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**Notes and
References**

SUPERVISION OF YOUTH

I. Philosophy

- A. Los Prietos Boys Camp (LPBC) is a minimum-security facility with dormitory housing (without segregation rooms) situated near Paradise Road and USFS recreational facilities. It is critical in this setting to consistently require and adhere to stringent and sound supervision practices.
- B. In order to ensure a secure, safe and healthy environment, expectations need to be communicated clearly and in a concise manner.
- C. All youth placed by the Juvenile Court into the LPBC program will be under **constant** supervision by Juvenile Institutions Officers (JIOs) who will:
 - 1. Observe and anticipate the youth’s behavior.
 - 2. Closely monitor the movements of the youth.
 - 3. Enforce the rules and regulations firmly, objectively, and consistently.
 - 4. Observe proper security procedures and exercise sound judgment.
- D. One of the major tenets of good supervision is to recognize and anticipate actions, disruptions or situations that could escalate if not dealt with – consistently and in a timely manner.
- E. The ability to incorporate patience and understanding with sound – trauma informed treatment and approaches, in a structured program has proven to be effective and will maximize the youth’s overall growth and success.

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II. General Guidelines for Effective Supervision

- A. At least two wide-awake JIOs will be on duty at all times, one of which shall be a male officer. An optimum combination of training and experience will be considered when staffing shifts. Youth supervision staff (JIOs) who are not yet eligible to assume primary supervision responsibilities will not be assigned to independently supervise the youth outside of the sight and sound of primary supervision personnel.
1. Personnel with primary duties that consist of administration, education, clerical and kitchen are not classified as youth supervision staff
 2. Supervision areas include, but are not limited to: the Administration Office, gym, school, lower and upper conference rooms, dormitory, blacktop areas, dining hall, work areas, sports field, and any designated out-of-Camp work/recreation area.
 3. Staff must know at all times the **number of youth under their supervision and/or their assigned location.**
 4. Staff will not engage in activities that will interfere with supervision. Staff are expected to focus their energies on running an efficient operation, and are **not** to spend time on their own interest, e.g., computer use, personal phone calls, or use of personal cell phones while on duty.
 - a. The use of any electronic or smart devices (e.g. cellular telephones, tablets, smart watches, smart glasses) while on duty is seen as a misuse of County time as well as a potential safety and security risk. In order to maintain a safe, secure, and well-supervised institution, staff are to keep electronic and smart devices securely locked in their personal vehicle or assigned lockers while on duty. Emergency phone calls for staff will be relayed to them through the main reception/intake office phone number.

Title 15,
Section 1321

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- b. Employees who are not in a supervisory role or in direct contact with youth may have instances when the use of an electronic device is necessary. Such instances are at the discretion of the facility manager and are to be requested in advance. Supervisors and Managers may carry and access electronic devices within the scope and duty of their assignment.
 - B. Board of State and Community Corrections (BSCC) standards specify that staffing shall be in compliance with minimum child-staff ratios of:
 - 1. During the hours that youth are awake, one wide-awake JIO shall be on duty for each 15 youth in the LPBC population.
 - 2. During the hours that youth are asleep, one wide-awake JIO shall be on duty for each 30 youth present in the facility.
 - 3. Adequate number of personnel to carry out the overall facility operation and its programming, safety and security, and to meet established guidelines and standards, including food services, medical, mental health and administrative functions.
 - 4. Have sufficient supervisory staff.
 - C. BSCC standards specify that every 15 minutes, at a minimum, direct visual observation of the youth (headcounts) will be conducted and documented while youth are present in the dorm.
 - 1. Welfare checks or headcounts should be performed at random or varied intervals no greater than every 15 minutes.
 - 2. All checks shall be documented with the actual time the check was completed.

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III. Specific Areas of Supervision

A. Administration Office

1. When a youth is sent to the Administration Office, he will be called ahead by using the radio. When the youth arrives, office staff will confirm/notify supervision staff of the youth's arrival.
2. Youth may be in the Administration Office with either a Core training JIO or at least two non-youth supervisory staff.
3. If a youth cannot participate in the school program or work areas due to illness, he will be under the visual supervision of an Administrative support staff and/or medical staff.
4. Youth going to the office must report to the Administrative Office Professional (AOP) and then sit down as directed, and remain quiet.
5. When a youth is removed from the population for counseling activities, he will be subject to the direct supervision of a Behavioral Wellness clinician. All Behavioral Wellness clinicians will be required to have a radio in their possession during counseling sessions with the youth.

