual Inspection cycle, Probation ran eight juvenile facilities: two juvenile detention centers ("juvenile halls") and six juvenile camps, including the Dorothy Kirby Center (DKC) in Commerce, CA. On May 23, 2023, the BSCC found both Central Juvenile Hall and Barry J. Nidorf Juvenile Hall "unsuitable for the confinement of minors" due to a lack of compliance in areas of facility functioning such as staffing, room confinement, educational programs, and other programs, recreation, and exercise¹. Probation was afforded a 60-day period to move all pre-dispositioned youth out of these two facilities. In response, the Probation Department formulated a plan to re-open Los Padrinos Juvenile Hall which was closed in 2019. On July 19, 2023, Probation declared in a memo to the Board that all youth pending disposition had been moved from both Central Juvenile Hall and Barry J. Nidorf Juvenile Hall into Los Padrinos. Probation indicated that Central Juvenile Hall would be used only as a holding facility for medical appointments. Because the BSCC did not have jurisdiction to make unsuitability findings at a Secure Youth Treatment Facility (SYTF), the youth dispositioned to SYTF were able to remain at Barry J. Nidorf Juvenile Hall.

Since changes were occurring throughout the inspections cycle, the POC reconfigured our inspections plans, which finalized as follows:

- Two to four POC Commissioners conducted each facility inspection. In addition, two or more POC staff members provided support during each inspection. Dates for the inspections were coordinated with Probation leadership and leaders from each facility were aware in advance of the inspection.
- The BSCC does not have a required template for the inspection report. The POC developed a detailed, 12-page facility inspection template that was updated this year and reviewed by Probation and the BSCC. Within that template, areas of interest are

¹ May-24-2023-Notice-of-Unsuitability-Los-Angeles-County-Probation-FINAL.pdf (ca.gov)

highlighted to ensure a thorough inspection of both physical structure and environment, but also highlights the need to examine practices and treatment of youth at the facility level. Prior to each inspection, the template was shared with Probation leadership at each facility, respectively. Each inspection took between 4 – 8 hours to complete.

- The first facilities inspected were the Dorothy F. Kirby Center and Camp Scott which continue to be located together on a single campus in Commerce. Next, a pre-inspection was conducted of Los Padrinos Juvenile Hall prior to re-opening. The POC decided to conduct a limited inspection of Central Medical Hub, located in the facility formerly known as Central Juvenile Hall, and there continues to be a need to inspect BJNJH, since youth dispositioned to SYTF continue to be housed there.

The information below depicts data gathered directly from each facility inspection. It should be noted that the data is a “snapshot” captured during the day of the inspection. The data collected about the “facility’s rated capacity,” “population” and “staffing” (pages 2 and 3) was provided to the POC staff directly by the facility’s Director or Administrative Director (AD); each of these numbers was directly reported in this report. The only two numbers which required calculation in this report were the “Staff to Youth Ratio” and the “Number of Graduates.” Staff to Youth ratio is calculated by dividing the number of total active staff by the total youth population. For clarification, these ratios do not reflect the actual staff to youth ratios per shift; but rather a broad staff to youth ratio for each facility.

The findings stated in this report are a compilation of POC Commissioner and staff observations made while conducting the inspections.

FINDINGS

May 2023

Inspection #1 – Dorothy Kirby Center (DKC): 1500 S. McDonnell Avenue, Commerce, CA 90040

Facility Rated Capacity: 92

Youth Population ² (Physical) – Co-Ed.	Youth at Court/Medical	Total Staff (Payroll)	Total Active Staff ³ (DPO’s and GSN’s)	Staff to Youth Ratio (Number of Staff at time of Inspection / Youth Pop.) rounded to whole number	Line staff on Duty at time of inspection	Total Credentialed Teachers (LACOE)	Number of High School Students	Number of High School Graduates
55*	4	143	133	1:1	46	6	50	3

* 1 at court; 3 at medical

² Physical youth population and High School Student/Graduate numbers may be discrepant due to differences in Probation/LACOE data gathering and reporting processes.

³ Probation’s reports of Active Staff and Line Staff on Duty includes individuals with work hardening, or light duty.

