

# 2023 FACILITY INSPECTIONS ANNUAL REPORT



LOS ANGELES COUNTY  
PROBATION OVERSIGHT COMMISSION

# Table of Contents

Executive Summary	_____	<b>01</b>
Methods	_____	<b>04</b>
Key Findings Summary	_____	<b>06</b>
Report 1: Dorothy F. Kirby Center, Camp Joseph Scott, Camp Clinton B. Afflerbaugh and Camp Joseph Paige	_____	<b>08</b>
Report 2: Central Medical Hub (formerly Central Juvenile Hall)	_____	<b>29</b>
Report 3: Campus Vernon Kilpatrick, Barry J. Nidorf Juvenile Hall, and Camp Glenn Rockey	_____	<b>34</b>
Report 4: Los Padrinos Juvenile Hall Pre-Inspection and Los Padrinos Juvenile Hall Inspection	_____	<b>58</b>

# Executive Summary

The Los Angeles County Probation Oversight Commission (POC) was established in 2021 as a civilian-led oversight commission focused on systemic reform of the Los Angeles County Probation Department (Probation or Department). The POC advises Probation and the Los Angeles County Board of Supervisors (Board) about progress and challenges to implementing reform and increasing the safety and well-being of those interacting with Probation.

The POC has authority and responsibilities directly related to oversight of juvenile institutions granted by state law and county ordinance. Specifically, Title 15 of the California Code of Regulations, section 1313 (f), 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 an annual report on these inspections to the California Board of State and Community Corrections (BSCC) by December 31 each year. The Board also granted the POC specific authority to “as permitted by law...conduct unannounced inspections of any facility, and its non-confidential records, where any juvenile probationer can be held or where probationers receive services and “prepare reports on inspection findings” for the Board (LACC Sections 3.80.040(B) and 3.80.050(A)).

This 2023 Inspections Report marks the third round of annual inspections conducted by the POC and was conducted during a time of significant changes in the use of the facilities. During 2023, the POC conducted ten inspections including a special inspection of Central Juvenile Hall in its new capacity as a medical hub, a “pre-inspection” of Los Padrinos Juvenile Hall prior to its re-opening in July 2023, and an inspection of Barry J. Nidorf Juvenile Hall’s Secure Youth Treatment Facility (SYTF). After Probation moved all youth awaiting disposition to the newly reopened Los Padrinos Juvenile Hall, a full formal inspection was conducted there. All of Probation’s residential treatment facilities, most often referred to as camps, were also inspected.

During the inspections, commissioners' observations and interviews with youth, Probation employees, co-located county partners, and external service providers highlighted important themes:

**Deep divides in culture between facilities** – While some facilities intentionally worked to establish clear expectations for trauma-responsive practices in working with youth, others had troubling reports of retaliatory and antagonistic behaviors by Probation staff toward youth. The divide between the facilities appears to be a result of the absence of a department-wide commitment to full implementation of the LA Model and adoption of the principles of Youth Justice Reimagined.

**Programming and services should be tailored to meet the needs of the young people detained** – Across all facilities, youth and staff repeatedly stated the need for vocational training that can lead young people to gainful employment upon their release. At many facilities youth and staff expressed a need for more access to post-secondary education. Addressing the education and work needs of an older population should be viewed as a key aspect of rehabilitation and prioritized across all facilities.

**Partnerships and communication** – At some facilities, strong partnerships thrived between Probation and co-located county departments with youth reaping the benefit of a professional, supportive, and collaborative environment. Other facilities saw deterioration in partnership and communication which resulted in youth missing school, cancellation of therapeutic services including substance abuse disorder treatment groups, and delays in providing youth with appropriate medical treatment.

**Oleoresin Capsicum Spray** – This chemical intervention continues to be used regularly at Los Padrinos Juvenile Hall despite the Board's orders for it to be phased out in 2019 and 2022. There continues to be no phase out plan in place.

The throughline of this report and the findings and recommendations herein center around the need for Probation to adopt a department-wide strategy to address issues of facility culture that promote safety, cooperation, and well-being not only for youth, but also within the context of inter-agency relationships and staff training. In this report, the POC clearly identifies examples of facilities effectively doing this work; of facility leadership setting expectations around practice behaviors and creating safe environments for youth cultivated through supportive partnerships. Other facilities require swift, methodical culture and practice overhaul. Probation demonstrates that it can be part of a youth’s road to rehabilitation; the POC has seen it done with clear intention in some facilities.

There is no question that the care needs of the youth incarcerated in Probation’s facilities are complex, and that while youth are separated from their caregivers, families, friends, schools, communities, and cultures, they carry with them the full weight of their past life experiences and worries for their futures. Probation must provide direction and opportunities for these young people and appropriately prepare its workforce for the task ahead of them. Our young people deserve a full commitment from the County to take the necessary steps to promote their safety, well-being, and rehabilitation.



Picture hanging up at an LA County Probation Facility.

# 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). On May 23, 2023, the BSCC found 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 and other programs, recreation, and exercise. Probation was afforded a 60-day period to move all pre-dispositioned youth out of these two facilities.<sup>1</sup> In response, the Department formulated a plan to re-open Los Padrinos Juvenile Hall which was closed in 2019. On July 19, 2023, Probation reported in a memo to the Board of Supervisors that all youth pending disposition had been moved from 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 at that time have jurisdiction to make unsuitability findings at a Secure Youth Treatment Facility (SYTF), youth dispositioned to SYTF were able to remain at Barry J. Nidorf Juvenile Hall.

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

- Two to four POC Commissioners conducted each inspection. Commissioners are identified throughout this document by an assigned letter, i.e. Commissioner A, Commissioner B, etc. In addition, two or more POC staff members provided support during each inspection. Inspection dates were coordinated with Probation leadership and leaders from each facility were aware in advance of the inspection. Inspections took between four and eight hours to complete.
- The BSCC does not provide an inspection report template. The POC developed a detailed, 12-page inspection template that was updated this year and reviewed by Probation and the BSCC. The template highlights topic areas to ensure a thorough inspection of the facilities’ physical structure and environment. It also asks commissioners to examine practices and treatment of youth. Prior to each inspection, the template was shared with Probation leadership at each facility.

<sup>1</sup> <https://www.bscc.ca.gov/wp-content/uploads/May-24-2023-Notice-of-Unsuitability-Los-Angeles-County-Probation-FINAL.pdf>

- The first facilities inspected were Dorothy F. Kirby Center and Camp Scott which continue to be located together on a single campus in Commerce. This was followed by inspections of Camp Afflerbaugh and Camp Paige, which are located next door to one another. Next, a pre-inspection was conducted of Los Padrinos Juvenile Hall prior to its re-opening and the POC conducted a limited inspection of Central Medical Hub, located at the former Central Juvenile Hall. Next, Campus Kilpatrick, Camp Rockey, and the SYTF facility at Barry J. Nidorf Juvenile Hall were inspected. Finally, a full inspection was conducted at Los Padrinos Juvenile Hall after its re-opening which brought all pre-dispositioned youth in Los Angeles County into the facility.



An aerial view of Los Padrinos Juvenile Hall in Downey in June. (Allen J. Schaben/Los Angeles Times)

# Key Findings Summary

The POC collected a large amount of information at each inspection. The following represents a summary of key findings that arose during the inspections of the facilities. Expanded findings can be located at the beginning of each individual inspection report.



**Wide variations in staff practice behaviors** – At most facilities, 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. At Los Padrinos, troubling reports of staff antagonizing and provoking acts of physical violence between youth emphasizes the need for Probation leaders to disrupt pervasive practices and culture that harm youth.



**Access to substance abuse prevention and harm reduction focused programs, services, and interventions** – Conditions at Los Padrinos Juvenile Hall and Barry J. Nidorf SYTF limited providers' ability to conduct substance abuse group programming. Reports of inhospitable attitudes toward some providers raised concerns about departmental understanding and acceptance of best practices to help youth grappling with substance use.



**Partnerships** – There was a clear correlation observed between the strength of partnerships and the quality of the environment in a facility. Probation staff, co-located county staff, and youth described dissatisfaction with the level of professional support they received in facilities where partnerships were strained.



**Provision of age-appropriate programs and services** – While there was a need for more programs and services at nearly all facilities, opportunities for vocational learning were in highest demand.



**Inadequate access to medical care** – Verbal reports and grievances at Los Padrinos Juvenile Hall indicated that Probation staffing issues caused youth not to have timely access to medical appointments at Central Medical Hub and within the facility.





**Stalled implementation of the LA Model** – A plan to extend LA Model implementation at Camps Afflerbaugh and Paige had not begun, nor was there a known plan to begin any implementation activities at these facilities.



**Oleoresin Capsicum spray** – Probation leadership committed publicly to reopening Los Padrinos Juvenile Hall without Oleoresin Capsicum (OC) spray. Less than a month after opening, OC spray was reintroduced at the facility, including in units housing girls, gender expansive youth, and youth with diagnosed developmental disabilities. While OC spray was available to staff at Barry J. Nidorf SYTF, use of the spray plummeted in the months prior to the inspection. There was no phase out plan in place at either facility.



A boy is dressed for a court appearance. Photo not taken during inspections.  
Photo by Joseph Rodriguez for The Imprint.

# REPORT 1: DOROTHY F. KIRBY CENTER, CAMP JOSEPH SCOTT, CAMP CLINTON B. AFFLERBAUGH AND CAMP JOSEPH PAIGE

## Key Findings

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.



### EDUCATIONAL LOSSES DUE TO INADEQUATE PLANNING

At Dorothy F. Kirby Center (DKC) and Camp Scott, it was found that youth had not attended school in their classrooms 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 without daily live instruction.



### 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.<sup>1</sup> 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.

<sup>1</sup> <https://file.lacounty.gov/SDSInter/bos/supdocs/167280.pdf>

# May 2023

**Inspection #1** - Dorothy Kirby Center (DKC): 1500 S. McDonnell Avenue, Commerce, CA 90040  
 Facility Rated Capacity: 92

Youth Population <sup>2</sup> (Physical) – Co-Ed.	Youth at Court/ Medical	Total Staff (Payroll)	Total Active Staff <sup>3</sup> (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

\*Includes 1 at court; 3 at medical

## Access to Medical and Mental Health Services

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

### 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.

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

<sup>3</sup> Total Active Staff: Probation's reports of Active Staff and Line Staff on Duty includes individuals with work hardening, or light duty.

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 restrictions. 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 Management 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 challenges 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 to support their 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 <sup>4</sup> (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

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

### 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.

<sup>4</sup> Total Active Staff: Probation's reports of Active Staff and Line Staff on Duty includes individuals with work hardening, or light duty.

## **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 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 (SDPO) 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 <sup>5</sup> (Physical)	Youth at Court/ Medical	Total Staff (Payroll)	Total Active Staff <sup>6</sup> (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

\*Includes 1 at court; 1 at medical

### Access to Medical and Mental Health Services

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

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

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

<sup>7</sup> 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**

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 a 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 only get visits on Sundays when the "good staff" is working.