B. Dorm Area

1. During free-time activities in the dorm, the staff persons supervising shall position themselves in the best locations to ensure clear visibility of the whole dorm area.
2. If four (4) staff are present to supervise the dorm
 - a. Two (2) staff should be located at either end of the dorm.
 - b. The third and fourth staff should be spaced evenly and posted on each side of the dorm to maximize supervision and coverage of the dorm.

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- c. When a non-medical staff of the opposite gender of the compilation of supervision staff enters the dorm, an announcement must be made alerting the youth that a staff of the opposite sex has entered the living area.
3. When supervising the dorm—or any other area—it is crucial to be aware of the group dynamics. Consistent group control is critical to providing a safe and secure environment. For example:
 - a. A new youth is surrounded by other youth.
 - 1) Staff should move quickly to the area to disperse what very well may be a youth being intimidated.
 - 2) The staff would inform the youth of the expectations of the group and would deal firmly with violators.
4. If the number of youth requiring bed rest due to illness or inability to fully participate in the program exceeds the capacity of the Sick Bay and are confined to the dormitory, direct visual observation of the youth (headcounts) will be conducted at random intervals no greater than every 15 minutes, and documented by the JIO in the dorm.
5. A JIO will be assigned to conduct and maintain the 15 Minute Check Log every shift. Staff will accurately document, at random intervals no greater than every 15 minutes physical headcounts when youth occupy the dorm. The JIO will also be responsible for maintaining the number of youth assigned to different locations that are not in the dorm during the shift.
 - a. When conducting physical head counts, the JIO must ensure the youth are physically visible by observing the youth's skin.
6. If a staff member needs to leave an area of supervision, he/she is to check with the Sr. JIO or Lead Staff Person (LSP) in charge. In certain situations where it is imperative that the full complement of staff is needed, a request to leave the area will be denied.

PREA
Standards
115.31

Chapter 5127
Section II, C, 2

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7. It is imperative that communication and good judgment are being used at all times.
- C. Blacktop Areas
1. The blacktop areas of supervision are composed of the more wide-open spaces to supervise.
 2. When supervising the blacktop area, it is necessary to strategically position staff to observe the activities of the youth (e.g., corners of the blacktop and the weight area).
 3. The movement of the group and specific activities are important to be aware of while supervising this area.
- D. Sports Activities
1. Sports activities involving potential physical contact, i.e., two-man basketball, are to be permitted only when there is one staff member directly in supervision of the sport.
 - a. If at any time physical activity becomes too aggressive, staff are to immediately intervene and stop the activity.
 2. Prior to group sports activities, staff will explain and clarify the rules of the sport and the behaviors expected.
 3. Staff will not allow teams to be composed of one race, one gang, or members from one geographic area.
 4. Staff will make sure all sports equipment is in proper working order prior to, and after use and that all equipment is secured.
 5. Staff will supervise and not participate in any sporting activities, engage in any contests, demonstrations of strength, unauthorized physical contact, or any activity which diminishes supervision.

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E. Shower Areas

1. Shower supervision is one of the most critical areas of supervision. Staff are to ensure all special accommodations authorized by the Medical staff for youth who may have special needs, are followed.
2. A male staff will be positioned inside the latrine area to give unobstructed attention to the youth using the facilities. Female staff will be positioned in the dorm so that the basic privacy rights of the youth are not violated and cross gender viewing is prevented. When youth are showering or utilizing the latrine, female staff that are in the JIO office will ensure the blinds are drawn in order to prevent cross gender viewing and protect the youth's right to privacy. Female staff are permitted in the latrine area of the dorm when showers and utilizations are occurring in exigent circumstances only.
3. The rules and expectations shall be announced to the group before the showers begin.
 - a. During showers there will be no talking, horse playing, body contact or urinating.
 - b. Youth violating these rules will be subject to appropriate discipline.
 - c. Running is prohibited in the dorm, and is especially dangerous around the shower area or during dorm clean up when the floor might be damp.

PREA Standards
115.315

F. Kitchen Area

1. The kitchen staff are responsible for supervision while youths are in the kitchen area, unless they are assigned coverage by another supervision staff.
 - a. In this instance, the kitchen staff would communicate to the Senior JIO or person in charge, their need to temporarily leave the kitchen.