Access to Medical and Mental Health Services

Juvenile Court Health Services (JCHS)	Services Offered: 7 days / week	Coverage: 6:30 AM –10:00 PM
Department of Mental Health (DMH)	Services Offered: 7 days / week	Coverage: 8:00 AM – 8:30 PM (Staff Shifts: 10-hour days, Sun – Wed or Wed – Sat.) <i>plus 24-hour access to on-call DMH psychiatrist</i>

Facility and Physical Environment

Upon arrival at the Dorothy F. Kirby Center (DKC), Commissioner A noted that there were no security checks, including metal detectors, nor were commissioners asked for identification. The commissioner also observed a food delivery take place, which was concerning due to the possibility of contraband entering facilities. The grounds at DKC were undergoing significant construction including roof repair, air conditioner installation, camera installation, and new windows. The construction included work that required the ground to be dug up and, during the day of inspection, nearly all grassy areas in the DKC courtyard were filled with large, gaping holes that were several feet deep and wide, and could have easily fit multiple people within them. The holes were covered mostly by chain link fencing and plywood and many signs and cones were set up to keep the paths clear and to prevent any tripping or falling.

Cottages were observed to be clean. Some graffiti was observed, but it may have been old. Staff and youth alike reported that patio areas contained within each cottage have been made off limits due to contraband being thrown over the fence or flown in by drone. It was suggested by one youth that the department could use hanging nets to catch contraband so that the space could be utilized, but no immediate plans were shared to make the use of the space possible again.

Commissioner A was informed that visiting takes place every Sunday afternoon, though if there is extreme weather, like heavy rain, visitation can be cancelled. One youth commented that he was not inclined to have his infant daughter visit the facility regularly out of concern of any possible effects on the child, despite understanding the importance of forming a bond.

Staffing

At the time of inspection, there were 46 line staff on duty, which includes those with light duty. There were no concerns expressed regarding short staffing of Probation employees. It was reported to Commissioner A that Probation staff are mostly trained in the LA Model, and that individual implementation capabilities vary.

LACOE reported multiple staffing challenges, including staffing leaves and absences of administrators, which resulted in the utilization of a rotation of teachers to act in the role of “Principal of the Day”, which may contribute to any communication challenges with Probation. It was also reported that due to bonuses offered to substitute teachers to teach in another Probation facility, there was difficulty in achieving an adequate staffing level of teachers to accommodate issues associated with facility construction.

Room Confinement/Hope Center Use

Two youth with Specialized Supervision Plans (SSP) were assigned to housing in the DKC Hope Center. They were observed spending time at separate gaming consoles in the unit. No youth were observed in room confinement in any cottages visited.

Grievances

Grievance procedures and PREA posters were posted in each cottage visited, and Commissioner A noted that youth interviewed reported an understanding of the grievance process. Youth Bill of Rights posters were not observed posted in the facility.

Commissioner A and Commissioner B reviewed the approximately 20 DKC grievances from the past year which revealed that Probation staff and administration responded to grievances in a timely manner. Most grievances were regarding the food and room temperature. Most youth declined a signed copy of their grievance.

Commissioner B took note of one grievance in which a youth expressed concern over not having exercise equipment. The grievance was reviewed by the previous director, who then made several email documented requests to the appropriate channels over the time span of a year, even after reassignment, until the equipment was eventually received earlier this year.

Discipline and Positive Behavior Reinforcement

LACOE uses a model called Positive Behavior Intervention and Supports (PBIS), which is a tiered system of supports for school sites that organizes school interventions into an integrated continuum for the enhancement of all students' academic and social behavior outcomes. Probation also used the Behavior Modification Program (BMP), which is a point system where youth can accumulate points throughout the day for a reward, in addition, Probation also has "on the spot recognition" program from the LA Model-DBT (Dialectical Behavior Therapy).

Throughout the visit, commissioners observed Probation officers speaking with youth about natural consequences of certain actions and encouraging youth to practice prosocial behaviors, like speaking to others with respect. In certain cottages, youth who demonstrate positive behaviors were observed assisting staff with setting up meals and clean up. At school, two boys who were their "classroom ambassadors" received praise for the fulfillment of their duties, which included describing the projects and subject matter recently studied.

School

Commissioner A observed two classrooms, where the rooms appeared clean and well-kept. The girls' classroom integrated youth from both DKC and Camp Scott and mirrored a typical setting of regular neighborhood schools. The teacher and assistant engaged the students during a thoughtful and well-prepared lesson that leaned heavily on the use of media to learn about famous female jazz musicians in the 1940's. Probation officers from both facilities (DKC and Camp Scott) sat in the back while the lesson was presented. Another Probation officer was assigned to supervise outside of the classroom.

Commissioner A observed the DKC boys' classroom, where the setting also mirrored a typical setting of regular neighborhood school. One of the boys announced that class was being held because of the visitors. Youth reported that they had not been in the classrooms in about a month, and the LACOE representative who was identified as "Principal of the Day" stated that youth had not come to the school in 25 school days due to ongoing construction at the facility. It was inferred during multiple interviews that youth were taken to school that day because of the POC inspection.