### **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 three 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 <sup>8</sup> (Physical)	Youth at Court/ Medical	Total Staff (Payroll)	Total Active Staff <sup>9</sup> (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 <sup>10</sup>	6

\*Includes 3 at medical and 1 at Camp Rockey in the HOPE Center

## Access to Medical and Mental Health Services

<b>Juvenile Court Health Services (JCHS)</b>	Services Offered: 7 days / week	Coverage: 7:00 AM –8:00 PM <sup>11</sup>
<b>Department of Mental Health (DMH)</b>	Services Offered: 7 days / week	Coverage: 7:30 AM – 8:30 PM (Staff Shifts: 10-hour days, Sun – Wed or Wed – Sat.) <b>plus 24-hour access to on-call DMH psychiatrist</b>

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

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

<sup>10</sup> LACOE explained that the number of students reported does not always conform with the actual population as there can be a delay in registering new students in the system.

<sup>11</sup> 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 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.



Children line up for “count” in 2014 at the county’s Central Juvenile Hall. Photo by Joseph Rodriguez for The Imprint.

# REPORT 2: August 2023: CENTRAL MEDICAL HUB (FORMERLY CENTRAL JUVENILE HALL)

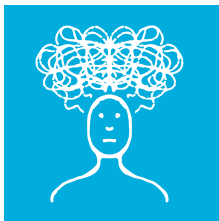
## Key Findings



### INADEQUATE ACCESS TO MEDICAL CARE

Commissioners learned that youth miss multiple appointments per day at Central because short staffing at Los Padrinos Juvenile Hall prevents youth from being transported to Central for their appointments, at times resulting in negative medical consequences for youth.

---



### CHALLENGES WITH INTER-AGENCY COMMUNICATION

Staff reported communication challenges that contributed to delayed access to healthcare for youth, questions about policies and practices, and morale concerns.

---



### MOVING MEDICAL SERVICES TO LOS PADRINOS JUVENILE HALL TO CEASE OPERATIONS AT CENTRAL JUVENILE HALL

Due to the serious consequences of delayed medical services to youth in need, the POC recommends an expedited consolidation of medical services at Los Padrinos Juvenile Hall instead of continuing to offer services at Central. Elimination of the Central Medical Hub may alleviate delays in medical care and prevent obstacles and burdens for Probation and JCHS staff.

---

# August 2023

Inspection #5 - Central Medical Hub: 1605 Eastlake Ave, Los Angeles, CA 90033



Entrance to LA County Probation's Central Juvenile Hall, Oct 1, 2017. Source: WitnessLA

On July 12, 2023, youth were moved out of Central Juvenile Hall ahead of the deadline set as a result of the BSCC's findings of unsuitability of the facility for the confinement of youth. After the move was completed, the facility was designated as the Central Medical Hub (Central), and it continues to house various operations operated primarily by Juvenile Court Health Services staff. It was reported that services at the facility paused beginning on July 12, 2023, and resumed approximately one month later on August 11, 2023.

On the day of the inspection, the operations serving youth at the Central Medical Hub were optometry, x-ray, and Live-Scan. Other non-direct service operations located on the grounds included a pharmacy and a laboratory.



The process for entering the facility to attend a scheduled appointment is to have youth exit the transportation van accompanied by Probation staff who walk them directly through movement control to the location of appointment. Youth were observed handcuffed and shackled at their wrists and ankles with a chain connecting the upper and lower cuffs during this movement, which was reported as “standard protocol”. It was reported that most youth visiting the facility were typically there for approximately 20 minutes but could remain in the facility for up to four hours. Youth appointments were coordinated to prevent any interaction between youth from different facilities.

It was reported that approximately three to five youth visited the facility per day, though staff reported that multiple appointments were missed daily both for optometry and x-rays. It was reported that some appointments were more than a week overdue, and that multiple youth had been seen after substantial delays which worsened the condition of the original injuries. As reported by JCHS staff, this delayed treatment most often affected youth’s injured hands that became “swollen or deformed” over time. It was emphasized that staffing shortages at Los Padrinos resulted in the delays in recent weeks, though prior to the movement of pre-dispositioned youth to Los Padrinos, appointment cancellations also occurred from Barry J. Nidorf Juvenile Hall. It was reported that youth brought from any of the residential treatment facilities, otherwise the “camps”, were generally transported without delays or appointment cancellations. JCHS staff reported a willingness and desire to travel between facilities if needed to ensure that youth receive medical attention. Reported plans to allocate space and to procure appropriate instrumentation could be more than a year away.

There was confusion at Central about who was allowed to visit the facility for treatment. Probation leadership at Central shared an understanding that the BSCC no longer regulated the facility nor its visitors. Some JCHS staff reported receiving communication that youth dispositioned to a Secure Youth Treatment Facility were not allowed to receive services at the facility per BSCC. During the inspection, two youth dispositioned to SYTF from Campus Kilpatrick were observed on site for services. Increased coordination between Probation and JCHS is needed to achieve a shared understanding about who can visit the facility and to jointly address any issues with BSCC, if necessary.

The laboratory was located in a small room in the trailer with optometry services. The primary function of the lab was to do sample processing for nurses located within the facilities. These samples are processed by a Clinical Lab Scientist who reported that most testing is for COVID-19 and other common bacterial infections. The pharmacy was located in a stand-alone building in an isolated area of the facility. To access the pharmacy, commissioners walked through a lot with at least 13 parked county vehicles with no signs of recent use. The pharmacy typically has three functions: medication preparation, medication storage, and medication distribution. The preparation and storage happen on site at Central, and medication is transported to Los Padrinos for the distribution within 24 hours of a prescription being shared with the pharmacy. The storage and distribution could be automated and done by a Pixus machine, which is a robot-like vending machine. The machine is currently at Central and there are plans to move it to Los Padrinos once the facility is licensed to house it. The pharmacy staff were content with how the system works and expressed hope that the pharmacy facilities would remain on site permanently.

It was reported to commissioners that AM and PM shifts were each staffed by two Detention Services Officers (DSOs) and a supervisor. It was reported that the overnight shift required four DSO's and a supervisor, since on the evening shift, staff were charged with doing a security rotation throughout the facility.

While grievance boxes were observed within the areas that youth might pass through within the facility, no grievance forms nor writing instruments were readily available for grievance writing. It was reported to commissioners that since there is no grievance officer assigned on site, youth that want to file a grievance for any reason would need to do so at their assigned facility. Grievances received for the previous year were requested for commissioner review, however the records were not available at the facility. The POC later learned that the grievances were moved to Los Padrinos Juvenile Hall. A POC Commissioner reviewed the Central grievances on September 13, 2023. Grievances were mostly handled in a timely manner. Some matters involving youth reporting safety concerns would ideally be handled faster, but those were typically addressed within a few days. Commissioner noted that it might not be reasonable to expect a grievance to be addressed any faster. The one grievance with concerning timelines came from a young person who had a toothache, whose trip to the dentist was cancelled due to insufficient staffing. It appeared that the young person waited with tooth pain for well over a week before being taken to a dentist. Other highlighted commissioner reflections included:

- All allegations of physical or sexual injury were taken very seriously.
- Food complaints were not taken seriously. Youth who asked for things like hot sauce were referred to a policy that said a medical professional was needed to receive more than 3000 calories a day and told to see the doctor.
- It was difficult to tell how effective the grievance procedure was at helping youth who felt threatened by their peers. There were several grievances saying youth felt unsafe but then said they no longer felt that way when interviewed by staff. Some youth were released before the grievance was resolved. There was no indication whether youth who reported feeling unsafe were later victims of violence.
- Youth grievances about staff were primarily resolved by counseling the youth. Many of the complaints appeared to be personality clashes between youth and staff that could benefit from a restorative justice procedure. Some of the grievances led to "town halls," but the documentation available did not attest to the effectiveness of the remedy. In some instances, there were no town halls. There were concerns that there was a lack of a serious attempt to listen to the youth surrounding many of the grievances.

While some grievances were written for what some might consider minor issues, the unintended consequence of dismissing grievances is that youth will believe that the grievance procedure is ineffective, or worse, that staff do not care about the youth. Such a perception could follow youth through facilities and prevent reporting of serious issues. Due to the discontinued use of Central as a juvenile hall, any recommendations related to juvenile hall grievances will be made in the inspection report for Los Padrinos Juvenile Hall.

As a result of the current limited use of the facility, there were no discipline nor positive behavior reinforcement protocols in place for the functioning of the facility. It was reported that no serious incidents or physical interventions had occurred since service provision resumed. There was neither room confinement nor Hope Center utilization at the facility. The school was closed and no educational services were on site. There were no DMH staff or mental health service provision on site. There was no other programming on site. Commissioners were informed that the kitchen was accessible to make sack lunches for youth visiting the facility, if needed.

# REPORT 3: CAMPUS VERNON KILPATRICK, BARRY J. NIDORF JUVENILE HALL, AND CAMP GLENN ROCKEY

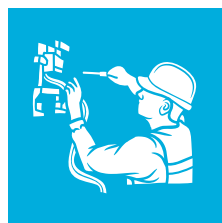
## Key Findings



### SUBSTANCE ABUSE PREVENTION HAS NOT BEEN TREATED AS AN EMERGENCY

At Barry J. Nidorf Secure Youth Treatment Facility (SYTF), security and searches have increased while illicit substance contraband found has decreased over the past year. However, rehabilitative programming, services, and treatment for young people remain severely lacking. Naloxone, a lifesaving intervention, remains locked away, and the staff of various county departments report an urgent need for collaborative training efforts to bring Probation Department, Department of Public Health, and the Department of Mental Health employees in the facility up to speed with best practices recognized by the substance use disorder specialized medical professionals and researchers.

---



### PROGRAMMING SHOULD ADDRESS THE AGE-APPROPRIATE NEEDS OF AN OLDER POPULATION

On the days of the inspections at Barry J. Nidorf Juvenile Hall and Campus Kilpatrick, more than 80% of individuals detained in these facilities were ages 18 and over. While arts programming was viewed as beneficial and regularly scheduled, the young adults in these facilities spoke openly about their need for vocational and educational programming that can put them onto a career path, or at minimum, provide options for gainful employment once they are released.

---



### LA MODEL IMPLEMENTATION

Positive effects on facility culture stemming from the collaborative effort to implement the model across departments continues to have a positive effect on the young people housed at Campus Kilpatrick. Efforts to embrace aspects of the LA Model prior to formal implementation at Camp Rockey, including approaching work with young people in an individualized and trauma-responsive way, contributed to positive reports from youth in the way they saw themselves, staff, and Probation.

---



### UNDERUTILIZATION OF CAMPUS KILPATRICK

Campus Kilpatrick provides one of the most rehabilitative environments in a locked facility in the County and could house up to 48 young people. Yet, the population is capped at 20 at any given time, while young people desperate to get there languish at the Barry J. Nidorf SYTF, despite having met the required benchmarks for transfer.

The inspections described within this report are a testament to the power of the intentional creation of facility culture. Partnerships play a key role in each, highlighting positive environments that can be created when relationships and understanding are centered at every level of an organization and how disorganization, devalued, and ruptured partnerships detract from the County’s goal of safety and well-being of the human beings inside of these institutions.

# August 2023

**Inspection #6 - Campus Kilpatrick (CVK): 427 Encinal Canyon Rd, Malibu, CA 90265**  
Facility Rated Capacity: 48



Campus Kilpatrick. Source: *LAist*. 2018.