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2. No youth is to be left unsupervised in the dining area, kitchen, storage area, or delivery area at any time.
3. When staff enter the dining area, they shall position themselves where the optimum visibility exists-the four corners, with primary areas being the rear of the dining hall and the serving line.

G. Work Areas

Youth shall be closely supervised during work details. When selecting work crews, supervision staff shall be aware and alert to potential problems between youth and delegate assignments and position youth accordingly to ensure the safety and security of the crew. All work crews shall be reviewed and approved by the shift supervisor or designee.

Refer to Chapter 5122, Section IV for specific work crew supervision guidelines.

H. Out-of-Camp Activities

1. Other than routine work crews, any out-of-camp activity needs to be cleared with the Manager, and/or the Deputy Probation Officer, Supervising (SPO).
2. Youth participating in an out-of-camp activity will be recorded on the shift's duty sheet, in IMPACT appointments, and with the shift supervisor. This process will ensure the accountability of the number of youth participating, their whereabouts, and the accuracy of the facility's population count.
 - a. Staff will take facility cell phones, radios, badges and County Probation Department Identification cards, as well as medical clearance forms for the youth on all out-of-Camp activities.
 - b. Location of the out-of-camp activity, departure and return times, and assigned staff information will be documented in IMPACT appointments.



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- c. Out-of-camp activities requiring meals should be arranged with kitchen personnel at least 24 hours in advance of departure.
- 3. Staff will ensure that all youth are directly supervised at all times during out-of-camp activities.
 - a. All youth will be informed in advance of the behavioral expectations required for a successful activity.
 - b. No staff will engage himself/herself in activities which interfere with supervision.
- 4. All youth who have been out-of-camp, regardless of the location, type of activity, or type of supervision, shall be subject to a “pat down” search prior to entering the vehicle and again upon returning to LPBC.
 - a. “Pat-down” searches will be conducted upon the youth’s return to the facility and prior to a youth returning to group activities.
 - b. Visual Body Searches may be conducted by a male staff if deemed necessary and approved by a SPO. All visual body search must be substantiated with appropriate documentation, the required justification all cases will be documented within a Workers Special Report.
- 5. All vehicles that have been occupied by youth will be cleaned and searched.

Chapter 5110

Chapter 5107

IV. Behavioral Expectations

- A. Staff members are role models for the youth who are entrusted to their care and are to exhibit exemplary behavior. This includes maintaining high standards of hygiene, conduct, speech, dress, maturity, honesty, fairness, and stability.

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- B. Youth are expected to conduct themselves in a proper manner at all times.
 - 1. Horseplay, gambling, fighting, excessive noise making, profanity, and harassing of other youth, or any other disruptive or dangerous behaviors, are not permitted and will be immediately controlled by counseling and/or discipline.
 - 2. Threats, nicknaming, name calling or any type of unpleasant, derogatory or destructive verbal activity are to be discouraged and controlled with appropriate disciplinary action and counseling.
- C. Any talk of escape from the facility/staff supervision, harm to oneself, assault on another youth or staff is forbidden and will be dealt with as a serious incident and documented on a Workers Special Report.
- D. Expectations on a daily basis include, but are not limited to, the following:
 - 1. Youth are to stay in the area of supervision unless they have staff permission to move to another area.
 - 2. Youth are not to handle staff keys or County vehicle keys at any time. Youth are not to have access to privately owned vehicles at any time.
 - 3. Youth are not permitted to write, carve on, deface or destroy any property. Graffiti, when found on LPBC/School property, will be removed immediately.
 - 4. Youth are required to use the recreation equipment appropriately.
 - 5. No creating or removing of tattoos of any kind is allowed. Tattoo removal by a trained medical professional is allowed with appropriate pre-authorization.
 - 6. No piercing of the ears or other body parts is permitted.
 - 7. No youth is permitted to exchange, borrow or lend clothing or any items individually issued for program use.

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8. No youth is to engage in any form of communication with members of the public without staff permission and only in the context of an identified purpose or approved program.
9. Any youth that harasses, embarrasses, or otherwise teases other youth or LPBC staff relative to sexual orientation or in a sexually demeaning fashion is to be counseled and reminded of the zero tolerance for sexual misconduct and harassment, or discriminatory behavior. The incident will be documented via WSR, a mental health referral will be submitted and disciplinary action initiated up to removal from the LPBC program. Any incidents involving this type of behavior will be immediately staffed with LPBC Administration.
10. When staff has reason to believe that a youth is masturbating, but is attempting to be discrete (i.e. after lights out, under his blankets, etc.) the youth may be approached by staff and directed to stop. If the youth complies, no discipline will be issued and the incident will not be documented in a WSR, as the youth's behavior is not considered blatant.
11. When staff observes a youth that is masturbating and the youth is not discrete (i.e. masturbating where he can be observed by other youth and/or staff), the youth will be directed to stop. The incident will be documented via WSR, a long form will be written and a mental health referral will be submitted.

