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# COUNTY OF LOS ANGELES PROBATION DEPARTMENT

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**CALVIN C. REMINGTON**  
Interim Chief Probation Officer

August 4, 2016

TO: Supervisor Hilda L. Solis, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

FROM: Calvin C. Remington  
Interim Chief Probation Officer

SUBJECT: **INTERIM REPORT BACK: ENDING THE PRACTICE OF JUVENILE  
SOLITARY CONFINEMENT AND ESTABLISHMENT OF HOPE CENTERS  
IMPLEMENTATION PLAN (ITEM NO. 8, AGENDA OF MAY 3, 2016)**

## **BACKGROUND**

On May 3, 2016, on motion of Supervisor Solis, as amended, and seconded by Supervisor Kuehl, the Board instructed the Interim Chief Probation Officer to report back to the Board in 90 days on:

1. The implementation of ending the practice of juvenile solitary confinement in accordance with the recommendations issued by the United States Department of Justice, with a juvenile separated from others in very rare situations after all other interventions have been exhausted, as a temporary response to behavior that poses a serious and immediate risk of physical harm to any person for a brief "cool down" period, and done only in consultation with a mental health professional, including any issues that may have resulted from the change;
2. Recommendations on how mental health services will be provided; and
3. Identification of other sources of funding for mental health services including outside providers and philanthropic groups.

The Board also directed the CEO, the Acting Director of Mental Health (DMH) and the Interim Chief Probation Officer to create new policies, procedures, enforcement mechanisms (including oversight by the Probation Oversight Commission currently being

developed), reporting structures and data release processes necessary to fully implement this change with full fidelity to the "L.A. Model" philosophy at Central Juvenile Hall, Camp Ronald McNair at the Challenger Memorial Youth Center, and Camp Joseph Scott, by May 30, 2016, and at all remaining juvenile facilities by September 30, 2016, and with extensive staff training preceding full implementation so as to prepare and support line staff in making this change.

The Board further directed the Interim Chief Probation Officer and Director of Internal Services (ISD) to immediately begin repurposing or reconfiguring all Special Housing Units (SHU) to alternative purposes, one of which could be the creation of "cool down" areas and would be developed in consultation with on-site technical assistance from the Center for Coordinated Assistance to States, for which these "cool down rooms" need not be located in former SHU units, and the Department is encouraged to identify the most conducive space available for this purpose.

In consultation with the CEO, the Probation Department is working with DMH, Juvenile Court Health Services, and the Los Angeles County Office of Education on this endeavor.

#### **MULTI-FACETED STRATEGY FOR ENDING SOLITARY CONFINEMENT**

In accordance with the Board's motion, to end solitary confinement in Probation Department juvenile facilities, the Probation Department, in collaboration with DMH, has focused on a multi-faceted strategy to reduce the time youth may spend in restrictive housing at three juvenile facilities: Central Juvenile Hall, Camp McNair, and Camp Scott.

This strategy is based on the principles of the L.A. Model and involves the following key elements which are being implemented in two phases (Phase One, May through July 2016, and Phase Two, August through October 2016). The primary strategy to reducing and ultimately ending restrictive housing revolves around the following efforts:

1. **Establish "Healing Opportunity and Positive Engagement" (HOPE) Centers** – Redesign the former Special Housing Units to HOPE Centers to change the look and environment of the camp facility from a detention facility to a treatment facility. This includes creating an environment, as described in the L.A. Model, that is youth-friendly, engaging, and safe, where youth can de-escalate and work with Probation and DMH staff to address their triggers and learn new skills.

A needed new outlook that provides youth a *"healing opportunity and positive engagement"* from having open rooms, new paint colors, murals, comfortable furniture, and activities to process their issues in an environment where youth have a better opportunity to change their responses to stress and challenges.

2. **Develop Clear Policies** – Establish a Probation/DMH/LACOE team to collaboratively develop a policy to provide staff with direction and accountability and to oversee implementation. The Reducing Isolation in Youth Facilities Grant

program through the Center for Coordinated Assistance to States and the Council of Juvenile Correctional Administrators, has provided a framework and expert consultation to work with the Probation/DMH/LACOE Multidisciplinary Team to further develop and refine the policies and protocols for the HOPE Centers. Policies will focus on four areas, beginning with early intervention, to understand youths' trauma and triggers, to prevent any further escalation.