Youth Population <sup>12</sup> (Physical)	Youth at Court/ Medical	Total Staff (Payroll)	Total Active Staff (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
17	0	50	50	1:2	15	4	4	13

## Access to Medical and Mental Health Services

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

### Facility and Physical Environment

Upon entering Campus Kilpatrick, POC Commissioners and staff passed through a metal detector and were asked by security if they were aware that cell phones were not allowed in the facility. POC staff and Commissioners were asked for identification and observed the appropriate sign-in procedure as instructed by reception staff. The campus area is large and includes a well-maintained grassy field. All areas had safe and clear walkways. All buildings looked new and in good repair with no broken windows nor significant graffiti. Near the field, equipment was observed including multiple exercise machines and a volleyball court with a net. There is also a working pool at the facility.

In the first cottage visited, the living unit is clearly lived in which looks comfortable in comparison to living areas in other facilities. One young person was laying stretched out across the couch while watching television, while two youth played video games on a different television. The sleeping area also had more of the comforts of home, there were personal bed sheets and blankets on the beds. There were birthday presents on one youth's bed who was celebrating a birthday and being released to a step-down facility on that day. There were three beds observed in the designated area of the cottage. There were two other youth working on college assignments. A POC commissioner observed that it was challenging for youth to keep focus on those assignments given the amount of noise coming from the various televisions and conversations happening at that time. There were two dogs observed in the outside patio area for the cottage and youth reported that they enjoyed having the dogs with them and training them through the Marley's Mutts program. There were cameras observed in the units visited.

<sup>12</sup> Physical youth population and High School Student/Graduate numbers may be discrepant due to differences in Probation/LACOE data gathering and reporting processes.

## **Staffing**

Staffing perspectives differed during the inspection. Some individuals described the facility as short-staffed while others did not. Those that believed the facility was short-staffed said that the issue was sufficiently dealt with by utilizing overtime. Throughout the day staff repeatedly shared that the collaboration that took place between county departments to support youth contributed to their feeling of sufficient staffing at the facility. Examples of this were given throughout the day describing the way that LACOE and DMH staff were consistently available, present in the living cottages, and participated in de-escalation efforts alongside Probation.

## **Room Confinement/Hope Center Use**

Given the open dorm setting of the cottages at Campus Kilpatrick, youth reported no instances of room confinement. There is no identified Hope Center at the facility. Most county employees at the facility (including Probation, DMH, and LACOE) have previous training in the LA Model which emphasizes the need for staff to work collaboratively with young people to de-escalate tensions and regulate emotions when needed.

## **Grievances**

POC commissioner and staff inquired about young people's perceptions of the grievance process, and it was reported that grievances are rarely filed because when there are disagreements between young people and staff, they resolve it through direct communication and discussions. There were 10 grievances filed for the year that were reviewed. None of the grievances indicated concerning conduct on behalf of any facility staff. It was notable that multiple grievances written by young people were expressly advocating for various Probation staff to not be reassigned to juvenile hall facilities, making it clear that youth were concerned about losing positive relationships and rapport established with those staff. All the grievances appeared to be addressed.

## **Discipline and Positive Behavior Reinforcement**

LACOE uses a model called Positive Behavior Intervention and Supports (PBIS), which is a point-based reward system meant to promote students' academic and social behavior outcomes. Probation also uses the Behavior Management Program (BMP), which is also 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's past implementation at Campus Kilpatrick.

Throughout the inspection, interviews with young people indicated that the main difference in discipline is that in this facility, compared to any others they had been dispositioned to and detained within in the past, Probation staff related and communicated with youth in a different and more positive way. It was repeatedly shared that staff at Campus Kilpatrick took time to talk through problems and showed more understanding of the way young people are feeling. Some young people expressed positive feelings around earning some trust with staff and feeling that they meet the staff's behavior expectations. Other young people reported that respect was reflected in the staff's willingness to allow them the agency to select between certain activities. It was also shared that the partnership between DMH and Probation via Dialectical Behavior Therapy (DBT) groups strengthened each cottage's ability to resolve conflicts internally, promoting prosocial relationships between all.

### **School**

At school, there were three full-time teachers for the high school students. There was one education services coordinator with an aid available to support high school graduates with their online college courses. At the time of the inspection there was one substitute in the high school, and it was reported that the other substitute teachers left for Los Padrinos to provide services. At the inspection there were three youth in the high school classroom, and four "adult learners." A classroom of high school students was observed, and video media was being used. Youth Bill of Rights posters and flyers were posted in the classroom at eye level. There were zero suspensions on the day of the inspection, and it was shared that they don't suspend youth at this facility, and there is a process called "restructuring" that happens instead. In the restructuring process, the principal and Supervising Deputy Probation Officer (SDPO) meet with the student to discuss the current experience and needs of the young person, and the issue is often resolved by the student taking a 15-minute break from class. All the high school graduates were enrolled in college. It was notable that all LACOE staff went through DBT training with Probation two years ago during a push for LA Model implementation, and teachers still attend the DBT groups. LACOE has a woodworking room that is used on Tuesdays and Thursdays. It was commented that there is a need to hire a full-time teacher for the room so that the youth could have daily access to the machinery. A metal detector was observed in the woodworking room to ensure safety and security for tools to remain on the premises. Young people appeared to be invested in the schoolwork and two of the college students were observed choosing to actively work on college course materials while others watched television and played video games.



### **Kitchen and Food**

The kitchen at Campus Kilpatrick was clean and looked like it had state of the art equipment to prepare the food needed. It was shared by kitchen staff that they recognize that some of the meals served are more popular than others, and they are required to prepare food according to the monthly menus that are provided by the nutritionist. Commissioner H expressed concern about the pre-set menu due to repetition of certain items on the menu that young people opt to not eat. Young people interviewed expressed a desire for food to be better in the following ways: more food options that reflect the flavors and seasonings young people ate at home, dishes from youth's cultures of origin, and less repetition of menu items. Overall, young people said they got enough to eat, and they had access to ample snacks when they did not eat the cafeteria meal provided. One young person reflected that his vegan diet was well accommodated at the facility.

### **Access to Medical and Mental Health Care**

Young people reported that they had substantial access to their assigned mental health clinician. It was reported and observed that DMH clinicians were spending time on the units periodically throughout the day, not only seeking participation from young people in individual services but being a supportive presence in the cottage. It was observed that DMH clinicians had positive rapport with the young people, and distinctions between clients or non-clients were indistinguishable due to the natural interactions. The young people appeared completely at ease and were joking and laughing with a clinician about the day and the future. Young people reported that they had access to medical care as needed with no issues.

### **Programs and Services**

The programs and services calendar for Campus Kilpatrick offered multiple options for participation in activities available to all young people daily. During the inspection, credible messengers and community-based organizations were observed on site, facilitating different activities. One credible messenger was seen giving a youth a haircut while talking to another young person. A few young people had positive things to say about the consistency of the credible messengers. In the other cottage, Jail Guitar Doors was conducting programming. The facilitators worked one-on-one with the youth who observed writing and recording their own music. The young people appeared highly engaged and enjoying themselves.

Much of the programming available appeared focused on the arts. While at least two of the young people interviewed reported satisfaction with the programming, feedback from others indicated dissatisfaction based upon their age-appropriate desire for more vocational and higher education opportunities. Various youth cited concerns about eventually being released from the facility with no job training, no experience navigating a university setting, and no prospects for employment. One young person said, “[a]rts and crafts might be fine at Barry J., but we’re not little kids over here.” Staff from county departments echoed similar concerns.

### **Agency Relationships**

Relationships between Probation and other county co-located partners were described as positive in a way that was remarkably different than what was observed and recounted at other facilities. Multiple staff described regular experiences with partnership in their daily work with young people which were elaborated upon more substantially than in other Probation facilities and by a variety of individuals from different county departments. Different county employees described role parity and expressed less hesitation to provide intervention alongside Probation than at other facilities where they had previously worked, identifying an understanding that every county employee is a professional with a unique skill set and role who is not merely “a guest in Probation’s house” which was reported to be a common adage at the other facilities. Most attributed the positive working relationships, openness, communication, and aligned professional values to the attempts years ago to install the LA Model at the facility. It was expressed that over the years, some of the activities aimed at strengthening partnerships dropped off and with that comes a decrease in the fidelity to the level of partnership once achieved, which is to be expected since it was reported that no ongoing trainings nor outcome measurements have been put into place.



Commissioner Franky Carrillo talks to youth and staff at Campus Kilpatrick in 2022.

# August 2023

Inspection #7 - Barry J. Nidorf Juvenile Hall (BJNJH)-Secure Youth Track Facility: 16350  
 Filbert St., Sylmar, CA 91342  
 Facility Rated Capacity: 584<sup>13</sup>



Youth matching on the yard at Barry J. Nidorf Juvenile Hall in Sylmar, as they are moved between locations. (Photo by Ricardo DeAratanha/Los Angeles Times via Getty Images). 2007.

Youth Population (Physical)	Youth at Court/ Medical	Total Staff (Payroll)	Total Active Staff (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
51	2*	196	105	2:3	37	7	25	26

\*In court

## Access to Medical and Mental Health Services

<b>Juvenile Court Health Services (JCHS)</b>	Services Offered: 7 days / week	Coverage: 24-hour coverage: 3 shifts (6:00am-2:30pm, 2:00pm-10:00pm, 10:00pm-6:30am)
<b>Department of Mental Health (DMH)</b>	Services Offered: 7 days / week	Coverage: 7:00am-7:00pm <b>plus 24-hour access to on-call DMH psychiatrist</b>

<sup>13</sup> During the inspection, construction was underway to transform a number of living units into dedicated programming spaces, which may cause a decreased Facility Rated Capacity.

## **Facility and Physical Environment**

Entry into Barry J. Nidorf Juvenile Hall (BJNJH) included multiple security steps to ensure that all visitors were contraband free. There was significant signage at the entrance to provide an understanding of what items and dress are not allowed in the facility. Probation officers located outside of the entry were there to ensure that the clear bag policy was followed, and visitors were asked to return any cell phones to their car before entering the facility. They asked for all belongings to be placed in bins which were looked through and wanded with a metal detector before passing those same items through an x-ray while individuals walked through a metal detector. One commissioner that joined the inspection during a shift exchange period noted that a bag was overlooked and not passed through the x-ray machine during this busy time at the entry/exit point. Commissioners and staff were all asked for appropriate identification prior to entry.

Upon entry beyond the administrative building, the facility looks like a high security carceral setting with the campus split into various areas by a series of chain link fences.

The campus is sprawling, and large, well-maintained grassy lawns fill the space between walkways leading to the living units. The two main living areas have colloquial names that people use to refer to them: specifically “The Hill” and “The Compound.” On the date of inspection, BJNJH housed only young people dispositioned to the Secure Youth Treatment Facility (SYTF). All youth awaiting disposition were moved to Los Padrinos Juvenile Hall in July 2023, approximately six weeks before the POC inspection. Due to that move all the units on “The Hill” lay vacant. With the exception of a single identified freestanding “step down” unit located near the school, all young people were housed within “The Compound.” One unit within “The Compound” remained closed since the overdose death that occurred in May 2023.

Within the locked staff office of each living unit, signs were observed indicating that Naloxone was available for staff to administer. Naloxone, also known as Narcan, is a potentially life-saving intervention when used to treat a known or suspected opioid overdose in an adult or child. While some staff had the spray on them ready for use, keeping Naloxone in a locked office potentially limits access and increases response time in an emergency. POC Commissioners and staff observed grievance boxes, Prison Rape Elimination Act (PREA) posters, and “Know your Rights” posters in all living units.