V. Performance and Compliance

- A. Although fairness and tolerance cannot exist at all times in most group settings within correctional facilities, the consistent application of rules and policy is mandated.
 1. To ensure the safety and security of the institution, control of the youth is paramount and is accomplished by the maintenance of appropriate discipline and control.
 2. Fairness and individualized accountability shall occur whenever possible.

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- B. It is expected that all staff, including volunteers and partner agency personnel will deal firmly, quickly and consistently with youth who disrupt or contribute to the loss of control of any group.
 - 1. When such incidents occur, staff are expected to repeat group behavioral expectations, address the youth (s) who are not obeying, and direct them to comply.
 - a. If compliance is not immediately obtained, first line discipline or removal from the group and staff counseling will be utilized.
 - b. If compliance is not obtained despite counseling efforts and low-level discipline, the Senior JIO will be notified for further direction to include possible removal from the program.
 - c. Prior to the end of shift, staff will inform the youth (s) of appropriate written discipline that will be issued as a consequence for the misconduct.
- C. It is crucial that the youth know there is a predictable consequence for their defiance and disruption, even after they ultimately agree to comply with a prior directive. Youth will be advised that ongoing compliance is expected even if they have been disciplined for a behavior.
- D. Discipline must be consistent, objective and appropriate, depending upon the circumstances of the misconduct, time in program, and long-term behavior patterns, similar incidents resulting in discipline, and the attitude after counseling.

VI. Disciplinary Actions by Supervision Staff

Refer to Chapter 5118 for review of the disciplinary process, continuum, behavior and consequences.

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VII. Grievance Procedure

See Chapter 5119 for grievance procedures as they relate to the supervision and disciplining of the youth as well as youth's right to file a confidential grievance and the process.

VIII. General Supervision Guidelines, Techniques and Information

A. Although the LPBC facility is equipped with video monitoring with the capability to review past events, the video system does not replace active supervision and direct observation by staff. Officers assigned to the LPBC facilities are expected to adhere to the following supervision guidelines and practices.

1. When arriving on shift, staff must be properly attired in uniform, with assigned equipment (radio, handcuffs, OC Pepper Spray if authorized, and keys), having reviewed the End of Shift Reports from previous shifts, the Disciplinary Log and Worker Special Reports.
2. Confer with the Senior JIO or LSP regarding assigned duties, the demeanor and behavior of the group, individuals having problems, and other information pertinent to the shift.
3. Remain in assigned areas of supervision, only leaving the area if the Senior JIO or LSP has been advised and a replacement has been arranged.
4. Ensure that all directions and assignments are understood and that all tasks are completed as directed. Staff unable to complete assigned tasks are to advise the Senior JIO or LSP.
5. All staff are expected to support co-workers and the Senior JIO or LSP during lineups, meals, and group announcements by maintaining the outlined expectations, not talking during announcements, and directing youth to follow all directions.

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6. When supervising the blacktop or dorm area, staff must ensure their field of vision is kept clear. Staff must avoid letting youth stand in front of them and to the side of them in order to talk. Staff are not to allow themselves to become engrossed in an individual conversation with a youth. If a youth needs individual attention, check with the supervisor.
7. Active supervision is an essential ingredient of a teamwork-oriented program. All staff are responsible to make the program work efficiently and safely. All of the jobs in LPBC carry equal importance. Respect one another and the different tasks one might have to do. Be supportive and helpful to other staff. Never criticize another staff in front of an individual youth or the group. Always be ready to intervene quickly in a fight or verbal confrontation.
8. Each staff assigned to LPBC is a role model of a mature adult. Mature adults demonstrate emotional stability and strength, patience, confidence, and the ability to understand and listen. The youth depend on staff to be part parent, teacher, counselor, and mentor. The individual skills of the staff are what provide a consistent, fair, and safe environment for the program. Be objective, considerate, firm and friendly, but do not try to be a “friend” or “buddy,” with a youth.
9. Staff shall never agree with a youth’s negative remarks directed toward another youth, fellow staff member, or a supervisor. Staff will tell the youth that they will discuss the problem privately with the staff/youth in question at a later, more appropriate time.
10. When supervising a small work crew, staff will maintain a count of the number of youth assigned to them and be cognizant of the make up of the crew. Staff will not let them out of their sight and will remain aware of all tools that are being used and the youth using them, as well as the safe positioning of the youth relative to the tools. If the group needs water or needs to use the restroom, they will be allowed to take a group break. If the crew is being moved from one location to another, the entire group will be lined up with staff positioned at the rear for optimal supervision. At the