The next level of intervention is separation of the youth from the group in order to provide an opportunity to de-escalate without the need to refer to the HOPE Center. This may or may not require a referral to DMH.

The next level of intervention is separation from the population, which includes a referral to a HOPE Center and to DMH in order to allow the youth an opportunity to "cool-down" in a quiet environment, and allow Probation and DMH to implement effective strategies and deliver activities to assist the youth. This level does not include placement in a room or restrictive housing, and utilizes the intervention areas and techniques that the HOPE Center can provide.

The last level is isolation when all other interventions have been exhausted and/or a youth is self-imposing danger or to anyone else. The time in isolation will be reviewed at a minimum of every two hours for evaluation of the youth's readiness to return.

3. **Expand Mental Health Services** – Increase the presence of DMH staff at all HOPE Centers. The Department of Mental Health has redirected resources to support youth who need early intervention, de-escalation, or other mental health services.
4. **Thoroughly Train Staff** – Ensure that Probation, DMH, JCHS and LACOE staff are thoroughly trained in the direction, tools, skills and resources to reduce the use of restrictive housing, by offering training for all staff that work at the HOPE Center facilities and in the camps. The Probation Department has identified key trainings for staff. These trainings are intended to create a culture of youth engagement and skill building in camps, to shift camp culture to one that is focused on problem-solving and meeting youth where they are, while supporting them to change their behavior, long-term. One component of this includes trauma informed training for all staff.
5. **Increase Prevention Services and Positive Programming** – Increase positive programming, prioritizing evidence-based and cognitive behavioral interventions. This will also include a variety of strength-based and interest-based programming, including The Arts for Incarcerated Youth, Pet Prescriptions and Employment Services.

### **Implementation Status at Initial Sites – Central Juvenile Hall, Camps McNair & Scott**

Utilizing the L.A. Model as a guide, the following steps have been taken:

- **Staff Training** – Staff have been trained on the new expectations.
- **DMH's Assessment and Intervention** – DMH is providing early intervention with clients to help prevent escalation which may require youth to go to the Hope Center. DMH is also assessing youth, assisting with de-escalation, and providing additional mental health services to help stabilize youth.
- **New Directive Pending Approval** – The Department is awaiting approval from the Unions on the new HOPE Center Referrals and Reduction of Solitary Confinement Directive.
- **Renovation of HOPE Centers** – HOPE Centers at the initial three sites have been renovated.
- **Conversion of Several Rooms from Locked Rooms to “Cool Down” Rooms** – The Department is awaiting an estimate from ISD to convert several rooms from locked rooms to “cool down” rooms, that will be unlocked and doors removed and converted into “cool down” rooms with an archway between two old rooms, creating a living type setting.
- **Trauma, Dialectical Behavior Therapy, and Case Management Training** – The Department is awaiting the approval of sole source Purchase Orders to purchase the Dialectical Behavior Therapy, Trauma and Case Management training as a pilot training program for the initial sites. Upon approval, training is scheduled to begin mid-September 2016, for Probation, JCHS, DMH, and LACOE staff. Following the pilot training program, we anticipate requesting sole source contracts to complete training for all sites.
- **New Referral Tracking System** – A new tracking system has been developed that will track the nature of the referral, duration, “cool down” versus confinement and the rate of referrals.
- **Arts for Incarcerated Youth Program (AIYN)** – This is a program that offers youth positive programming in the Arts, including mentoring and teaching opportunities for our youth in the following disciplines: visual arts, writing, theatre, songwriting, drumming, and music. AIYN will also train our staff on how these opportunities impact our youth, provide a positive outlet, and impact how youth behave in residential settings. We are scheduled for 10 sites, however, have negotiated additional services with AIYN at the three pilot sites.

- **Pet Prescriptions Services Program** – This is a program that offers volunteers as adult mentors who bring their dogs to facilities as therapy animals. Their motto is “Healing Hearts Through Pets.” We are negotiating Pet Prescription Services at two of the three pilot sites, Central Juvenile Hall and Camp Scott. The vendor currently does not have the capacity to cover Camp McNair in the Lancaster area.