The greatly reduced population after the move allowed the BJNJH leadership team some flexibility in the living units no longer occupied to plan for facility programming goals. Plans were reported to have a unit designated for cooking, one for a computer lab, one as a substance use disorder treatment unit, and the rest were to be determined. Some of the units were undergoing construction during the inspection. Construction timelines were not known for expected completion of those projects and facility leadership acknowledged an expectation of predictable delays due to bureaucratic county processes.

### **Staffing**

Staff reported that since the move of pre-disposition youth to Los Padrinos Juvenile Hall, the staffing shortage that previously led to frequent holdovers (i.e. the extension of an eight-hour shift to 16, 24, or more hours) was alleviated at BJNJH. Staff interviewed at the facility reported that they chose to stay to work with youth dispositioned to SYTF for various reasons, including a desire to work with the population, geographic preference, or desire to work with the newly appointed SYTF leadership team.

Throughout the inspection at all units, classrooms, and spaces visited, POC Commissioners and staff observed a shift in the way leadership were approached by young people and staff that was indicative of a changing facility culture from the previous year's inspection. Young people were observed approaching leadership to ask a myriad of questions, already clearly knowing the leadership team, and showing signs of having an established positive rapport and mutual respect. The same was observed with Probation Officers on duty. These observations were a remarkable change that indicate the work that has gone into the leadership team making themselves available, being transparent, and paying attention to improving facility culture moving forward.

Various young people made observations to POC Commissioners and staff about the diversity of Probation staff behaviors at the facility. One young adult explained that they felt that the Probation staff at Unit T "showed them love" and they did not feel judged, which was different from the compound.

The young adult then explained that in that unit, disagreements with Probation staff do not escalate to arguments because staff communicate with them, not argue. It was also shared that the staff at Unit T were "structured and get us prepared for Kilpatrick." Another young adult in the unit stated that they felt that some of the Probation staff "don't do anything for us... and are aggressive when they search us, but my probation officer is good."

### **Room Confinement/Hope Center Use**

At the time of the inspection, it was reported that the unit previously identified as a Hope Center was repurposed and another unit was being used as a short-term cool-down space, with no option for longer-term housing in the space. No young people on any unit were observed in room confinement.

### **Grievances**

POC Commissioners and staff met with the grievance officer who stated that the young people usually write their grievances on paper, and he inputs them on the Grievance Management System (GMS) since the software is currently unavailable on the LACOE computers or on iPads in the units. The grievance officer shared that after receiving a grievance, he meets with each young person to discuss their grievance and spends additional time teaching them how to fill out a grievance form. POC Commissioners reviewed some grievances and noted that the majority were about maintenance issues. Commissioner B noted that the grievance officer had a very detailed process for processing grievances including for anonymous grievances. One commissioner noticed a grievance from July 6, 2023, where the young person was concerned about the air conditioning in unit Z, the grievance then noted that it was resolved on July 9, 2023. Yet, when the commissioner visited that unit, there was no air conditioning nor fans, and the unit was uncomfortably hot. This concern was shared with facility leadership, and it was shared that Management Services Bureau (MSB), and Internal Services Department (ISD) were already notified of the issues and would address the unreliable facility temperature control.

### **Discipline and Positive Behavior Reinforcement**

Multiple young people throughout the day reported that they are supposed to be on a Behavior Management Program (BMP) in which they earn points which they can exchange for goods, but the BMP “Al Jones” store was closed down. Young people expressed some frustration over this, and leadership reported that the issue was being addressed and the store would be re-opened in the coming months.

A young adult shared that while in the compound, he was previously placed on a 40-day contract to be moved to the identified step-down units outside of the compound, which meant that they could not have any write-ups or bad behavior for 40 days. No contracts or other documents were observed posted within the compound units clarifying these steps to the full population. Within the step-down units, Commissioner C saw that there was posted signage about the expected criteria to be further rewarded by youth ultimately being sent to Campus Kilpatrick (Kilpatrick).

The criteria poster informed the young people of the requirements for placement at Kilpatrick which included: no write ups for 30-days, school attendance, participation in programming and in mental health services, meet basic expectations and guidelines, no gang talk, no Serious Incident Reports (SIRs) for 30-days, no contraband for 30-days, mentor others more recently dispositioned to SYTF, follow SYTF values of safety, respect, dignity, cooperation, commitment, family, gratitude, and achievement, and a letter from the young person explaining why they feel they are ready to go to Kilpatrick. Multiple young people throughout the day expressed concerns that they had been promised to be moved to Kilpatrick by various Probation employees and expressed disappointment and diminished hope about the future.

### **School**

Two classrooms were observed and numerous high school graduates enrolled in college courses were interviewed throughout the day. Young people reported that classes from Mission College were “good.” There were questions about the consistency and frequency of the scheduling of the college classes, since young people reported that they were not always sure of when they were supposed to be attending a class or not. Since the classes are facilitated by having access to a laptop, youth may fall behind in their enrolled courses if others don’t make access possible.

Commissioners observed three young men in one class who informed the commissioners that they were the LACOE ambassadors because of their good work. The classroom displayed their school projects, and they informed us they had created a presentation of their work which they showed the Commissioners with pride.



Teenagers at Barry J. Nidorf Juvenile Hall in Sylmar, Calif., in 2014. JOSEPH RODRIGUEZ/REDUX

### **Kitchen and Food**

While in Unit T, one Commissioner observed mid-morning that breakfast had been delivered to the units, however, all the food remained on the table and the only items eaten were the fruits. Several young adults were asked about the food during the day and there was unanimous report that the “food was not good.” The young people shared that they felt that the food was not tasty nor seemed cooked all way. Kitchen staff were interviewed and asked about the young peoples’ negative sentiment towards the food, and they explained that they took these feelings very seriously and were organizing to meet with the youth council to discuss the food. The kitchen manager shared his perceptions about the difficulty to mass produce meals that everyone will be pleased with and shared information about the food supplier, Sysco, which supplies food to restaurants and many facilities. The kitchen leadership served POC the dinner that the young people would be served later, however they noted that the young peoples’ food would differ from what the POC was given as they had to follow nutritional guidelines set by the nutritionist. In addition, kitchen leadership stated that after another meeting with the youth council, they would then meet with the nutritionist to discuss other food options that would appease the young people. The young people asked for assistance with reinstating the “commissary” or BMP store which had closed before the inspection.

### **Programs and Services**

Multiple programs were observed over the course of the day, though Commissioners and staff also noted on various occasions throughout the inspection that high school graduates were sitting in the units watching television or videos with little else to do. Programming observed included Tia Chucha’s (art), Paws 4 Life, and credible messengers. Some young people and staff had questions about the credible messengers and what they were meant to be doing while visiting a unit. Some young people said that the credible messengers were present on the unit, but that they didn’t know when to expect them or what to expect from them. BJNJH leadership shared that they also had questions but were provided binders of information and had increased verbal communication with the Department of Youth Development when clarification was needed.



When asked about programming, one young adult in the step-down unit explained that although there was more programming there than in the compound, even the programming at Unit T was not enough. The young adult stated that they would like more programming related to music, financial empowerment, and sports. In addition, they shared that they would like for Anti-Recidivism Coalition (ARC) credible messengers to share more information about how they became successful. Various young people throughout the day discussed needing programs that prepare them for work. Youth expressed interest in learning trades and having hands on programming to learn barber work and hair cutting, construction skills, forklift driving, plumbing, and electrical systems.

One notably underrepresented program/service within the calendar was substance use disorder (SUD) treatment. It was reported that individual services were being provided, but there were no SUD or harm reduction groups (including any 12-step programs) available, both observed for the day and on the month's calendar.

### **Agency Relationships**

Individuals from all county departments reported that partnerships at BJNJH needed to be strengthened and this was also an observation made by multiple young people in the facility. It was reported that one of the lingering ramifications of the overdose death that occurred in May 2023 at the facility is that staff of some departments reportedly continue to blame one another and harbor resentment for the young man's loss of life. Individuals interviewed throughout the day reported varied levels of continued trauma ranging from those that self-identified as having Post-Traumatic Stress Disorder to those who visibly trembled while saying few words at all about the incident. JCHS staff shared with Commissioner C that the collaborative work amongst the agencies in the facility is happening and that there is a weekly interagency meeting on Thursdays where all agencies including DYD, JCHS, DMH, Probation, LACOE, and Mission College meet via Teams. Staff of multiple departments shared that although collaboration was better under the new SYTF leadership team than in the past, there still needs to be clear defining of roles by all agencies, particularly to know who is responsible for what during emergencies. A recommendation was made by JCHS staff to have collaborative training for emergencies to support partnership in work environment.

Probation employees in various roles said that they would like to see DMH more involved in programming overall, to commit to providing more services and support on the units, and to engage in basic communication more often including sharing data on how many clinicians are assigned to the facility and which offices they occupy.

There was also observed need to strengthen partnership and understanding of the work that county contracted agencies provide in the facility. Providers reported ongoing inhospitable treatment by some Probation staff at the facility, including denigration of the legitimacy of the substance abuse services, denial of meeting space on units when requested, and Probation staff standing within earshot of confidential discussions. It was observed that one provider was not provided appropriate space to conduct individual substance abuse services which were happening in the dayroom while multiple televisions blared. It was reported that lack of appropriate space prevented substance abuse prevention groups from being conducted in the facility.

### **Oleoresin Capsicum Spray**

The use of Oleoresin Capsicum (OC) spray, also known as pepper spray, remained an optional use of force at Barry J. Nidorf. Neither leadership nor line staff reported an active plan to eliminate the use of OC spray in the facility despite a previous commitment by the Probation Department to have OC spray phased out of all its facilities by January 31, 2024. While many staff reported having OC spray on their person, it was noted that in the preceding weeks and up to the day of the inspection, there were zero reported OC deployments in the facility. Young people confirmed that OC was rarely used now compared to three or more months ago. Various staff interviewed reported that numerous aspects of their work were positively affected after the movement of the pre-disposition youth to Los Padrinos, including the sharing that staff were given the option to remain at Barry J. Nidorf to work with young people dispositioned to SYTF. They reported that choice likely resulted in stabilized staffing levels, more consistency in unit staffing, and a positive impact of established rapport with youth, from leadership to line staff. Staff reported that this domino effect likely caused the decrease in use of the highest-level use of force. Probation staff opinions about OC spray varied. Many staff endorsed needing spray though some of them had never had it, and some staff reported voluntarily surrendering their spray previously since they had not used it in years.

# August 2023

Inspection #8 - Camp Glenn Rockey (CGR): 1900 Sycamore Canyon Rd, San Dimas CA 91773  
 Facility Rated Capacity: 125

Youth Population (Physical)	Youth at Court/Medical	Total Staff (Payroll)	Total Active Staff (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
30*	0	79	66	2:3	18	0	29	1

\*Includes 2 youth from Camp Paige housed at Hope Center

## Access to Medical and Mental Health Services

Juvenile Court Health Services (JCHS)	Services Offered: 7 days / week	Coverage: 6:00 AM – 10:00 PM
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.) <b>plus 24-hour access to on-call DMH psychiatrist</b>

### Facility and Physical Environment

The entrance to Camp Glenn Rockey (Camp Rockey) included a single door with a security guard who checked identification badges, asked about all prohibited items, checked for clear bag use, and then used a metal detector wand on all visitor prior to entry. The facility has a well-maintained large grassy area at its center and buildings including youth living quarters, school, cafeteria, gym, and staff sleeping quarters. All buildings, rooms, kitchen, and bathrooms appeared simultaneously clean, old, and dated. There were privacy curtains observed in the showers.