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beginning of each activity, staff will provide verbal expectations regarding conduct and performance as well as appropriate consequences for non-compliance. Upon completion of all activities, staff will ensure that the work area is cleaned and that all tools are returned.

11. While supervising youth, staff are to be aware of the number of youth under their supervision and their precise location at all times. At no time will two or more youth be allowed to commingle without the direct supervision of Program staff. Staff are to be alert to youth from different areas congregating together, racial groupings, and gang groupings. They must also be cognizant of youth staring at each other (“mad dogging”), excessive silence or noise, or youth wearing excessive clothing for the weather, as they might indicate potential escape risks.
12. Newer, inexperienced or extra-help staff will often be asked for answers to questions they may not know, and favors from the youth. Respond to such requests by stating that you must check with the shift leader. Once staff becomes knowledgeable of the program rules, then this reply will not routinely be necessary.
13. If staff hear or are told anything about a possible suicide, theft, fight, threats toward youth or staff, escape, drugs, weapons, suspected child abuse etc., that has/ might occur, or harassment in or out of Camp, they are to immediately notify a supervisor and document all information on a WSR and in the End of Shift Report or IMPACT Chronos. Probation staff are duty-bound to act on information given related to criminal activity and are mandated reporters of suspected child abuse. As a team, communication and the sharing of information among staff are critical.

In accordance with PREA of 2003, staff are also mandated to report any form of staff or youth sexual misconduct. Santa Barbara County Probation Department maintains a zero tolerance for anyone engaged in any form of sexual abuse or sexual harassment of youth. Any form of sexual misconduct must be reported to the facility manager immediately. Retaliatory measures against employees or youth who report incidents of sexual abuse will not be tolerated and will result in disciplinary action and/or criminal prosecution.

Addendum
Suspected Child
Abuse Report
Per Penal
Code 11166

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14. Never let a youth touch your keys. Never leave a youth in an office or area unsupervised, and always lock an office or room if you are the last leaving it.
15. When driving youth in the facility vehicles, staff must maintain supervision in the rearview mirror. At night, the dome light may be utilized to enhance supervision and prevent horseplay or noncompliance.
16. When transporting a youth to a medical appointment, court appearance, etc., staff are to ensure that they have a medical authorization form and keep the youth in constant visual contact. They are not to stop any place other than the designated appointment unless authorized or directed by the Senior JIO/DPO, Sr. If staff have questions prior to departure, they are expected to ask the shift supervisor before leaving LPBC. Youth must wear seat belts at all times when being transported. Proper security restraints (handcuffs, leg irons) will be worn if a youth is being removed from the program to the Juvenile Hall or being transported to Court. Youth who are not at the appropriate level or who present security concerns will also be placed in full hard restraints before being transported. Staff must wear probation shirts and proper dress uniform attire when transporting a youth to a court appearance.
17. Immediately after use, staff are to return vehicle keys to the locked box located in the staff office and make the appropriate entry in the vehicle log book.
18. Youth are not allowed to use profanity or insult each other. No racial remarks, gang slogans or signs, and geographical claims of territory will be tolerated. Staff will never engage in insults or put-downs.
19. Staff will use the disciplinary options available when addressing a youth's non-compliance with rules or expectations.