#### **Implementation Status at Remaining Sites – Two Juvenile Halls and 11 Camps**

- **Remaining Two Juvenile Halls** – Units have been selected at Barry J. Nidorf Juvenile Hall and Los Padrinos Juvenile Hall for conversion to HOPE Centers. Probation has met with ISD regarding renovating and beautifying the units. Room colors have been selected as well as furniture. We anticipate that these HOPE Centers will open by August 15, 2016.
- **Camp Rockey HOPE Center Renovations** – Renovations and staging areas have been completed.
- **Arts for Incarcerated Youth** – We are working with the Arts for Incarcerated youth to begin a mural at Camp Gonzales, our other HOPE Center site. Probation will seek additional funding to expand the Arts for Incarcerated Youth services into all camps and juvenile halls. They currently provide services at 10 sites (two Juvenile Halls and eight Camps).
- **Staff Training on New Policy and Protocol** – Staff will be trained on the new policy and protocol.
- **Trauma, DBT, and Case Management Training** – Probation, DMH, LACOE and JCHS staff at camps will receive trauma informed, DBT and case management training that will create a common language for all agencies. For the juvenile halls, DBT training will be provided to staff who work in the Barry J Nidorf Juvenile Hall's Unfit Unit. Trauma informed training will be provided to all Juvenile Hall staff. All Juvenile Hall staff will also be trained in Aggression Replacement Therapy.
- **DMH's Intervention and Support for Reintegration Back to the Living Unit** – DMH will train their staff on providing early interventions to prevent escalation and on behavior chain analysis to assist youth to understand and more effectively deal with their trauma and triggers.
- **Conversion of Locked Rooms to “Cool Down” Areas** – The department will work with ISD to get an estimate to convert current locked rooms at Camps Rockey and Gonzales into “cool down” areas.
- **Conversion of Camp Scott from Dormitory to Cottages** – The Department will work with DPW to obtain an estimate for the conversion of Camp Scott from a dormitory to cottages.



### **Recommendations for Mental Health Service Enhancements**

The following provides an overview of the proposed mental health service enhancements.

#### **Mental Health Services at Initial Sites – Central Juvenile Hall, Camps McNair & Scott**

DMH assists Probation by providing early intervention for clients, assessing referred youth, assisting with further de-escalation, and providing additional mental health services. DMH will work collaboratively with Probation to determine when to integrate all HOPE Center interventions into youths' case plans. Changes to case plans will be agreed upon by all parties, including the youth and their families, if stressors that led to the HOPE Center referral are significant.

#### **Expansion of Ongoing Services at Barry J. Nidorf Juvenile Hall and 3-Month Pilot at CMYC**

The Department of Mental Health and the Probation Department have developed a proposal for enhancing mental health presence in the Probation HOPE Centers. The proposal involves a combination of new ongoing expansion of services at Barry J. Nidorf Juvenile Hall, as well as a 3-month pilot expansion at CMYC funded by DMH overtime, in order to determine the extent of the expansion that best addresses the needs of the youth in Probation juvenile halls and camps. The Departments will be meeting with the Chief Executive Office during the latter part of this month to discuss how to identify the additional funding needed for the Barry J. Nidorf expansion.

The 3-month pilot will enable making a determination in whether a) additional dedicated staffing is required for the second HOPE Center at Barry J. Nidorf Juvenile Hall, and b) whether additional staffing is required for the Probation Camps. During the 3-month pilot, DMH and Probation would:

- Determine whether both HOPE Centers at Barry J. Nidorf can be covered by 1.0 Social Worker. The Departments will review data on the number of youth referred to the HOPE Center, the time involved in assessing each youth and determining a care plan, and determine whether a second Social Worker is required.
- DMH will commit to expanding staff hours at the Challenger camp by using overtime to cover the cost of the additional three hours daily, enabling the determination of the need for mental health staff presence for youth referred to the HOPE Center between 8:00 p.m. and 10:00 p.m. Should there be a significant need at CMYC, and/or the other camps, both Departments would need to continue discussions with the CEO regarding funding.

#### **Identification of Other Funding Sources for Mental Health Service Enhancements**

As indicated above, Probation and DMH will be meeting during the latter part of this month with the Chief Executive Office to discuss funding needs, in particular, how to identify the additional funding needed for the Barry J. Nidorf's expansion, and other needs.