The LACOE representative reported to Commissioner A and POC staff that each day that youth were not physically attending school, teachers were sent into living units to deliver instruction and packets. It was reported there are fewer teachers than living units, so each day one or more

cottages received packets of work to complete with no live instruction. A permanent plan to get youth to school regularly was unknown to the LACOE representative and it was reported by Probation and LACOE that LACOE received an email each morning to communicate school movement plans for the day. There were no other plans in place for cross-departmental planning to ensure instruction occurred daily.

Kitchen and Food

The kitchen at DKC was organized and clean. Kitchen staff reported that no major changes have been made to the recipes they are permitted to cook since the POC's 2022 inspection. The staff described recipes as lacking seasoning, but reported their understanding that Probation staff keep condiments in the living units that youth may add to provide more flavor to the food. POC staff observed this to be true in each cottage visited. The DKC kitchen staff showed POC staff the recipe book, and the recipes did appear to have little inclusion of spices and flavors that might commonly appear in home cooked meals.

Kitchen staff shared a concern about the calendars they receive for preparing regular meals and special diet meals, which they reported typically required them to prepare low caloric menu for a handful of youth in the facility. They shared that the menu calendars they receive do not match up on a daily basis, meaning that on a day that they are preparing one dish for the majority, they are instructed via another calendar to make an entirely separate dish for the reduced calorie meals. Kitchen staff reported that to avoid contentious interactions that have been reported when a single youth was seen having what was considered a more desirable meal, the staff need to disregard the special menu and instead reduce the portion of the regular meal.

Lunch was observed in one of the DKC cottages where youth were served two hamburgers and potato wedges with salad. Most of the youth quickly consumed the two sandwiches, and fewer ate the potato wedges, which more than one youth described as tasting "old". One youth ate the salad. Youth reported that some meals are better than others but would not describe the food as delicious or good. Youth confirmed that staff do provide condiments, and snacks are offered on the units. During the meal, youth and Probation staff were observed interacting easily and without conflict.

Access to Medical and Mental Health Care

JCHS staff were on site and reported hours of operation seven days a week. DMH staff were on site and reported hours of operation seven days a week from 8:00am to 8:30pm with on call psychiatry services during any time staff are not on site. Many youth reported having access to their assigned mental health therapist as often as they desired. Most youth reported that they found mental health services particularly helpful to cope with their detention and to plan for the future. Most youth interviewed reported feeling respected and listened to by their assigned therapist, though some were less enthusiastic and described their experience of receiving mental health services as "alright" or "just okay".

Programs and Services

Program calendars provided had some inaccuracies which were observed during the inspection and reported by various Probation staff who shared that certain scheduled programs were not occurring weekly as described. Multiple staff stated that the responsibility to provide program falls to Probation staff daily. This was a divergent view than that expressed by Director Bañuelos who shared that CBO programming made available to youth was robust. It was also observed that DMH programming was not necessarily provided as scheduled. A specific concern arose from the calendar for Amber cottage, which showed no planned DMH

programming on the calendar. Interviews with youth confirmed that DMH groups did occur on the unit.

Commissioner B and POC staff observed the “Seeking Safety” program by DMH at the Topaz cottage, it was noted that the DMH clinician facilitating the program was having a challenging time connecting with the youth and communicating the expectations of the program. The youth were voicing frustration with the clinician, using foul language, and were not engaged with the content of the program though earlier in the day youth in this cottage appeared to successfully run a program and interact with adults. One youth was observed grabbing himself and talking over the clinician. Probation officers remained calm and provided various interventions in an attempt to support the DMH colleague. One Probation officer was observed in numerous attempts to encourage the group to give the program a chance, to calm individual youth who became more agitated over time, and when needed, removed a youth from the group to speak to separately until the youth de-escalated. Multiple youth later stated that they did not like this program as the clinician frequently “kicks students out” and has yet to build a connection with them.

The youth from Amber cottage were having recreational time by playing basketball with their assigned Probation officers. Director Bañuelos was out with the cottage and mentioned to Commissioner B that he had recently received exercise equipment that had been requested over a year ago (*see Grievance section for additional detail*). Two youth were observed using the equipment.

Despite not having the opportunity to observe any substance abuse prevention programs, POC staff asked youth about their experience receiving any services while at DKC. Multiple youth reported that substance abuse services they have received at DKC have been helpful for maintaining sobriety during detention. Two youth shared that the services they have received have prepared them for continuing their sobriety journey when they are released from DKC. One youth shared that he “completed” his services a while back and thought it might be a good idea to have more course options for youth with longer stays.