Addendum
Health History
and Medical
Authorization
Pro-116

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20. Staff must remain consistent in the application of discipline and disciplinary write-ups. If a youth deserves some level of discipline, staff should refer to Chapter 5118 or confer with a supervisor on duty to determine the appropriate action to take. Discipline should be appropriate for the behavior observed and be utilized as a learning tool.
21. When giving work votes, to insure that consistency and fairness are maintained, staff will adhere to the program guidelines for voting as outlined in Chapter 5117. Inaccurate voting is a disincentive for the youth and can be disruptive to programming.
22. When a youth is sent from one area to another, staff are to use the radio to announce the pending arrival of the youth and confirm receipt of youth with sending staff.
23. Youth are not to be allowed to mill around the office. Youth must be quiet and fully clothed when in the office areas and must sit down when waiting for the nurse or to see another staff.
24. At lineups, youth must be silent and respond promptly to staff directions. Do not talk with youth or other staff during lineup; let the supervisor give directions to an attentive group. Youth talking at lineups will be given checks, or negative chronos.
25. Once a lineup has been called, staff will cease conversation with other staff or youth and assist in lining up the group.
26. A staff member must always cover the back of the line during group movements to ensure maximum supervision of the group.
27. Staff must always be in an area that enables them to see the entire group and never let youth block their view.
28. No more than one staff should be on the staff (dorm) platform at a time, unless directed otherwise by the shift supervisor.

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29. Staff must always be aware of youth who are very impulsive or noncompliant, and other youth involved in conflicts during the day. They must position themselves around them in such a way as to ensure good supervision at all times and be ready to quickly separate youth if a physical altercation occurs, move the combatants to different areas as soon as possible, and solicit assistance from other staff.
30. Staff are never to allow any activities to continue that they believe to be unsafe or that are getting too rough (no tackle football, or “war ball” etc.). Staff are responsible for group control and safety.
31. Safety problems are to be reported immediately to a supervisor (car trouble, poor lighting, broken tools, etc.) and documented.
32. Youths’ weekly phone calls are logged, limited in duration, and shall only be to the parents or legal guardians unless otherwise approved by LPBC Administration. Staff should place the call and make sure the parent/ legal guardian is home.
33. Staff are to give support to youth when warranted and try to listen carefully to the youth when in conversation with them.
34. When time allows, staff should read the youth’s electronic file or paper file located in alphabetical order in the cabinet adjacent to the AOP desk. Files are to stay in the Administration Office unless an out card is utilized. Squad counselors will read a youth’s file within seven days of the case being assigned in order to assist in competent case planning.
35. A parent/guardian’s name, the name of the Probation Officer, youth’s home address, or phone number, or other personal information can be gleaned from the youth’s Kardex card. These cards may be photocopied, but are not to be removed from the card holder unless authorized.

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B. Kitchen/Dining Room Supervision

1. Staff should space themselves at separate tables at mealtimes, confer with the Senior JIO or LSP for supervision assignment, and always sit with their back to the wall to provide maximum supervision.
2. When supervising meals, staff must remember that even while they are eating their meal, they must continue to supervise the youth at their table and at other tables. Youth are not allowed to talk between tables or pass food between tables. Youth are to remain silent until directed by the shift supervisor.
3. No hats shall be worn in the dining hall.
4. Tables are to be inspected by staff before the first table is called and re-inspected prior to dismissal from the dining hall.
5. Tables will be called by staff in an orderly fashion to prevent overcrowding on the serving line.
6. Staff are not to allow youth to talk while in the serving line and will watch for youth trying to get more food or kitchen crew members giving out extra portions.
7. Staff are to limit the amount of movement during mealtimes to ensure safety.
8. Staff will use discretion when sending youth to the restroom during meals.
9. When youth are turning in their trays, they will hold up their utensils for the staff to inventory and hand (not shove or throw) their tray to the youth scraping trays.
10. When dismissed from their tables, youth are to make sure the table and the area around it is clear, clean and the chairs are pushed in.

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11. Youth, after being dismissed from the meals, will not stop and visit with the staff or kitchen crew or get water. Youth will go directly to the area designated by staff.

C. Staff relationships and interactions within the Program environment.

1. Staff are a significant part of the youth's environment. In many instances, the threat of physical assault by a youth may be triggered by the actions or inactions of an individual or group of staff members.
 - a. Staff tend to develop individualized habit patterns in terms of their interactions with coworkers and the youth. The youth become very aware of staff idiosyncrasies, interrelationships and weaknesses in supervision. Consequently, they take advantage of these situations and the safety of the facility can be compromised.
 - b. A staff's attitude toward the youth can set the tone for the development of positive or negative rapport. Staff must be aware of what attitudes they convey during their interactions with the youth in general. Staff should not interact differently with some youth or give the impression of "playing favorites" or "picking on" selected youth.
 - c. The attitudes that develop among staff are readily discernable. Staff must strive to give the impression of being a cohesive team, or they will appear disjointed and working independently of each other. Youth will attempt to take advantage of a perceived lack of staff unity.
 - d. Staff will report to work prepared and willing to assume their respective roles, and have the ability to accept challenges and provide assistance to the youth or other staff.