### **Issues Resulting From Implementing Changes**

In implementing an end to the practice of juvenile solitary confinement at Central Juvenile Hall, and at Camp McNair and Camp Scott, we faced the following issues; however, have thus resolved them:

- **Purchase Order Pending Approval** -- The Probation Department is seeking a sole source Purchase Order to conduct the DBT, Trauma and case management training. This has not been approved yet, however, we are working with ISD to resolve.
- **Misconception of Direction of Policy** – Line staff had a misconception of the direction of the policy. A meeting with representatives from the First Supervisorial District, AFSCME Local 685, SEIU Local 721, and various line staff helped alleviate their concerns.

### **Positive Outcomes and Successes From Implementing Changes**

Thus far, as a result of reducing restrictive housing at the three initial sites (Central Juvenile Hall, Camp McNair and Camp Scott), the following are positive outcomes and noted successes:

- **A New Look and Environment** – Furniture has been ordered and provided to all pilot HOPE Center sites. Murals and painting are complete. Phase II focuses on removing doors and creating "cool down" areas.
- **Staff Training** – All DMH staff and Probation staff have been trained on the new expectations.
- **HOPE Center Usage Trend** – Usage and time spent in the HOPE Center is declining.
- **New Referral Tracking Tool** – Probation has developed a comprehensive tracking tool that will monitor the use, type, and duration of HOPE referrals
- **Use of De-Escalation Strategies** – Staff are utilizing de-escalation strategies before referring youth to the HOPE Centers.
- **Positive Feedback** – Early feedback from our constituents on the HOPE centers has been positive.



- **Probation Commissioner's Recent Central Juvenile Hall Visit** – A Probation Commissioner visited Central Juvenile Hall on July 31, 2016, and reported to have witnessed a two-minute fight between two youth at Central Juvenile Hall, in the kickball recreational yard. He indicated that the impressive part of the fight was how the HOPE Center/Wellness Center staff handled the "cooling down". The fight was broken up by a Detention Services Officer at 11:45 a.m. At 12:07 p.m., one of the minors was escorted to the HOPE Center, after being examined by the nurse. At 12:57 p.m., the minor was escorted back to his Unit and was noted to be calm.

From 12:07 p.m. to 12:57 p.m., the Probation Commissioner indicated to have witnessed the use of a warmth approach in the four representatives' voice during intake, evaluation interview, and conflict resolution. It was noted that the room had a diffusing effect from the trauma experienced outside from the cheering boys egging the two youth to fight. Despite a noted negative observation on the kickball field, the Probation Commissioner reported to have been more excited about knowing that the "cooling down" works.

## **CONCLUSION**

I believe that continued collaboration with our key partners and effectively carrying out this implementation plan will move the Probation Department toward achieving an end to juvenile solitary confinement. Our next report will provide a status regarding the full implementation of our new practices to end juvenile solitary confinement at all sites, and will be submitted in October, 2016.

Please contact me if you have any questions, or your staff may contact Dave Mitchell, Bureau Chief, Residential Treatment Services, at (562) 940-2508, or Dennis Carroll, Bureau Chief, Detention Services, at (562) 940-2746.

CCR:DM/DC

c: Honorable Michael I. Levanas, Presiding Judge of the Juvenile Court  
Sachi A. Hamai, Chief Executive Officer  
Lori Glasgow, Executive Officer, Board of Supervisors  
Mary C. Wickham, County Counsel  
Mitchell H. Katz, Director, Health Agency  
Dave Chittenden, Chief Deputy, Internal Services Department  
Robin Kay, Ph.D., Acting Director, Department of Mental Health  
Debra Duardo, Ed.D., Superintendent, Los Angeles County Office of Education  
John Naimo, Auditor-Controller  
Justice Deputies



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October 31, 2016

TO: Supervisor Hilda L. Solis, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

FROM: Calvin C. Remington  
Interim Chief Probation Officer

SUBJECT: **ENDING THE PRACTICE OF JUVENILE SOLITARY CONFINEMENT AND  
ESTABLISHMENT OF HOPE CENTERS IMPLEMENTATION PLAN  
(ITEM NO. 8, AGENDA OF MAY 3, 2016) – SECOND STATUS REPORT**