Agency Relationships

Reports from various interviews indicated that relationships amongst the co-located departments, DMH, LACOE, and JCHS were good, though limited. The lack of ongoing planning between Probation and LACOE highlighted the need for site leadership to collaborate and creatively address plans that disrupt learning and the daily routines of youth. Individual understandings varied of the roles of some co-located staff, in particular DMH, and there was an expressed desire to have clinicians be more present on some of the living units. It was noted in various interviews that in situation-specific moments, Probation wanted more support with their daily tasks from co-located partners and would like to see line staff successes highlighted by Probation leadership.

May 2023

Inspection #2 – Camp Joseph Scott (CJS) (Co-Located at DKC campus): 1500 S. McDonnell Avenue, Commerce, CA 90040

Facility Rated Capacity: 92 (DKC)

Youth Population (Physical) –	Youth at Court/Medical	Total Staff (Payroll)	Total Active Staff ⁴ (DSO's and GSN's)	Staff to Youth Ratio (Number of Staff at time of Inspection / Youth Pop.) rounded to whole number	Line staff on Duty at time of inspection	Total Credentialed Teachers (LACOE)	Number of High School Students	Number of High School Graduates
5	0	12	12	1:2	3	6	5	0

Access to Medical and Mental Health Services

Juvenile Court Health Services (JCHS)	Services Offered: 7 days / week	Coverage: 6:30 AM –10:00PM
Department of Mental Health (DMH)	Services Offered: 7 days / week	Coverage: 8:00 AM – 8:30 PM (Staff Shifts: 10-hour days, Sun – Wed or Wed – Sat.) plus 24-hour access to on-call DMH psychiatrist

Facility and Physical Environment

Camp Joseph Scott (CJS) is located within the campus of DKC and was comprised of a single cottage. The entrance for CJS is the same as that of DKC. Upon arrival at the entrance to the facility, Commissioner A noted that there were no security checks, nor was the commissioner asked for identification. The commissioner observed a food delivery take place, which was understood to be a violation of policy due to the possibility of contraband entering facilities. On the day of the inspection, DKC was undergoing significant construction which also affected aspects of daily life for the girls dispositioned to CJS. Due to the location of CJS within the facility however, the area directly in front of the cottage entrance was unaffected. This allowed for the girls to have recreation time without construction interruption caused in other areas of the campus. The cottage appeared clean and appropriate and had some paper decorations hung on the wall.

Commissioner A was informed that visiting takes place every Sunday afternoon, though if there is extreme weather, like heavy rain, visitation can be cancelled.

Staffing

At the time of inspection, there were two line staff in the cottage, and there were no concerns expressed regarding short staffing of Probation employees.

Since CJS attends the same on-campus school as DKC, the same concerns exist regarding moving youth to attend class in the physical school building. LACOE reported multiple staffing challenges, including staffing leaves and absences of administrators, which resulted in the utilization of a rotation of teachers to act in the role of “Principal of the Day”, which may contribute to any communication challenges with Probation. It was also reported that due to bonuses offered to substitute teachers to teach in another Probation facility, there was difficulty

⁴ Probation's reports of Active Staff and Line Staff on Duty includes individuals with work hardening, or light duty.

in achieving an adequate staffing level of teachers to accommodate issues associated with facility construction. It was unclear how many of the days the girls in CJS were provided live instruction from a teacher during the days that youth did not physically attend school.

Room Confinement/Hope Center Use

Commissioner A observed the CJS HOPE Center, which was vacant at the time of visit. The HOPE Center appeared clean, but there was a mildew-like odor present which may have been caused by the roofing repairs taking place throughout the DKC campus. Commissioner A inquired about any recent usage or occupancy of the HOPE Center. The CJS Supervising Deputy Probation Officers (DPO) stated that there was a trans girl housed on the unit recently after having multiple physical altercations with the girls on the unit. It was reported that staff and administration spent extensive time with the youth exploring creative options to meet the youth's needs. Ultimately, the youth asserted a preference to be housed in a DKC boys' cottage which resulted in the youth thriving and no longer being involved in physical altercations. In addition, the SDPO was happy to inform that the boys in the cottage were not adversarial to the youth's needs or housing.

Grievances

There were 14 grievances filed for the previous year. Grievances appeared to be responded to in a timely way.

Discipline and Positive Behavior Reinforcement

The girls wore clean and appropriate clothes. They appeared to have a good relationship with their assigned Probation staff, as staff remarked positively about the girls. The girls pointed out that their Deputy Probation Officers (DPO) engaged them in crafts and held them accountable when they used foul language. They explained that their DPO required a short essay explaining why bad language hurts them in the long run; one of the girls read her essay and exuded pride. The girls also pointed out a chart posted on the wall explaining the repercussions of using foul language, which they said they appreciated. The girls then explained that they were working on their behavior and liked that as they made more improvements, they would move up in ranks and receive rewards like shirts, and recognition amongst their peers and Probation staff.