In the living unit, the teen boys were divided into four groups (Alpha, Bravo, Charlie, and Delta) divided based on their behavior points from the Behavior Management Program (BMP). The teens appeared to be relaxed and enjoying their time by either socializing or exercising. Commissioner B noticed inconsistent gender announcements when staff entered the living units. Commissioners noticed grievance boxes, youth bill of rights posters, contact information for the ombudsman, and PREA signs throughout housing of the facility which were all at an appropriate eye level for youth access. PREA signs and grievance boxes were notably missing from some spaces at the school.

### **Staffing**

Staff were universally proud of Camp Rockey's orderliness and working relationships with youth, colleagues, and leadership at the facility. Many attributed that to the staff's experience, their ability to work together to provide a consistent program, and the implementation of their BMP. POC staff and Commissioners observed staff and interviewed youth, finding evidence that the culture of the facility intentionally uplifted and encouraged youth while setting a universal expectation for accountability. It was clear that the intention to implement this facility culture was spearheaded by the facility's Director, who in the months prior proactively sent supervisors to LA Model training. Throughout the inspection, youth and staff stated that they felt like there was thoughtful consideration to the individual needs of youth and staff in the facility. Staff also expressed that the positive culture in the facility insulated them from the problems facing other facilities including staffing shortages, disorder and violence, and contraband.

Staff did complain that at times there were not enough staff to oversee several programs at once but indicated that the facility was never too short-staffed to keep the camp safe and orderly.

During interviews with young people at Camp Rockey, they specifically mentioned several staff members deserving of recognition for their work, mentorship, and genuine care toward them. Youth throughout the day explained that they felt that they were being guided to succeed with motivation and without judgment. Impactful statements included sentiments that staff at Camp Rockey "look out for us", "make us feel like normal people again, like we're not so bad", and endorsed having made strong bonds with many Probation officers via statements such as, "Beltran and Alvarado are the best staff."

Comparison to other facilities was often made that Camp Rockey was “better than” the other Probation facilities youth had previously been to, and numerous youth stated that they enjoyed their experience at Rockey because of the relationships with the staff. One young man shared that because of the staff at Camp Rockey he wanted to “Go to college and be a DPO.” One group of youth stated that a few staff “make stuff harder” because they gave out more write ups.

Multiple staff told Commissioners that they wished Probation leadership from headquarters would come to Camp Rockey to see how the facility program runs and to understand why their methods work for the youth and employees. Many Rockey staff conveyed a sense of pride about the approach and culture of the facility that they hoped could be used as a model.

### **Room Confinement/Hope Center Use**

There were two youth housed in the HOPE Center on the inspection day. It was reported that both were from Camp Paige, and not dispositioned to Camp Rockey. Both youth were talking and playing video games throughout the day and spoke to the POC Commissioners and staff about their circumstances.

One had been in the HOPE Center for nearly 10 weeks on a Specialized Supervision Plan (SSP). He was a high school graduate who was not enrolled in any college classes. Commissioners interviewed the other young person, who had been in the HOPE Center for about a week. He felt like he was being cared for in the Hope Center and preferred to be away from all the other youth and the dormitory environment. He had a one-on-one staff with him and said he did not feel lonely there. There was reportedly a third youth there that morning, but he had already left.

Speaking with staff in the Hope Center and around the facility, all agreed that the Hope Center was regularly overutilized and misused by Camp Paige, wherein youth were sent to Camp Rockey, but was a struggle to get Camp Paige to agree to plan or make appropriate accommodations to safely return the youth to Camp Paige. The main concern for the lengthy stays for youth in the Camp Rockey HOPE Center was that there was reportedly no rehabilitative programming for the HOPE Center, and youth reported that their daily routine consisted of working out for one to two hours daily and then filling the remainder of the day with screen time.

Camp Rockey staff were proud that they used the HOPE Center solely for a “cool down” space for youth dispositioned to the camp. There were sleeping rooms with no doors that youth could enter or leave the room at will during a “cool down”, though youth could not leave the Hope Center entirely. Many staff discussed their understanding of listening to young people, modeling appropriate behavior, and coaching different coping skills to prevent fights and manage tensions so that housing in the HOPE Center was not needed.

### **Grievances**

Commissioners reviewed the grievances for the year and found that they were addressed in a timely way and resolved appropriately. One commissioner did note that there was a grievance from a youth in the HOPE Center, who was originally from Camp Paige, that was concerning because the youth stated that he was jumped at the other camp, and while staff were separating the youth, suffered an injury to his eye which caused it to turn purple and now could not see out of it. The Director reported that the grievance should have been addressed through the originating camp since the youth was dispositioned to that site and the event occurred there. She stated that she would follow up to attach documentation of how the grievance was resolved. The Director also stated that she would refer the youth to JCHS for another medical evaluation of his eye. Another notable grievance reviewed was a young person’s complaint of staff behavior toward them, which included documentation in which other Probation staff corroborated the youth’s experience. Supervisor-led counseling of the staff member took place to support the staff’s knowledge and practice of different interventions that could be used in the future. Practical application of grievances to implement a learning environment was reported as a common and expected practice at Camp Rockey.

### **Discipline and Positive Behavior Reinforcement**

LACOE uses a model called Positive Behavior Intervention and Supports (PBIS), which is a point-based reward system meant to promote students’ academic and social behavior outcomes. Probation also uses the Behavior Management Program (BMP), which is a point system where youth can accumulate points throughout the day for rewards that encourage youth to follow rules during their time at Camp Rockey.

More than these point systems, what appeared to affect youth behavior is the overall culture of the facility. One youth reported, “It’s only as bad as you make it, and that staff does try to motivate and encourage you.” Another explained that he felt good about his progress, and he gave much credit to the Probation staff as he felt that “they give us more freedom, they trust us to walk wherever we’re needed without being escorted.” Other youth talked about feeling heard, feeling respect from staff, wanting to meet and exceed expectations, feeling like staff were good role models, did not feel judged, and felt cared for by Camp Rockey staff. While observing the school, a Probation Officer talked publicly to Commissioners about how one of the students had really transformed his academic performance. POC Commissioners and staff observed a level of respect shown to young people that resulted in strong rapport, leading many youth to describe a newfound interest in lifestyle change. LACOE staff noted that suspension rates had decreased over the past 4 years. When classroom disruptions occur, Probation staff only intervene if there were major behavioral concerns. Sometimes youth are offered the option to take a brief break or go to the Hope Center to cool off.

### **School**

POC Commissioners and staff received a lengthy presentation by the school administrators, counselors, and a special education teacher on LACOE's program at Camp Rockey. It was apparent from the presentation that some of the recommendations made within the POC’s Education Report<sup>14</sup> were implemented and that the LACOE program there improved significantly from previous visits. LACOE was teaching a unit that was created, at least in part, by people working in the Rockey school, and is culturally relevant. The school has integrated the facility-wide BMP into the classroom management.

There was also reassignment of some teachers, including the assignment of a well-liked and motivational former Kilpatrick math teacher to Camp Rockey. Students were emphatic that their math classes with the newly assigned full-time teacher were among the best experiences with schooling they ever had, though they were less enthusiastic about some of the other teachers. Probation staff universally agreed that LACOE's program at Camp Rockey was much improved over the past year.

All classes were being taught that day by substitute teachers due to the timing of the inspection falling during a time when LACOE teachers are required to take vacation days. As a result, it was impossible for Commissioners to adequately assess typical teacher quality. POC Commissioners were told there are plans to try to stagger teachers' time off in the future. It was impressive to Commissioners that site administrators had prepared a curriculum package for the substitute teachers to make sure that instruction continued even in regular teachers' absence.

Discussions about restorative justice led to concerns. POC Commissioners were told that restorative justice circles took place to re-integrate students after a suspension. However, the discussion was focused on young people apologizing for their behavior and did not include any recognition that teachers' accountability or apology may be called for within the process. The idea that teachers may be a source of conflict and accounting for teachers' behavior should be part of restorative justice was not integrated in any way. Commissioners D and E reviewed documentation of warnings and suspensions which revealed significant disparities in the number of warnings and suspensions imposed by different teachers. The numbers and actions differed from verbal accounts of preventing suspensions via counseling opportunities, which Commissioners immediately raised to academic counselors for attention. This, along with things said by students in interviews, suggested that there are some teachers and substitutes who are failing to build rapport with youth and that the discipline procedure is enabling that failure rather than addressing it.

Commissioner C observed the classroom and saw that youth were able to share their work, what they learned, what a typical day was like, and how their assignments fit into the larger curriculum (math activities, diversity readings). Youth seemed proud about the work they shared. They were particularly interested in the science-based, hands-on experiments. Many youth referenced these activities. A few youth talked about the difference between school at the camp compared to school on the outside. They felt more engaged in the Camp Rocky school and felt motivated by how quickly they could earn credits. Encouraging signage was posted throughout the classrooms including words and definitions related to equity. Students were able to describe in their own words what equity meant to them. One student was able to relate the concept to his family/ethnic background.



LACOE staff seemed particularly excited about their graduation ceremonies, honor roll programs, and tutoring. The commissioner observed honor roll and college displays outside the classrooms and in the main office. LACOE Staff articulated a great deal of pride about what the students were accomplishing in terms of their educational goals.

### **Kitchen and Food**

Commissioner C noted that the kitchen was clean and well organized. Commissioners and staff observed lunch which was overseen by Camp Rockey's chef who also teaches the culinary class in collaboration with LACOE. The staff's pride in their program and food service was evident. Youth sat with their groups at lunch and while it was mostly quiet, youth did say they are generally allowed to talk to each other and staff during lunch. Commissioners and staff sat and conversed with youth during lunch. There were written menus, ample ingredients, food stored and prepared in advance of the next meal, and menu modifications (e.g., for youth who can't eat pork). The cafeteria is a large room with picnic style tables and benches. Staff were dispersed throughout the room in different locations (front, back, sides). Before being dismissed by group and in an orderly fashion, staff made announcements about what the afternoon would entail due to the early school dismissal that day. During interviews some youth mentioned that they would like more snacks.

### **Access to Medical and Mental Health Care**

Youth reported having regular access to medical staff and constant access to their assigned DMH clinicians. They reported the extensive presence of their clinicians, feeling understood and heard by them, and enjoyed doing a range of therapeutic activities including art.

DMH reportedly provides transportation for in-person family therapy sessions at Camp Rockey. Alternative methods were also offered via virtual platforms when necessary.

### **Programs and Services**

Interviews with young people highlighted their enjoyment of the culinary program at Camp Rockey. The program is offered one time per week and allows participants to develop usable skills and obtain high school credits. There is a waiting list for this program, and several youth expressed wanting to enroll.

Other youth said they enjoyed the poetry class. One youth liked the healing circles. Youth did not share specific details about the programs they attended, but they did share that the programs are helpful for getting you to think about your goals. Some youth felt they had the programs they needed, though a few asked for more vocational opportunities with hands-on learning.

Commissioner B observed the Gang Reduction and Youth Development (GRYD) Healing Circles program, where a group of young men learned about meditation, dealing with stressful situations, and shared about their experiences. The young men appeared very engaged with the subject matter and shared openly. The two GRYD staff appeared to have positive rapport with this group and ran the program in an interactive and relaxed manner.