## **BACKGROUND**

On May 3, 2016, on motion of Supervisor Solis, as amended, and seconded by Supervisor Kuehl, the Board instructed the Interim Chief Probation Officer to report back to the Board in 90 days on:

1. The implementation of ending the practice of juvenile solitary confinement in accordance with the recommendations issued by the United States Department of Justice, with a juvenile separated from others in very rare situations after all other interventions have been exhausted, as a temporary response to behavior that poses a serious and immediate risk of physical harm to any person for a brief "cool down" period, and done only in consultation with a mental health professional, including any issues that may have resulted from the change;
2. Recommendations on how mental health services will be provided; and
3. Identification of other sources of funding for mental health services including outside providers and philanthropic groups.

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currently being developed), reporting structures and data release processes necessary to fully implement this change with full fidelity to the “L.A. Model” philosophy at Central Juvenile Hall, Camp Ronald McNair at the Challenger Memorial Youth Center (CMYC), and Camp Joseph Scott, by May 30, 2016, and at all remaining juvenile facilities by September 30, 2016, and with extensive staff training preceding full implementation so as to prepare and support line staff in making this change.

The Board further directed the Interim Chief Probation Officer and Director of Internal Services (ISD) to immediately begin repurposing or reconfiguring all Special Housing Units (SHU) to alternative purposes, one of which could be the creation of “cool down” areas and would be developed in consultation with on-site technical assistance from the Center for Coordinated Assistance to States, for which these “cool down rooms” need not be located in former SHU units, and the Department is encouraged to identify the most conducive space available for this purpose.

On August 4, 2016, we provided our interim report to your Board. This is our second status report. In consultation with the CEO, the Probation Department continues working with DMH, the Department of Health Services - Juvenile Court Health Services, and the Los Angeles County Office of Education (LACOE) on this endeavor.

### **MULTI-FACETED STRATEGY FOR ENDING SOLITARY CONFINEMENT**

In accordance with the Board’s motion, to end solitary confinement in Probation Department juvenile facilities, the Probation Department, in collaboration with DMH, has focused on a multi-faceted strategy to reduce the time youth may spend in restrictive housing at three juvenile facilities: Central Juvenile Hall, CMYC, and Camp Scott. This strategy is based on the principles of the L.A. Model. The primary strategy to reducing and ultimately ending restrictive housing revolves around the following efforts:

1. **Establish “Healing Opportunity and Positive Engagement” (HOPE) Centers** – Redesign the former Special Housing Units to HOPE Centers to change the look and environment of the camp facility from a detention facility to a treatment facility. This includes creating an environment, as described in the L.A. Model, that is youth-friendly, engaging, and safe, where youth can de-escalate and work with Probation and DMH staff to address their triggers and learn new skills.

A needed new outlook that provides youth a “*healing opportunity and positive engagement*” from having open rooms, new paint colors, murals, comfortable furniture, and activities to process their issues in an environment where youth have a better opportunity to change their responses to stress and challenges.

2. **Develop Clear Policies** – Establish a Probation/DMH/LACOE team to collaboratively develop a policy to provide staff with direction and accountability and to oversee implementation. The Reducing Isolation in Youth Facilities Grant program through the Center for Coordinated Assistance to States and the Council of

Juvenile Correctional Administrators, has provided a framework and expert consultation to work with the Probation/DMH/LACOE Multidisciplinary Team to further develop and refine the policies and protocols for the HOPE Centers. Policies will focus on four areas, beginning with early intervention, to understand youths' trauma and triggers, to prevent any further escalation.

The next level of intervention is separation of the youth from the group in order to provide an opportunity to de-escalate without the need to refer to the HOPE Center. This may or may not require a referral to DMH.

The next level of intervention is separation from the population, which includes a referral to a HOPE Center and to DMH in order to allow the youth an opportunity to "cool-down" in a quiet environment, and allow Probation and DMH to implement effective strategies and deliver activities to assist the youth. This level does not include placement in a room or restrictive housing, and utilizes the intervention areas and techniques that the HOPE Center can provide.

The last level is isolation when all other interventions have been exhausted and/or a youth is self-imposing danger or to anyone else. The time in isolation will be reviewed at a minimum of every two hours for evaluation of the youth's readiness to return.