School

Commissioner A and POC staff observed the CJS classroom. The girls' classroom integrated youth from both DKC and CJS and mirrored a typical setting of regular neighborhood schools. The teacher and assistant engaged the students during a thoughtful and well-prepared lesson that leaned heavily on the use of media to learn about famous female jazz musicians in the 1940's. Probation officers from both facilities (DKC and CJS) sat in the back while the lesson was presented. Another Probation officer was assigned to supervise outside of the classroom.

Kitchen and Food

The kitchen for CJS is the DKC kitchen, as CJS is located within the DKC campus. The kitchen at DKC was organized and clean. Kitchen staff reported that no changes have been made to the recipes they are permitted to cook since the POC's 2022 inspection. The staff described recipes as lacking seasoning, but reported their understanding that Probation staff keep quantities of condiments in the living units that youth may add to provide more flavor to the food. POC staff observed this to be true in the CJS cottage. The DKC kitchen staff showed POC staff the recipe book, and the recipes did appear to have little inclusion of spices and flavors that might commonly appear in home cooked meals.

Commissioner A observed a meal in the CJS cottage, where it appeared that all five girls ate the meals served for the day. When asked about the food, they all agreed that it was okay and that they were served enough. Staff supervised the meal and engaged with the youth as they ate. Youth were observed by Commissioner B opening the fridge to get snacks, and they explained that staff allowed them access to food and snacks anytime they asked. It was also observed by Commissioner A that youth had snacks in their room areas.

Access to Medical and Mental Health Care

JCHS staff were on site and reported hours of operation seven days a week. DMH staff were on site and reported hours of operation seven days a week from 8:00am to 8:30pm, with on call psychiatry services during any time staff are not on site. Girls interviewed shared that they have access to their assigned mental health clinician as needed, and that they found the clinician to be understanding and a good listener.

Programs and Services

The programs and services calendar for CJS showed CBO programming available to youth five days a week, and DMH groups happening three times weekly, though the girls and staff reported that one of the groups was no longer occurring. Though CBO-provided programming appeared to take place nearly every day, Camp Scott staff noted that the physical closure of Camp Scott and subsequent transferring to DKC caused a significant loss in programming.

Commissioner B and POC staff observed art programming from Million Little, where various stations were set up to meet the girls' preferences, whether they wanted to write and record music, practice nail art, make bracelets, or paint. The girls noted multiple times that they "loved" the facilitator of the program who they described as "nice" and "the best" and was observed to approach all of her interactions with the girls respectfully and confidently. The facilitator was seen getting the activities set up with some assistance from at least one girl, and also had to ask one individual to wait her turn, which was well received and indicative of a high level of positive rapport.

Commissioner B asked the girls about the other programs offered, and they acknowledged that they disliked programming from a theater program that they felt that was "boring". They also discussed liking the services from the Anti-Recidivism Coalition, and enthusiastically spoke about feeling very connected to a young woman delivering those services and looking forward to talking to her.

Agency Relationships

The Supervising Deputy Probation Officer (SDPO) for CJS reported that the relationships amongst agencies were good. The lack of ongoing planning between Probation and LACOE highlighted the need for site leadership to collaborate and creatively address plans that disrupt learning and the daily routines of youth. The SDPO noted that they had open communication with the courts, DMH, JCHS, LACOE, and the CBOs that serviced the youth at CJS.

June 2023

Inspection #3 – Camp Clinton B. Afflerbaugh (CBA): 6631 N. Stevens Ranch Road La Verne, CA 91750

Facility Rated Capacity: 120

Youth Population ⁵ (Physical) –	Youth at Court/Medical	Total Staff (Payroll)	Total Active Staff ⁶ (DSO's and GSN's)	Staff to Youth Ratio (Number of Staff at time of Inspection / Youth Pop.) rounded to whole number	Line staff on Duty at time of inspection	Total Credentialed Teachers (LACOE)	Number of High School Students	Number of High School Graduates
28*	2	60	51	1:2	12	4	23	6

* 1 at court; 1 at medical

Access to Medical and Mental Health Services

Juvenile Court Health Services (JCHS)	Services Offered: 7 days / week	Coverage: 7:00 AM – 8:00 PM ⁷
Department of Mental Health (DMH)	Services Offered: 7 days / week	Coverage: 7:30 AM – 8:30 PM (Staff Shifts: 10-hour days, Sun – Wed or Wed – Sat.) plus 24-hour access to on-call DMH psychiatrist

Facility and Physical Environment

Security procedures upon entering Camp Clinton B. Afflerbaugh (CBA) involved being buzzed in through two chain link gates and signing in as a visitor to the facility. There were no metal detector or x-ray devices used to screen POC commissioners or staff to prevent contraband items from entering the facility.