Commissioner B spoke with two young people who shared that their romantic partners were pregnant, and they would like help with seeing their partners and newborns. They stated that they were receiving support from Camp Rockey through the “Rockey Dads” program but would like additional support. The commissioner then spoke with the facility Director and “Rockey Dads” program manager, Ms. Reyes, who gave the Commissioner an overview of the program and stated that they would work to accommodate the young men.

Commissioner D observed the substance use disorder (SUD) 13-week program provided by DMH. The youth in the program shared their experiences and emotions and were learning and openly practicing coping skills despite the vulnerability of being in a group setting. The SUD counselor appeared to provide a safe space, which was free flowing and relatable. Substances and social issues that contribute to substance use and abuse were explored. Substances relevant to youth were explored including pharmaceuticals, alcohol, cannabis, and methamphetamine. The counselor posed challenging questions to the young people and gave them space to explore scenarios with laughter, seriousness, volume, and prompted introspection. There was one youth who appeared disengaged, and later reported that he did not have a history of substance use. Youth acknowledged that the counselor was a “mentor” and let them be themselves. One youth said, “Not only is he smooth, he gets us. He was us, and he is showing us that we can be like him, too.”

### **Agency Relationships**

Probation, DMH, and LACOE appeared to work in collaboration regularly to support youth. Probation staff reported that DMH clinicians are helpful at times for de-escalation and that they spend time supporting the young people, which in turn helps staff. DMH reported that in the past if a suspected child abuse report was made in connection with Probation staff, rapport would be briefly damaged and then quickly recover, however, this was not a recent concern. When speaking about interagency collaboration, LACOE facilitated team meetings to discuss each student's educational needs, in addition the team meeting discussed exit planning for youth prior to their transition out of the facility. LACOE staff shared that they were currently considering partnering with DMH to begin offering emotional regulation circles.

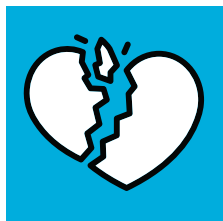
# REPORT 4: October 2023: LOS PADRINOS JUVENILE HALL PRE-INSPECTION AND LOS PADRINOS JUVENILE HALL

## Key Findings



### TROUBLING REPORTS OF FACILITY CULTURE THAT ANTAGONIZES AND INCITES VIOLENCE

While some young people reported positive and neutral interactions with staff, others shared examples of staff behaviors that left them agitated or vulnerable to victimization by their peers via acts of violence and bullying encouraged by staff. Interactions between youth and various staff assigned and deployed to the facility were reportedly often not trauma-informed nor rehabilitative, often due to overpopulation that spreads staff too thin to do anything more than provide a basic level of supervision. Beyond finding ways to improve the youth to staff ratios in the living units, there is a need to instill clear practice and ethical expectations of all staff and supervisors for the protection of young people who are at risk of and experiencing harm during their detention.



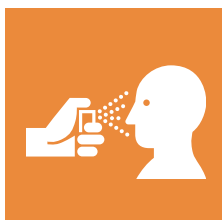
### MISSING PROGRAMS AND SERVICES AND STRAINED PARTNERSHIPS

Key partnerships eroded since the re-opening of Los Padrinos Juvenile Hall, with a correlated decline in the scope of programs and services available. The Department of Mental Health (DMH) stopped providing key group programming since the opening of Los Padrinos, including groups that treat substance use disorders and the long-term effects of trauma. Individual therapy services were stifled by loss of access to keys as well as reports that some clinicians are afraid to meet with youth on their assigned units. Youth and staff alike reported a decrease in programming by community-based organizations since the facility re-opened. Staff and youth highlighted an absence of age-appropriate vocational training opportunities for older youth and high school graduates.



### DELAYED ACCESS TO MEDICAL CARE

Young people reported that they often waited in pain for days to receive needed medical services from Juvenile Court Health Services. At times, the delays occurred for appointments where youth needed to be transported elsewhere, but multi-day delays also occurred for care within the facility. Reports from multiple departments indicated that Probation's staffing of the facility was insufficient to get young people to their scheduled appointments.



### THE RE-IMPLEMENTATION OF OLEORESIN CAPSICUM SPRAY

Only two-weeks after the facility reopened with the promise of not introducing Oleoresin Capsicum (OC) spray, a major disturbance on July 28, 2023, reportedly triggered the re-issuance of OC spray to any staff requesting it and, in all units, including the units where youth with developmental disabilities, histories of commercial sexual exploitation, girls, and gender expansive youth were housed. There was no active or known plan to eliminate or phase out the use of OC spray at Los Padrinos Juvenile Hall.

The inspections described in this report highlight the need to address workplace culture at the facility, extending from how staff interact with young people to how multi-agency leaders work collaboratively for the benefit of the youth in custody. Prior to the move to Los Padrinos Juvenile Hall, Probation leadership publicly discussed this as an opportunity for a “fresh start” to reset the many work culture issues that plagued Central Juvenile Hall, including improving the work environment to raise morale, increasing meaningful training opportunities, permanently eliminating OC spray, and installing a behavioral change practice model. That these efforts have not been enacted at the facility three months after opening may be part of the expected bureaucratic delays in exacting change, but every day that passes exposes young people to conditions that leave them vulnerable to physical and psychological harm.



Photo courtesy Richard Ross/Juveniles in Justice. 2019.

## INSPECTION 9: Los Padrinos Juvenile Hall (LPJH) Pre-Inspection: 7285 Quill Drive, Downey, CA 90242



Aerial view of Los Padrinos Juvenile Hall in Downey.(Allen J. Schaben / Los Angeles Times)

This inspection was conducted on June 15, 2023, prior to youth being housed at the facility. Upon entering the facility, an x-ray machine and a metal detector were observed, though not yet tended to by security. There was a staffed reception and all commissioners and POC staff were asked for identification and to sign a visitor log.

The walkthrough of the facility revealed that the majority of the buildings were nearly ready to open and appeared to range from being days to multiple weeks away from completion according to Probation's plans. There was no reported or apparent need for electrical, plumbing, or HVAC work. Remaining work expected to be done on the units included installing cameras and scanners for room checks, installing furnishings (including beds, tables, and movable furniture), hanging appropriate signage and required posters, and extensive cleaning. Commissioners did not inspect every unit as some were taped off for construction or were identical to those inspected. Units inspected included:

- Units P and Q: An older building designated to house girls. Together, the units can hold up to 40 youth, which is more than are expected to move to Los Padrinos. The rooms all had sinks but only a few had toilets. Bathrooms and showers were renovated. The units have their own enclosed outdoor area, but it appeared extremely rundown and lacked outdoor furniture. On this unit, the day rooms appeared small.
- Units R/S and X/Y: Newer buildings, at least one of these units was recently occupied by a community organization's transitional housing program. These buildings have capacity to house up to 120 youth total (15 youth per unit, per side, per floor). All have functional wet rooms with toilet and sink. Exterior of buildings looked well maintained, though some had signage incorrectly indicating they were a Hope Center. Shower stalls were observed in each unit.
- Units T/U and G/H: Older buildings which can hold up to 80 youth between them. These units were planned for 13–14-year-olds and for isolation. They appeared old but functional. There was a significant amount of graffiti etched into surfaces. 20 of the 80 rooms were wet rooms. The bathrooms and showers inspected appeared renovated and ready.
- Units L/M and N/O were much like T/U and G/H and were also older construction. Combined, these two units can house up to 80 youth. Very few of the rooms in these two units were wet rooms.

Commissioners observed that the interior of newer buildings appeared modern and clean while the interior of older buildings were old, although with refreshed paint, updated furniture, and cameras. Commissioners remarked that the interiors of all buildings were prison-like. Some had the type of doors and windows that have caused problems at the current halls due to being easily broken or manipulated by youth. Overall, the exterior of buildings and outdoor areas appeared old but functional and safe. Commissioners noted that the building exteriors are reminiscent of underfunded, inner-city schools.

The kitchen was visited and while it was clean and looked ready for use, staff had not yet moved in to use the space. All plumbing and electrical appeared functional and most of the large equipment was working, though a repairman was working on some equipment while we were there. No food or cooking utensils had been brought in yet.

The facility had multiple large grassy areas which were watered and looked ready for recreation purposes. There were some basketball hoops in varying degrees of repair but no other outdoor recreation equipment. Commissioners observed the swimming pool from a distance, and it appeared in good working condition.

For youth in the older units, school classrooms were a short walk away. The girls' classroom and library area looked especially well restored. The interiors of classrooms were remarkably upgraded from previous POC visits to the facility with carpet, brighter lighting, fresh paint, and more comfortable furniture. They are generally comparable to a well-maintained public-school classroom. Smartboards were not installed in the classrooms at the school, but it appeared they would be soon.

Commissioners visited the medical units which appeared physically ready, though staff needed to move in. The room where medication will be kept still had unneeded furniture in it and none of the equipment for securing and dispensing medication had been brought in. There were insufficient rooms for isolation and observation in the medical unit, so plans have been made to use unit G/H for overflow.

The physical structures were reported to be on track to be ready for over 300 youth. However, there was no established maximum capacity of the facility based on realistic staffing expectations and pending BSCC approval. Probation leadership reported a hope for at least 5 staff per shift, per building (i.e., per 30-40 youth) which would require around 120 staff showing up daily to adequately staff the facility to confine the entire juvenile hall population. The school staffing plan was to have 28 teachers, which would maintain student/teacher ratios similar to those at Central Juvenile Hall.

Visitation and plans for other anticipated programming opportunities for youth were not confirmed at the time of this inspection. There appeared to be insufficient space for family and attorney visits. POC commissioners and staff were informed that attorney and other special visits would take place in the chapel which was a single open room that offered little opportunity for privacy.



# October 2023

Inspection #10 - Los Padrinos Juvenile Hall (LPJH): 7285 Quill Drive, Downey, CA 90242  
 Facility Rated Capacity: 323

Youth Population (Physical) – Co-Ed.	Youth at Court/ Medical	Total Staff (Payroll)	Total Active Staff (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
283*	43	682	671	1:3	81	26	254	29

\*Total number includes 30 youth at court and 13 at medical

## Access to Medical and Mental Health Services

Juvenile Court Health Services (JCHS)	Services Offered: 7 days / week	Coverage: 24-hour coverage <b>Dental:</b> M-F 7:00 AM –3:30 PM
Department of Mental Health (DMH)	Services Offered: 7 days / week	Coverage: <b>8:00 AM – 8:30 PM</b> (Staff Shifts: 10-hour days, Sun – Wed or Wed – Sat.) <b>plus 24-hour access to on-call DMH psychiatrist</b>

### Facility and Physical Environment

The Los Padrinos Juvenile Hall (Los Padrinos) entry way included security officers tending an x-ray machine which all visitors passed all belongings through before stepping through a metal detector. Signs were posted at the entrance noting dress code and contraband items prohibited from entering the facility. The lobby had a reception center where Probation employees asked visitors to sign into binders and show appropriate identification. There are two entrance options from the lobby: through the administration building or through another secured entry which requires being buzzed through by Probation staff that issue the facility keys. It was reported that only Probation staff have access to those keys and that staff of other departments do not.

The grounds open to manicured grassy areas with covered walkways running along the various buildings. There is a gated pool that appeared clean and maintained in part of the central grass area. Steps from the pool there is a chapel where religious services are held on the weekends and on weekdays was most often utilized for special visits for youth with their attorneys, social workers, or others as required.