3. **Expand Mental Health Services** – Increase the presence of DMH staff at all HOPE Centers. The Department of Mental Health has redirected resources to support youth who need early intervention, de-escalation, or other mental health services.
4. **Thoroughly Train Staff** – Ensure that Probation, DMH, JCHS and LACOE staff are thoroughly trained in the direction, tools, skills and resources to reduce the use of restrictive housing, by offering training for all staff that work at the HOPE Center facilities and in the camps. The Probation Department has identified key trainings for staff. These trainings are intended to create a culture of youth engagement and skill building in camps, to shift camp culture to one that is focused on problem-solving and meeting youth where they are, while supporting them to change their behavior, long-term. One component of this includes trauma informed training for all staff.
5. **Increase Prevention Services and Positive Programming** – Increase positive programming, prioritizing evidence-based and cognitive behavioral interventions. This will also include a variety of strength-based and interest-based programming, including The Arts for Incarcerated Youth, Pet Prescriptions and Employment Services.

The following provides an update regarding our implementation status in reducing or ending juvenile solitary confinement in our camps and halls. Briefly, facility renovations of the initial HOPE Center sites (Central Juvenile Hall, Challenger Memorial Youth Center, and Camp Scott) as well as some of the other designated sites have been completed. Significant DBT, Trauma, and Case Planning training has also occurred at some sites,



although a sole source contracting mechanism will be needed to enable timely training at other sites. The new HOPE Center Referrals and Reduction of Solitary Confinement Directive is pending approval, and we anticipate training staff on the new policy and protocol beginning in December 2016 or January 2017.

**Initial Implementation Sites: Central Juvenile Hall, Camps McNair & Scott & Others**

Utilizing the L.A. Model as a guide, the following steps have occurred or are underway.

- **Renovation of HOPE Centers** – Unless specified, HOPE Center facility renovations have been completed at the following sites:
  - Central Juvenile Hall \*
  - Challenger Memorial Youth Center \* (renovation is partially complete)
  - Camp Gonzalez
  - Camp Rockey
  - Camp Scott \*

*\* Designated as initial implementation site, each having one HOPE Center.*

- **Conversion of Several Rooms in four Camps (CMYC, Gonzalez, Rockey, and Scott) from Locked Rooms to “Cool Down” Rooms** –The Department is awaiting an estimate from ISD to convert several rooms from locked rooms to “cool down” rooms, that will be unlocked and doors removed and converted into “cool down” rooms with an archway between two old rooms, creating a living type setting.

Renovations and construction are pending estimates and review, and consist of removing doors and opening up the “cool down” rooms to create a larger living space for youth. The rooms will be designed as “mini suites” and will include a separate sleeping room and work area with a desk, chair, and a bookcase. In addition, there will be flooring, restroom, and shower upgrades.

- **DMH’s Assessment and Intervention** – DMH continues to assist Probation by providing early intervention for clients, assessing referred youth, assisting with further de-escalation, and providing additional mental health services. DMH works collaboratively with Probation to determine when to integrate all HOPE Center interventions into youths’ case plans. DMH attended the Adapted DBT, Think Trauma and case management training, along with Probation and LACOE, which was provided to support staff working in the HOPE Centers.
- **New Directive Pending Approval** – The Unions have reviewed the new HOPE Center Referrals and Reduction of Solitary Confinement Directive and have not raised any concerns. The draft policy is now being reviewed by a Working Group

that consists of all RTSB staff levels and multiple partner agency representatives. The formation of a Working Group was part of the collaboration and guidance under the Reducing Isolation in Youth Facilities Grant program. The Working Group is conducting an in-depth policy review and is providing feedback to senior management. If there are any substantive changes or concerns, the policy will be resubmitted to the Unions for further review.

This approach of engaging staff in the review provides an opportunity to obtain support of the policy at all levels, while demonstrating a commitment to attain real culture change in our juvenile institutions operations by allowing staff to be an integral part of the policy development and change process. The goal of this strategy is to implement a training plan that has broad support by introducing the details of the new policy to all staff in a comprehensive manner to achieve immediate and sustain long-term compliance.