The grounds of the facility were well manicured, including a large grassy field where youth reported playing sports most afternoons. There was one main living area, divided in two by a raised area where staff were observed most of the time in the unit. This area contained the staff computer, landline telephone, and chairs. Beds lined each side of the room and there were many more beds than there were boys living in the unit. Some graffiti was noted throughout the unit, but it may have been old and scratched into surfaces. Bathrooms were clean and had privacy shower curtains on all stalls.

Commissioner C inquired about the visiting in the facility. One youth said he requested one visit with his girlfriend and child. He received that visit, and it was a positive experience. Another youth said he had only received one visit with his son. He shared that he wanted more visits because seeing his son affects him positively. "I was doing better once I saw my son." A small group of youth said they aren't always allowed to make phone calls, and they only get visits on Sundays when the "good staff" is working.

⁵ Physical youth population and High School Student/Graduate numbers may be discrepant due to differences in Probation/LACOE data gathering and reporting processes.

⁶ Probation's reports of Active Staff and Line Staff on Duty includes individuals with work hardening, or light duty.

⁷ Hours reflected were gathered at the time of inspection. Probation later provided feedback that JCHS hours extend to 9:00 PM.

Staffing

No staffing challenges were reported during the visit. CBA utilizes the 56-hour work week schedule, in which staff work a combination of two 16-hour days and an eight-hour day within a span of three days, spending two nights sleeping at the facility.

POC staff inquired about the implementation of the LA Model at CBA. It was reported that no trainings for the LA Model had occurred. Administration raised concerns of their belief that the LA Model could not be implemented due to the physical layout of the facility not being set up for a small group model.

Room Confinement/Hope Center Use

CBA does not have its own HOPE Center on campus, but utilizes that of Camp Glenn Rockey, located in San Dimas. When youth were asked about their experiences with the Hope Center, multiple boys reported that they had never gone. Two boys that reported going before shared that they returned to CBA after about three to four hours.

Given the physical structure of the living unit being an open dorm-style room, there was no report of any room confinement.

Grievances

Commissioner C asked the youth about the grievance process; and two youth stated that “grievances do not change anything”. They acknowledged that after filing a grievance a meeting was held, and reported that staff often tried to convince them to change their mind and retract their grievance submission.

Discipline and Positive Behavior Reinforcement

A small group of three youth shared that Probation staff were “okay and did a good job talking to you and reading your emotions” (i.e., able to tell when you’re upset and don’t want to talk). Another young man said staff did a good job “deescalating situations and trying to motivate you”. He was particularly interested in running his program and getting out at his appointed release date. One young man in the group shared that there were a few staff who abused their power and spoke to youth in demeaning ways (e.g., constantly reminding you that you’re locked up).

While observing lunch, Commissioner A noted that a conversation with a group of youth revealed that the Probation officers working that day required them to participate in the clapping exercise if they wanted to eat. They viewed this behavior as coercive.

A different small group with young men who been at the camp before said certain staff shifts made them stay in the dorm all day and sometimes required them to stay in their beds or face disciplinary action for getting up. They mentioned that staff won’t let them call their attorneys and make them stomp and clap (organized activity observed during the inspection) to get food. These youth seemed upset and spoke about certain staff not following their own protocols.

Kitchen staff noted that fights can break out during mealtimes when probation staff uses food to reward youth. If youth perceive that other youth are receiving special treatment, they become upset. Kitchen staff noted that mealtime is more orderly when certain Probation officers are working.

Two boys reported that in their experience, staff do not file their own SIRs. Instead, they file SIRs for each other, and make up details about what happened during the incident. Both youth who shared this were upset about this practice.

School

Commissioner C inspected the school, sitting in on the end of one class and half of another class. There were 1-2 youth in the main class who were observed not to be engaged. However, most asked questions, and some volunteered to help (e.g., passing out materials, reading out loud). Two students explained recent projects they had completed and what they learned. The teacher, teacher's aide, and the students seemed to have a mutually respectful relationship. The teacher did a good job asking the students questions and jogging their memory about past lessons. Both the teacher and the aide encouraged the kids ("good job!"), were responsive (coming over to answer their questions when their hands were raised) and showed care (patting someone on the back). The lesson plans seemed relevant to their experiences and cultures. For example, they learned about the Tuskegee Airmen and roles Native Americans played during WW2. The students shared that they had recently completed a project where they learned about the lives of 1920s gangsters and were able to set up their own speakeasy in the classroom. The teacher used videos and PowerPoint presentations. In the classroom there was art, student projects, and learning materials (educational content, examples of positive behavioral expectations, examples of sexual harassment) on the wall. There were multiple interruptions throughout the class (people coming in and out, one teacher received flowers for an award she was being honored with). Nonetheless, the students remained engaged. Probation staff was present during the classroom visit but there was minimal interaction.