Youth reported issues with power outages (“the power goes off regularly”) and the commissioners experienced three power outages, some lasting more than five minutes, during the inspection. During that time, commissioners were in the administration building and were told that the units were either unaffected by the outage or operate on generators during an outage.

As noted in the pre-inspection of Los Padrinos, parts of the facility were gated off prior to re-opening the facility to separate populations of youth. The unit currently used to house girls was built with a high walled area for outside recreation. No additional wet rooms were added since the opening of Los Padrinos. Shower areas in the units had appropriate privacy curtains. A common thread throughout the units was that young people asked for warmer water, as they reported that the shower water was “too cold”. Various young people also reported that the water pressure in the showers was unacceptably low.

In multiple units, the youth appeared to have used either soap, brown paper bags, cloth, or a combination of these materials to cover their room windows. In some cases, the windows were fully covered, in others a strip of glass was intentionally left transparent. The young people reported that this was done for privacy when relieving themselves as these units had wet rooms. The window coverings were also noted in units that do not have wet rooms. Commissioners noted that most buildings were at various levels of disrepair as most had broken windows, broken ceiling tiles, broken doors, rooms not in use due to issues with the locks, and full trash bags next to the exits. One of the Juvenile Court Health Services (JCHS)/DMH self-referral boxes was broken in one of the newer units.

Each unit had at least one public phone that staff and youth explained worked after 3:00pm, in most units and that Probation staff was in control of usage. In at least one unit with high school graduates, the phones were operable during the school day as well. The young people reported that contacting their attorneys was very challenging due to limited phone times and constantly changing visitation schedules. There was one unit that had a broken phone, which Probation staff shared was previously reported to ISD for repair. Youth in this unit were limited to using the phone in the office in the presence of the Senior DSO, limiting any privacy. Nearly all dayrooms had Grievance, OYCR, “Know Your Rights” i.e. Youth Bill of Rights, and PREA posters. Grievance boxes were observed in each unit and had working locks.

Young people in various units had concerns about their ability to receive visits. One youth remarked that their attorney waited for three hours before being denied access reportedly due to Probation staffing shortages. Similar reports were made by youth regarding their family members being denied entry during visiting hours. Youth reported that family visits are only allowed on the weekends, which raised concerns for those parents that work during the weekend. Another youth reported that their mother was not able to visit because the mother has visible face tattoos. Probation leadership stated that the issue had not come up, but that special visits during a weekday could not be accommodated.

Young people interviewed by commissioners asked for their clothes to be changed out more often. Youth reported that they needed more than one bra and pair of pants per week, which is what they were reportedly allotted. Three young people expressed not wanting to wear re-usable underwear as stains from previous usage were still present after the garments were washed and presented as “clean”. One youth reported that they did not know that the underwear was previously used. These young people expressed that this experience was degrading and something that they felt should be remedied immediately.

On various units, youth and staff alike expressed concerns about the range of ages housed on their living units. Youth of various ages had concerns that 13- and 14-year-olds should not be living with youth 18 and older. Concerns cited by young people focused on the developmental differences and the resulting differences in programming needs between younger and older teens. Some youth said that because of the diversity of needs of youth housed on their units, everyone ended up going without something that they needed.

Leadership and line staff expressed concerns about the housing that centered on their ability to maintain a safe environment and about liability issues for staff should violence occur. Some Probation staff expressed concern for the well-being and best interests of youth.

During the inspection, the POC staff and commissioners were informed that the facility was put on a “lock down” due to a small fire in one of the units. After about ten or fifteen minutes, the lock down was called off as the fire had been extinguished. Additional details regarding the incident were not shared with the POC commissioners or staff.

### **Staffing**

Between the pre-inspection and the annual inspection, there was a change in facility leadership at Los Padrinos which removed the individuals that coordinated the planning and opening of the facility. On the day of the official Los Padrinos Inspection, one commissioner and POC staff noted that staffing levels in each of the units appeared sufficient to maintain safety and security. While interviewing youth at Los Padrinos, there were reports of positive and supportive staff behaviors and interactions as well as reports of highly concerning behaviors. In line with what some youth expressed about positive behavior reinforcement, one youth shared:

*“We have good Probation staff. They go above and beyond to help us. Our current staff, she brings us pizza and soda for Friday’s movie night, then we have Saturday dinner together, but the staff do need help, we need more staff like her that know how talk to us.”*

Commissioners observed that staff on some units appeared motivated but tired. One Probation staff member mentioned that they were doing the work because they cared for the young people but would appreciate more support from experienced staff. Another staff member stated that experienced staff are experts at using relationship building for de-escalation and did so more often than they used other punitive tactics.

Some young people interviewed throughout the day expressed that most staff treated them well, yet other young people shared examples of inappropriate and unprofessional behaviors exhibited by staff toward youth. Many serious concerns about staff behaviors and actions were voiced about the girls' unit. Throughout interviews with numerous girls in the unit, girls shared concerning reports of staff escalating violence, not intervening to stop violence, and youth on youth violence. One youth reported:

*“Some staff are super nice, and some staff are messy. They tell other kids if you disrespect them, and the other kids retaliate against you for disrespecting that staff. One girl confronted a staff, then she was being jumped by the staff's [preferred] kids.”*

It was reported by numerous girls that some staff encouraged verbal and physical confrontations between different girls on the units. The young people stated that the staff members take sides during conflicts, creating fear, and made youth question staff's interest and willingness in protecting them from violence. It was reported that girls were “jumped” when a staff intentionally “left the middle door open, and the girls on the other unit got through and jumped us while in the shower.” It was also reported by numerous girls that “staff open your room door so that the other girls come to destroy your room.” On other units, young people shared that some staff used the threat of OC spray as their approach to verbal de-escalation.

Concerns about short staffing across units were voiced by youth, Probation staff, and co-located county partners despite the number of staff present on the day of the inspection. Probation staff shared that they were concerned about the lack of programming and services made available to youth due to low staffing, excess absenteeism by staff, and the lack of training when working young people over the age of 18. Due to short staffing, Los Padrinos utilized deployed Special Enforcement Officers (SEO). Concerns about the attitudes and behaviors of the SEO staff were repeatedly voiced throughout the facility by staff and youth alike.

Two youth showed the commissioners bruising that they said was the result of “the men in black,” an apparent reference to the SEOs who dress in all-black, more militaristic appearing uniforms that distinguish them from other staff. Some youth said that they felt abused by the SEOs due to repeated take downs and youth reported being “roughed up” by the officers. It was reported by various county employees and youth that the SEOs were seen as antagonistic to youth and that their presence caused tension, agitated youth, and added to de-escalation work for DSOs. Agency partners also noted confusion in identifying which staff were SEOs, school officers, or deployed field staff, since there were various types of dress/uniforms in use at the facility by Probation staff. In some units, deployed staff were noted wearing “casual street clothes” and there was little consistency in other staff uniforms. POC Commissioners and staff were concerned that Probation leadership was also not able to differentiate between deployed staff, school staff, SEO, or DSOs assigned to the facility during the inspection.

### **Room Confinement/Hope Center Use**

There was not a Hope Center at Los Padrinos. The area previously used as a Hope Center was utilized as a regular living unit. One girl was observed alone in room confinement within her assigned living unit while reportedly on enhanced supervision level 3, which requires one-on-one supervision and an open door due to safety risks to self or others. No other young people were observed in room confinement during the inspection.

### **Grievances**

Since Los Padrinos’ reopening three months earlier, 132 grievances were made by young people detained in the facility. The grievances were reviewed by commissioners who noted that grievances were made about Probation, Los Angeles County Office of Education (LACOE), Juvenile Court Health Services (JCHS) and DMH. POC commissioners observed that Probation-related grievances commonly focused on youth reporting a lack of online-gaming access, poor television reception, and a desire for more food. There were a few more concerning grievances that indicated that youth felt unsafe housed with other young people of different ages, felt unsafe housed with peers who they perceived as not receiving appropriate mental health treatment and other rehabilitative care, and that youth wanted their own mental health services to be delivered in a private area and for more than a brief check in. JCHS-related grievances told of youth who reported receiving medications at the wrong time, not receiving prescribed treatments for opioid dependence, and not being seen for medical appointments.

Grievances appeared responded to in an organized, thorough, and timely way with documentation complete. Commissioners noted that they observed grievance posters in the living areas of all units, and that young people indicated understanding of the grievance procedure during interviews.

### **Discipline and Positive Behavior Reinforcement**

Probation leadership did not report the current use of any specific discipline or positive behavior reinforcement program. However, it was reported that Probation leadership would implement a new Behavior Management Program (BMP) in the near future. While other facilities report use of point-based rewards systems, during the inspection there was no reward system nor “Al Jones” store where youth can effectively “purchase” consumable goods or personal hygiene items with points earned through the positive behavior incentive programs.

Commissioners learned of one example of discipline and positive behavior reinforcement that was initiated and implemented by the Probation supervisor or senior DSO on one unit and was not the result of a coordinated departmental action. Their unique reward system involved staff putting on a dinner on Saturday nights for the unit if the youth sustain a certain level of good behavior during the week. Staff purchased everything brought from their own resources. Young people who had participated in this program shared that they were positively impacted by the staff’s efforts and said, “[we] eat with the staff every Saturday and it feels like a family and it feels good.”

### **School**

Commissioners observed schooling in two distinct ways. Inside the newer buildings, the classrooms are in a hallway directly connected to the unit day room. In the older buildings, the youth are moved out of the unit and attend class at the school in classrooms on two different parts of the campus. The commissioners first went to a classroom within a unit, where the teacher was giving a math lesson to a class of seven students. The teacher had good rapport with the students as most were engaged, the teacher knew the students by their first names, and students answered math questions when called upon. This classroom was heavily staffed; there were four LACOE staff (including one teacher, two teacher assistants, and one behavior interventionist) and two Probation officers.

Upon arrival to the school, LACOE leadership informed the commission that all students were taking state tests that day and commissioners honored leadership's preference to limit classroom observation to minimize possible interruption. When testing was finished, commissioners were allowed inside the classrooms. A commissioner noted that they observed teachers and students engaged in active discussion. Students were being called on to build upon topics learned in previous lessons, and students were given affirmation and guidance. The classrooms visited during the inspection appeared clean with new equipment.

Several Probation officers were observed sitting outside the classrooms at the school, some wearing regular "civilian" clothes and others wearing "tactical" clothes: combat-looking shoes with black cargo pants, black gloves, and black long sleeves. Probation leadership and LACOE leadership reported that the "school team" of security officers at the school were not the same as SEO and reported that inconsistency of appearance by the Probation officers was not an issue since those school enforcement officers had good rapport with the youth.

At the school, several classrooms had broken windows that were covered with wooden boards. Principal Jackson reported that the windows had been broken for approximately one week, the issue was reported to ISD and were pending repair.

LACOE leadership provided information about the students served at Los Padrinos, which at 254 students is a much larger, more diverse school than any of the other schools in Probation's juvenile facilities. Of the 254 students, 101 (40%) have an Individual Education Plan (IEP) indicating a need for special educational services. LACOE administrators shared that in a typical community school that rate is generally an average of 12%. LACOE staff also explained that they are working to be able to provide dual enrollment opportunities for students that would allow them to earn both high school and college credits, an important program given the larger number of students who are older and closer to graduation.

The commissioners were escorted to the county library in the girls' school building. The library appeared renovated, clean, with numerous books, work areas, and bean bags. The library was also equipped with naloxone and a boxed defibrillator.