- **Dialectical Behavior Therapy (DBT), Trauma, and Case Planning Training –** A two-week training consisting of a full week of DBT training, Trauma (two days), Case Planning (two days), and DBT (one day) began on September 16, 2016, for managers and staff at the designated HOPE Center sites. The training series will continue to early December 2016, based on funding availability. At its conclusion, approximately 250 staff from Probation, DMH, LACOE and JCHS assigned to Camp Scott, Scudder, McNair, and the Challenger Memorial Youth Center HOPE Center will each have received 80 hours of training over a two-week period. In addition, the majority of all RTSB staff have received de-escalation training for emotionally disturbed youth. This training began in March 2016 and will conclude in November 2016.

Following the pilot training program for the initial HOPE Center sites, the training strategy will be assessed and a determination will be made whether to continue this training model, or whether any modifications to the plan are necessary. Based on the assessment, the Department anticipates requesting authority to enter into sole source contracts for training vendors to provide the needed training for all Probation and partner agency staff at all RTSB sites. If a sole source contract or other mechanism is not viable, of concern is that a Request for Proposal process would be required, and such training for other sites would begin in 2018.

- **New Referral Tracking System –** A new tracking system has been developed that tracks the nature of the referral, duration, “cool down” versus confinement and the rate of referrals.
- **Arts for Incarcerated Youth Program Network (AIYN) –** This is a program that offers youth positive programming in the Arts, including mentoring and teaching opportunities for our youth in the following disciplines: visual arts, writing, theatre, songwriting, drumming, and music. AIYN will also train our staff on how these



opportunities impact our youth, provide a positive outlet, and impact how youth behave in residential settings. We are scheduled for 10 sites, however, have negotiated additional services with AIYN at the three pilot sites. (This is the same program below; update provided in below – SHOULD REMAIN?)

- **Pet Prescriptions Services Program** – This is a program that offers volunteers as adult mentors who bring their dogs to facilities as therapy animals. Their motto is “Healing Hearts Through Pets.” We are negotiating Pet Prescription Services at two of the three pilot sites, Central Juvenile Hall and Camp Scott. The vendor currently does not have the capacity to cover Camp McNair in the Lancaster area.

The Pet Prescriptions Services Program started at Central Juvenile Hall (CJH) on October 6, 2016. The volunteers visit CJH twice a month and every youth gets to participate in the program. The program will provide an orientation at Camp Rockey on November 6, 2016, and will tentatively start on November 13, 2016. The volunteers and their animals will visit the camp twice a week with a plan to gradually provide pet grooming training with a certificate of completion provided to the youth. At this time, the provider has been unable to identify volunteers that live close to the Santa Clarita area where Camp Scott is located. However, they will continue their efforts to identify volunteers so that the service may be provided at Camp Scott, as soon as possible.

#### **Facility Renovations, Programming, Policy, and Training Efforts at Barry J. Nidorf and Los Padrinos Juvenile Halls, and Other Camps**

The following provides the implementation status at the facility renovations at Barry J. Nidorf and Los Padrinos Juvenile Halls as well as details other facility efforts at other camp sites as well as training and programming that has occurred or is underway.

- **Barry J. Nidorf and Los Padrinos Juvenile Halls** – Units have been selected at Barry J. Nidorf Juvenile Hall and Los Padrinos Juvenile Hall for conversion to HOPE Centers. Probation has met with ISD regarding renovating and beautifying the units. Room colors have been selected as well as furniture. Although we anticipated that these HOPE Centers would open by August 15, 2016, Phase I HOPE Center facility renovations were completed at Barry J. Nidorf and Los Padrinos Juvenile Halls, which opened on September 22, 2016.
- **Camp Rockey HOPE Center Renovations** – Renovations and staging areas have been completed. Both dayrooms in the Camp Rockey HOPE Center are completed and furniture for the dayroom is on order and expected to arrive by mid-December, 2016. A “cool down” room has been created and all windows in the HOPE Center have been replaced with clear glass. The “cool down” room and HOPE Center hallways were painted and artwork was added along with quotes and motivational phrases that emphasize the DBT program.