Commissioner C interviewed and observed a group of 3 youth who were high school graduates. During school hours they had unstructured time and were playing a board game.

Kitchen and Food

Commissioner C visited the kitchen and dining hall and noted that the kitchen was very clean and orderly, with food items organized and properly labeled with expiration dates. Detailed menus and recipe books were there, along with special menu/dietary guidelines for youth with food allergies and those needing calorie-restricted meals. Each meal on the monthly meal calendar included a vegetable. Multiple food seasonings were present. Staff seemed very proud about their work and the care they took to develop healthy and tasty meals for the youth. Kitchen staff shared that they take feedback from youth regarding meals seriously and told a story about a meal that so many youth disliked, there were nine grievances written about it, and kitchen staff reported that they never made the dish again.

Commissioner C also interviewed Probation officers and they stated that there are times when outside food is brought into the facility as a treat for youth, and these special meals, while nice, are not necessarily aligned with youths' dietary needs (e.g., youth with food allergies). The Probation officers suggested the menus be upgraded. They monitor which foods youth like (i.e., what food is eaten) and dislike (i.e., food that is thrown away). They also recommended larger portion sizes. Youth can get upset when there is not enough food at a given meal. Commissioner C noted that lunchtime appeared very structured, quick, and orderly. Commissioner C overheard Probation officers and youth doing a clapping exercise before and at the end of the meal. Probation officers felt that other shifts do not maintain the same type of order, and during those shifts, kitchen staff have been assaulted, and youth have thrown food.

Access to Medical and Mental Health Care

Many youth reported ease of access to their assigned mental health clinician. Various youth reported knowing how to request to see the nurse. Some youth volunteered that Probation staff were helpful with facilitating more immediate access to co-located department staff by offering to call the office instead of having youth generate a written request.

Programs and Services

Multiple boys reported that they appreciate programs that taught them life skills and said they wanted more parenting programs. One shared that DMH offered helpful services, and that the clinicians are not judgmental. Another said he spends time outside every day and there are a lot of sports and organized activities to keep the youth busy.

Agency Relationships

Various interviews reported an overall sense that relationships amongst the co-located departments, DMH, LACOE, and JCHS, were positive. Some interviews indicated that Probation would like more DMH clinician presence throughout the day to support de-escalation efforts. When speaking with LACOE staff, it was noted that although they (LACOE) would like Probation staff inside the classrooms, they maintained a good relationship with Probation and the other agencies providing support. LACOE staff stated that whenever they asked for support from Probation staff, it was always provided.

June 2023

Inspection #4 – Camp Joseph Paige (CJP): 6631 N. Stevens Ranch Road La Verne, CA 91750
Facility Rated Capacity: 120

Youth Population ⁸ (Physical) –	Youth at Court/Medical	Total Staff (Payroll)	Total Active Staff ⁹ (DSO's and GSN's)	Staff to Youth Ratio (Number of Staff at time of Inspection / Youth Pop.) rounded to whole number	Line staff on Duty at time of inspection	Total Credentialed Teachers (LACOE)	Number of Students	Number of Graduates
26*	3	47	47	1:3	9	4	14	6

*3 at medical

Access to Medical and Mental Health Services

Juvenile Court Health Services (JCHS)	Services Offered: 7 days / week	Coverage: 7:00 AM –8:00 PM ¹⁰
Department of Mental Health (DMH)	Services Offered: 7 days / week	Coverage: 7:30 AM – 8:30 PM (Staff Shifts: 10-hour days, Sun – Wed or Wed – Sat.) plus 24-hour access to on-call DMH psychiatrist

⁸ Physical youth population and High School Student/Graduate numbers may be discrepant due to differences in Probation/LACOE data gathering and reporting processes.

⁹ Probation's reports of Active Staff and Line Staff on Duty includes individuals with work hardening, or light duty.

¹⁰ Hours reflected were gathered at the time of inspection. Probation later provided feedback that JCHS hours extend to 9:00 PM.

Facility and Physical Environment

Commissioner A entered Camp Joseph Paige (CJP) and noted there were no security checks nor wandering, and the commissioners were able to just walk in the facility. Commissioner A was informed about the new policy prohibiting cell phones into the facility by the front office Probation staff. Commissioner A noted that the buildings, rooms, kitchen, and bathrooms appeared clean. Landscaping appeared well kept and there were privacy curtains in the showers. The facility Director escorted commissioners throughout the day which seemed to affect the organic process of the inspection, including staff observations and interviews with both staff and youth.