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2. Deficient environments and behavioral problems
 - a. Youth often show positive changes in behavior merely by being placed in a healthier environment. This may be a healthier emotional environment or the environment may be healthier in a physical sense.
 - b. A healthier environment does not necessarily mean that the environment is not deficient. It may simply lack the stresses or deficiencies that the youth was not able to deal with in a previous environment.
 - c. Staff have a great deal to do with establishing the nature and climate of a safe and productive program environment.
3. Establish a team environment
 - a. The team should be open to discuss all program components, the youth's related issues and be able to:
 - 1) Address problems and provide solutions.
 - 2) Give constructive criticism as well as praise.
 - 3) Point out behaviors that may lead to assaultive incidents.
 - 4) Try to motivate non-productive staff.
4. Evaluate the physical environment
 - a. Conduct routine environmental inspections.
 - b. Be certain that passageways are clear so that the necessity for quick movement will not be obstructed.

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- c. Noise levels should be monitored and their causes determined. Be able to hear what is going on in your work area or area of supervision.
 - 1) Noise due to youth.
 - 2) Noise due to loud staff.
 - 3) Radios, TV, recreation
- d. Lighting
 - 1) Adequacy of lighting
 - 2) Flickering fluorescent bulbs
 - 3) Reflective surfaces: floors, mirrors, and windows
- e. Seating arrangements
 - 1) Quiet areas should be provided
 - 2) Structured vs. non-structured areas
- f. Check the area for possible weapons
 - 1) Recreational equipment
 - a) Pool cues
 - b) Bats
 - 2) Work tools
 - 3) Staff property

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- g. Prevent the introductions of weapons
 - 1) Property checks
 - 2) Conduct random searches
 - 3) Search visitor's belongings for contraband when deemed appropriate
 - 4) Routinely search vehicles and living areas.
- 5. Recognize the environment that is unnatural to the youth
 - a. Living conditions
 - 1) Meals in large dining room
 - 2) Group showers
 - 3) Dormitory sleeping
 - 4) Regular relaxation/physical activities/work
 - 5) Mandated school attendance/homework
 - b. Schedules
 - 1) Strict schedules are created to benefit both the youth and staff and permit staff to provide services to a large group of youth. It is important to maintain a consistent, safe, and structured.
- 6. Group factors
 - a. In order to de-escalate an incident, success may be easier to achieve if the youth does not have an audience.
 - b. The presence of other youth

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- 1) Isolate the youth and escort him into an area away from the other youth.
 - 2) Remove the support base. Move the other youth from the area.
7. The presence of unnecessary staff
- a. Staff not directly involved in an incident or in support of an incident should leave the area.
 - b. Additional staff, beyond that needed for safety, merely adds to the audience and may serve to escalate the incident.
8. Maintain an awareness of the work situation
- a. Recognize that you work in a potentially dangerous environment. Be alert from the time you arrive at work until you depart.
 - b. Avoid isolating yourself. Let others know where you are. Leave doors open if you are in an office with a youth with whom you do not feel comfortable. Let others know of your situation and, if possible, ask someone to stand by the area.
 - c. Be aware of office configurations
 - 1) Arrange office desks so as to provide both staff and youth with equal access to the door and avoid having potential weapons on the top of the desk (i.e., staplers, letter openers).
 - 2) Avoid physical barriers. Youth should sit at the side of the desk rather than in front of it.
 - 3) Maintain the same level and do not look or talk down to the youth, or leave the youth standing.

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4) Staff shall maintain an appropriate amount of distance from the youth and avoid placing their hands on the youth.

d. Maintenance personnel shall be admonished regarding their keys, tools, cigarettes and personal property and staff shall check work areas after maintenance personnel have departed.

D. Staff response to assaultive and confrontational situations:

It is a JIO's responsibility to maintain a safe environment for the youth that ensures their health and welfare. Because institutional staff work with youth who have documented histories of poor self-control, strong gang affiliations, past drug usage, impulsiveness, and questionable emotional maturity, there are going to be peer confrontations and altercations. In order to protect staff and youth from injuries, staff will work closely at maintaining constant verbal and written communications, and active group supervision. If staff are consistently in tune to individual and group behavior, then most confrontational situations can be prevented or averted. Staff should note conversations among youth, individual moods, unusual groupings and body contact between youth. When supervising youth, staff must avoid spending time talking among themselves and paying excessive attention to paperwork or individual youth. Staff are never to allow youth to block their vision or turn their backs to the group without having another staff cover them.