## **Post Secondary Education**

As a result of comments shared by youth during the formal Los Padrinos inspection and during other previous, informal inspections of the facility about a lack of post-secondary education opportunities for high school graduates, commissioners took time during this inspection to carefully observe this issue. Commissioners visited the dayroom of a unit where most youth were in high school classes and observed and interviewed two high school graduates. The youth reported that they were not offered any higher education, programming, or other rehabilitative activities. The young people were sitting in the middle of the dayroom watching television and reported that this was their daily routine.

Commissioners observed a college class being held in the day room of another unit, which consisted of a single student working on a laptop with two Probation staff sitting next to them. Commissioners questioned why there was not a designated classroom space in the facility for young people taking college courses, and learned that there is a designated classroom for college students, but that youth from “the compound” (a reference to location of the units at Barry J. Nidorf where youth facing more serious charges or designated as more of a safety risk are held that is still regularly used by youth and staff to refer to these units) are not allowed to attend class in the college classroom. Commissioners visited another “compound” unit where most of the youth were high school graduates. Youth described in detail their concerns about only being able to choose from a limited number of college courses, falling behind in their courses because they could only complete work when a Probation Education staff member brought them a laptop to the unit, and wanting to pursue coursework that would lead to employment when they returned home.

Later in the day, commissioners visited the designated classroom for college studies and observed three students in the classroom with Probation Education staff helping them complete coursework for classes at Mission College.

## **Kitchen and Food**

Commissioners observed lunch on one of the units. All meals at Los Padrinos are consumed in the units’ day rooms. During lunch, young people were observed eating taquitos, churros, guacamole, corn, and drinking milk. The young people expressed liking the food and did not have any concerns about the meal. Some young people in the other units expressed that the food they had that day for lunch was “acceptable” but wanted “seconds and snacks”. On one unit, Probation staff provided the young people with condiments. The young people mentioned that although the food was acceptable, they would prefer "better flavored food." Probation staff were seen providing young people with snacks (chips/cookies) after their meal.

### **Access to Medical and Mental Health Care**

Commissioners D and G were informed by a young person that they waited three days for a medical visit for an x-ray at the Central Medical Hub. Commissioners were informed that when the youth was taken to the appointment, he was handcuffed and shackled, despite having an injured wrist which was the body part set to be x-rayed. Other youth reported issues with multiple-day delays to be seen by JCHS staff for medical treatment within the facility. Some limited JCHS services were previously provided directly on the units, however on the day of the inspection JCHS leadership shared that the nurses were unwilling to go into the units and would only see patients in the medical unit. Key issues resulting in the refusal to go to the units were inappropriate youth to staff ratio leading to safety concerns and a lack of mobile equipment. JCHS staff reported, and Probation staff agreed, that there was not sufficient space for medical overflow. All were hopeful that with the completion of building A, the overflow shortage would be alleviated. POC staff toured the unopened Building A and observed it to be clean, freshly painted and with new flooring, and very close to ready for opening which Probation staff reported would happen within days of the inspection.

Naloxone, also known as Narcan, was observed within the facility, albeit less frequently than expected. Naloxone is a potentially life-saving intervention used to treat a known or suspected opioid overdose in an adult or child. Signs were up in unit offices indicating that Naloxone was stored there, though very few Probation employees were observed to have it on their person, including leadership and line staff. Keeping Naloxone in a locked office potentially limits access and increases response time in an emergency.

Throughout the inspection, it was reported that youth had limited access to clinical services via DMH. It was reported that due to a single staff's mismanagement of a facility key, DMH was no longer welcome to check out the facility "A keys" needed to access units and offices needed to provide their full scope of services. It was not shared when DMH lost this privilege outside of acknowledgments that this happened since the re-opening of Los Padrinos and that it was not an issue at Central Juvenile Hall. It was shared by DMH, youth, and Probation staff that this lack of access led to insufficient service delivery by way of "check ins" or brief conversations between clinicians and their clients in non-private spaces consisting of a few questions to ensure the current safety and non-suicidality of the young person.

Various young people expressed concerns for behaviors that they observed in their peers, including sadness, self-isolating, and poor hygiene which they were able to identify as mental health issues in need of appropriate treatment. Since the re-opening of Los Padrinos, no rehabilitative group services were delivered to youth despite the specific inclusion of these programs on the programming calendars which Probation informed the POC were listed as a “placeholder.”

### **Programs and Services**

Commissioners and staff reviewed the Los Padrinos facility calendars including one created by Probation and one created by the Department of Arts and Culture which were not consistent with each other. The purpose of reviewing the calendars is to allow commissioners and staff to observe programming and services during the inspection, however they were found to be substantially flawed. The monthly calendars received by the commission were filled with programs and services delivered by Probation, Community Based Organizations (CBOs), LACOE and DMH. Probation leadership, staff, co-located county partners, and youth alike reported a lack of appropriate rehabilitative programming and services. It was reported on the day of the inspection that all the DMH group services scheduled on the calendar had not been delivered since the re-opening of Los Padrinos Juvenile Hall and that the timeslots were just on the calendar as “placeholders.” The missing services that had not been delivered since the re-opening of Los Padrinos included topics such as group substance abuse services, coping skills, and evidence-based treatments that address the long-term effects of trauma. It was reported that individual substance abuse services may occur individually with a youth’s assigned clinician. After reviewing the calendars, it was noted that no other scheduled services were identified as substance use disorder focused services, leaving a gap in addressing this critical need of the young people in the facility.

While in a unit housing mostly youth over the age of 18, the young people adamantly and clearly expressed urgency to resolve the lack of programming as they thought that this was causing most of the issues and incidents including those related to fighting and vandalism inside the units. The young people expressed wanting rehabilitation, by not only learning new ways to cope with distressing mental health symptoms, but also learning non-perishable skills that would benefit them by leading to employment opportunities upon release. One young person asked for “programming at least three times a week”, which included a desire for art, music, and trades.

Youth and staff alike made multiple mentions of issues with DMH services. Various youth reported that they did not have the chance to interact with their clinicians in private spaces where they could discuss sensitive topics, others reported that their therapists only drop into the unit to briefly check in with them by asking if they are okay. It was reported that some clinicians did not come into the units because they are scared for their safety, and it was also reported that DMH clinicians are not allowed access to the keys that they need to independently access the units or to exit the units if needed. Staff reported that, in addition to decreased DMH services, some CBOs that used to come to Central Juvenile Hall dropped off when the youth were moved to Los Padrinos. Young people stated that “there is nothing to do on the weekends,” and that the current programming was inconsistent as some CBOs only “showed up once” to Los Padrinos.

On one unit, commissioners spoke with the young people while Probation staff were assisting a Bureau Chief and their team who were setting up tables and snacks in the recreation area to conduct a new mentoring program called the “Anchor Program”, in which a Probation Bureau Chief adopts a unit at Los Padrinos and visits the unit regularly for mentoring. This meant that regularly scheduled programming had been cancelled. The commissioners walked outside to the recreation area to observe this program. It was reported that the chief and their team would meet with one side of the building and then the other, so the young people could come in small groups to participate. The young people were confused, and some expressed concerns that they would be excluded but eventually it appeared that all youth were excited and able to participate.

During a visit to a unit, commissioners asked youth about a cooking class listed on the program schedule, and the young people replied, “we wish...”, indicating that they had never participated in a cooking class. They did mention that an art teacher and a teacher from WriteGirl are the only ones that come regularly. The youth reported:

*“Everything happens in this day room, we have no TV, only the [other] side has a TV... There has been literally no programming, until today... We don’t know if it was because of you, but today they painted everything, they gave us pillows, and said that we had visitors coming so we had to clean up.”*

When asked further about the pillows, youth mentioned that they had been requesting them for weeks.

## **Agency Relationships**

Reports about the relationships and partnerships with co-located county departments were mixed. LACOE leadership reported satisfaction with the current progress and collaboration with Probation and were hopeful for more regular communication with Probation leadership. LACOE staff shared that there were interagency meetings occurring every two to three weeks, which offered a platform to work together and discuss student progress. LACOE staff also recommended that role clarification and reminders that all agencies were working together toward a common goal would benefit the partnerships.

DMH employees reported that clinical staff had issues accessing the young people due to a variety of issues that had arisen losing the right to check out keys needed to access buildings and unit offices. There was no indication of a plan or partnership process to remedy the issue. It was mentioned that the agency collaboration at Central Juvenile Hall between Probation and DMH was better, and that the relationship was now more strained at Los Padrinos Juvenile Hall. DMH leadership noted that communication was a larger barrier than in the past since channels of communication with Probation leaders were now being filtered through assigned liaisons. DMH leadership expressed feeling “hopeful” as they had recently been given the name of their Probation point of contact who would address their concerns that remained unanswered in emails to the facility superintendent. In addition, DMH leadership informed the POC that they had a meeting earlier that day with Probation to initiate DMH group services for substance use disorders which had not occurred since the move to Los Padrinos. Probation and DMH staff alike cited issues related to challenging communication amongst agencies, security concerns, and low DMH staffing as contributing factors to the partnership concerns.

JCHS informed commissioners that their leadership staff recently started working at Los Padrinos and were not aware of how the relationships were working before. JCHS leadership shared their sense of satisfaction with overall agency collaboration with Probation despite multiple reports that their staff report not feeling safe or supported enough on the units to deliver services there.

### **Oleoresin Capsicum Spray Use**

On July 28, 2023, there was a major disturbance at Los Padrinos Juvenile Hall that resulted in a declared state of emergency by then Interim Chief Viera Rosa. An order was issued that all staff at Los Padrinos Juvenile Hall had the option to be issued Oleoresin Capsicum (OC) spray, including those newer staff that were never previously issued spray. Since then, and through the day of the inspection, OC spray was in use at Los Padrinos. On the day of the inspection, staff in all units had OC spray and were permitted to use it, including in units designated to house youth with developmental disabilities, histories of commercial sexual exploitation, girls, and gender expansive youth. This continued despite previous direction from the Board of Supervisors and previous commitments made by Probation to eliminate OC use on these units and a public commitment to not bring OC to Los Padrinos as a use of force intervention. The reissuance of OC spray at the end of July 2023 was stated as a temporary solution, however on the date of the inspection over two months later, there was no new phase out plan known to the leadership or staff at the facility.

Probation's most recent phase out indicates that OC spray would be fully eliminated from all of Probation's facilities on January 31, 2024. That plan has seemingly been abandoned and reports by Chief Viera Rosa indicate that a new phase out plan would be developed and shared publicly in November 2023.

When asked about OC Spray, some young people stated that because of staffing issues, they were concerned for their safety and therefore not opposed to the ongoing use of OC spray. Multiple young people indicated that some staff were unwilling or unable to assist in de-escalating or breaking up physical fights, so OC spray as an intervention to protect their safety became more accepted by youth. Other youth reported that at times there are not enough staff in the unit to break up any fights that included more than two youth. The young people shared that because there were so few staff in the units regularly, OC spray was the "only help staff have to stop people from getting jumped."

On the day of the inspection, one unit's staff indicated that they did not rely on OC Spray, stating that they used their relationship building and de-escalation skills with young people to manage tense situations. On another unit, staff and youth reported that some staff regularly threaten to use OC Spray during tense situations, which increased the youth's agitation rather than calm it down. Probation staff mentioned that their colleagues' threats to use OC spray as a de-escalation tool often led to escalation of incidents, many of which ended in a deployment of OC spray.