Staffing

No staffing challenges were reported during the visit. CJP utilizes the 56-hour work week schedule, in which staff work a combination of two 16-hour days and an eight-hour day within a span of three days, spending two nights sleeping at the facility.

POC staff inquired about the implementation of the LA Model at CJP. It was reported that no trainings for the LA Model had occurred.

Room Confinement/Hope Center Use

CJP does not have its own HOPE Center on campus, but utilizes that of Camp Glenn Rockey, located in San Dimas. At the time of the inspection, it was reported that there was one boy at the Camp Glenn Rockey Hope Center. Given the physical structure of the living unit being an open dorm-style room, there was no report of any room confinement.

Grievances

There were seven grievances filed between January 2023 and June 2023. Commissioner A reviewed grievances and it was noted although all grievances appeared to be addressed in a timely manner. Most grievances were related to either food or room temperature. As observed in other facilities, it was concerning to Commissioner A to see that most youth declined copies of their grievances.

Discipline and Positive Behavior Reinforcement

In the middle of the inspection there was a fight during recreation time. During a volleyball game, a staff member was observed utilizing an arm-extension to separate youth. When Commissioner A inquired about the PIR for that use of force, the facility Director informed the commissioner that a PIR was not necessary per the new policy.

LACOE staff shared that they use the Positive Behavior Intervention System (PBIS), where there is a continuum of resources and “restructures” used to assist students with behavioral difficulties. LACOE staff uses a 4-step system to “restructure” student behavior through different interventions. If a student is having behavioral difficulties, the first step is a “verbal restructure” where the instructor advises the student about their behavior. If the first step yields unsuccessful results, a second “restructuring” is used where a “behavior technician” (LACOE staff) is called to the class and they speak with the student to intervene with the behavioral difficulty. If step 2 yields unsuccessful results, step 3 is for the student to speak with their school counselor. If step 3 is unsuccessful, the instructor asks Probation to intervene (step 4). LACOE staff mentioned that this system was in place to minimize suspension rates and assist students with their individual needs.

School

Commissioner A visited two classrooms, noting that both classes were staffed by substitute teachers and it appeared that most of the allotted time was used as free time and without real structure. The youth indicated that they had completed the day's assignment quickly. Probation officers were assigned outside of the classroom, but none were positioned in the classroom.

One of the classroom visits was interrupted by Probation officers conducting a search of all youth. This process appeared to take a long time, and when attempting to observe the search, the facility director instructed commissioners to exit to avoid any "disruptions" caused by the POC visit.

Kitchen and Food

The condition of the kitchen and work area was organized and clean. The head cook explained that all food is prepared by professional staff and that the use of Kitchen Patrol, a role for youth to assist kitchen staff, was eliminated because of the COVID-19 pandemic and not reinstated. It was reported, however, that any youth who have completed high school are eligible to work for pay in the kitchen. Commissioners observed lunch. Youth entered the cafeteria escorted by Probation officers. They seated themselves and talked while they ate. For the most part, the tone was relaxed and unhurried. The youth lunched in small groups which were staggered to limit interaction between the youth from different small groups until the whole population was fed.

Access to Medical and Mental Health Care

JCHS staff were on site and reported hours of operation seven days a week. DMH staff were on site and reported hours of operation seven days a week from 8:00am-8:30pm.

Programs and Services

POC staff and Commissioner A observed a program by Homeboy Art Academy Industries in which three boys were learning how to screen print t-shirts with their own unique design. The youth expressed that they enjoyed the class. They were very engaged in the activity and were talking and laughing as they took turns participating in the process. The staff from Homeboy Art Academy stated that they have come across very few roadblocks to present the program and are currently working with LACOE to add Homeboy Art classes to their high school class offerings so that youth may earn credits for participation. The teacher repeatedly emphasized to the three youth that after they finished their program at CJP, they would be welcome to use their newly acquired skills to apply for paid work at the Homeboy Art Academy, or to consider applying to other silk-screening shops. The provider was observed using strength-based language that focused on the boys' functional skills, including their artistry and application of learning.

Agency Relationships

Various interviewees indicated relationships amongst the co-located departments, including DMH, LACOE, and JCHS were overall collaborative and positive. Probation staff noted that they felt that they had a good relationship with the CBOs, DMH, LACOE, and JCHS. Probation staff mentioned that they felt comfortable calling DMH staff whenever their expertise was needed. It was noted that LACOE administrators would like Probation staff inside the classrooms, but there seemed to not be a consistent approach established between the agencies to determine an outcome to resolve the request. LACOE staff stated that whenever they asked for support from Probation staff, it was always provided. LACOE administration reported a positive relationship with Probation and the other co-located county departments.