Following all incidents or as soon as possible thereafter, the on site supervisor in charge will conduct a debriefing with all staff who were present during the incident. The purpose of the debriefing will be to identify any areas or procedures in need of improvement to prevent similar incidents from occurring in the future.

The following information is presented to assist staff in handling fight and confrontation situations.

Further
Reference
Chapter 5108
"Use of Force"

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1. If a fight starts, the following procedures should be followed:
 - a. All available supervision and/or administrative staff should be called for back-up and group control. All other staff shall remain with their group(s).
 - b. The remaining youth should be made to put their heads down on tables, eyes down (no looking around) , or face down on the floor (prone).
 - c. Staff shall direct the youth to stop.
 - d. Staff shall check the combatants for possible weapon possession.
 - e. Staff will wait for back up (if needed) to stop the fight, but will continue verbal commands.
 - f. If the youth do not comply with verbal commands, they are to be physically separated and removed from the area. Staff should, if at all possible, approach the combatants from behind and pull them in opposite directions using the back waistband of their pants to gain control.
 - g. Should the youth refuse to stop fighting, or if it is not safe to physically separate the youth, staff should yell, “Pepper spray!” If the youth refuse to stop fighting, staff may deploy OC pursuant to departmental use of force policy.
 - 1) OC Spray should only be used if lesser options have been determined inappropriate or ineffective.
 - h. Once the youth are separated, escort and isolate in separate locations. Counseling and discipline should be implemented as appropriate. On a case-by-case basis and following analysis of the circumstances, seriousness of the physical altercation, and prior in-camp discipline, a 777(a)(2) WIC

Administrative
Manual
Section 1158

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(Violation of Probation), and/or new charges (242 Battery or 243.5 Battery on School Grounds) and the removal of the youth from the program may occur. Supervisory personnel will determine whether youth will be removed from the program.

- i. Each combatant will be assessed for injuries and administered medical attention and/or OC decontamination if needed.
 - j. Youth will be advised of the Miranda Waiver prior to being interviewed by staff after an incident; this effort will be documented on the Miranda Waiver form and/or documented in a WSR.
 - k. Staff must document the incident in a WSR -The combatants will not be allowed to return to the main group until there is a verbal commitment to refrain from fighting, arguing, etc., and it has been cleared by the shift supervisor.
- E. Teamwork and effective assault management (General guidelines)
- 1. Avoid physical contact with the youth unless there is a clear and present danger of physical injury. Physical contact will increase the probability of injury to both the youth and staff.
 - 2. Attempt a “show of force” whenever possible by increasing staff presence. This may be done in a manner that will allow the youth to back down without a threat to self-esteem.
 - 3. Always apply your weight against the strength of the youth’s as opposed to trying to out-muscle the youth.
 - 4. Take up the slack between yourself and the youth. Distance will allow unpredictable and uncontrollable movements.
 - 5. Grasp the limbs at points above the joints. This provides you with greater leverage and minimizes the risk of injury to the youth’s joints.

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6. When containing a youth against the wall or on the floor/ground, place them with their face toward the surface. This reduces their range of motion and minimizes the risk of head and spinal injury. Additionally, it makes the youth feel less vulnerable.
7. Allow the youth to move a little. Attempts to maintain rigid external control are not necessary and will quickly exhaust staff. Apply your handcuffs immediately if hand restraints are warranted.
8. Attempts must be made to prevent the youth from placing his hands in a “push-up” position or his knees in a kneeling position.
9. Encourage the youth to calm down and to relax. Talk to the youth.
10. Use space to your advantage. Try to minimize the space available to the youth. Also try to maneuver the youth to a safe area prior to a takedown.
11. Use teamwork. When the staff member in charge gives the signal to make contact, all should move as one. The staff member in charge must control the entire incident and others must listen for and obey any commands given.
12. Once contact is made, do not let go until directed to do so. If you are losing control, you must warn the other staff before removing yourself from the limb.
13. Assemble enough staff to do the intervention effectively and safely. Keep others out of the way. Five staff members are the maximum that can work effectively as a team. Use any additional staff to control other youth, move obstacles, open doors, obtain restraints, etc.
14. Do not intervene physically unless you have enough staff to do so effectively.

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