- **Arts for Incarcerated Youth Network** – Arts for Incarcerated Youth, in partnership with Probation and the Los Angeles County Arts Commission, has engaged youth with their AIYN art volunteers/teachers at six of the ten sites to transform the physical environments of the HOPE Centers. In the first cycle, the volunteers/teachers worked with youth at Camps Gonzalez, Rockey, Scott/Scudder, and Onizuka (Challenger) to design, scale, and paint murals that conveyed themes driven by the youth around ideas of their hope, environment, and vision for their future. All four of these sites have completed their murals, with culminating events that included students sharing their experience, the learning of concrete skills (drawing and painting skills, graphing, math skills, symbolism, and history of mural art) with parent and staff engagement, as appropriate.

The CMYC received particular recognition by the Fifth Supervisorial District at its dedication, and has recently been accessioned by the Los Angeles County Arts Commission into their Library of Public Art. This current cycle, in addition to the other sites receiving creative writing, music, drumming, and theatre, AIYN is working with students at McNair (Challenger) and Barry J. Nidorf Juvenile Hall to further transform their HOPE Centers using student-driven design reflecting themes discussed in school and in class to create additional murals.

AIYN has also begun to field test an "opt out" model (vs. opt-in) at three Camp sites (McNair, Scott, and Scudder), to further support student engagement, providing consistent creative programming as part of the ongoing transformation of the prioritized HOPE Center sites. This is proving largely successful in that youth are significantly engaged. AIYN is also about to pilot a hands-on training of Probation staff at those three sites, in an effort to support the ongoing training needs of staff and support the integration of arts as a healing-informed practice for youth, and a strategy to promote positive behaviors and outcomes.

This has been a tremendously successful project to date, and has proven effective with both youth and staff, who have anecdotally shared the positive impacts of consistent, high-quality arts programming. This partnership model has been shared at the Californians in the Arts statewide convening in Sacramento as well as at the Grantmakers in the Arts National Conference in St. Paul, Minnesota, as an emerging model for partnership in effective arts integration in youth corrections facilities.

- **Staff Training on New Policy and Protocol** – We anticipate training staff on the new policy and protocol beginning in December 2016 or January 2017. The collaborative Working Group of Probation staff and partners is reviewing the policy and protocol in depth in order to make any final recommendations to strengthen or clarify the policy to ensure the success of the training and implementation process with staff. If any substantive changes are recommended, this will require further review by the Unions. Spending the time and effort involved to make this a top to bottom collaborative effort is time well spent in terms of long-term culture shift.



- **Trauma, DBT, and Case Management Training** – Probation, DMH, LACOE and JCHS staff at camps will receive trauma informed, DBT and case management training that will create a common language for all agencies. For the juvenile halls, DBT training will be provided to staff who work in the Barry J Nidorf Juvenile Hall's Unfit Unit. Trauma informed training will be provided to all Juvenile Hall staff. All Juvenile Hall staff will also be trained in Aggression Replacement Therapy.

The continuation of the RTSB HOPE Center training plan beyond the pilot sites will be based on an assessment of the training plan following the completion of the pilot training program for Camps Scott, Scudder, McNair and the HOPE Center staff from the Challenger Memorial Youth Center. We anticipate requesting sole source contracts for training vendors to provide training for all Probation and partner agency staff at all RTSB sites, or any continuation of training for other locations will be delayed until 2018, at which time, the juvenile halls will then commence their DBT and Trauma informed training. Approximately 150 staff have been trained in Aggression Replacement Therapy.

**DMH's Intervention and Support for Reintegration Back to the Living Unit** – DMH clinical staff actively participate in the HOPE Centers at the two other juvenile halls, Barry J. Nidorf and Los Padrinos Juvenile Hall which opened in latter September, 2016. DMH staff intervene to help de-escalate youth on the living units and follow up with youth for their appointments at the HOPE Center to offer additional mental health services. At all facilities, DMH works closely with the Probation Department to ensure that youth's treatment goals and case plan align.

Similarly, at all camps with HOPE Centers, DMH staff provide early intervention to prevent escalation and use behavior change analysis to assist youth to understand and more effectively deal with their trauma and triggers. DMH and Probation work closely together to evaluate youth timely and modify their treatment and case plans accordingly.

- **Conversion of Locked Rooms to "Cool Down" Areas** – Probation is working with ISD to obtain an estimate to convert current locked rooms at Camps Rockey and Gonzalez into "cool down" areas. Renovations are pending estimates and review and construction will consist of removing doors and opening up the "cool down" rooms to create a larger living space for the youth. The rooms will be designed as "mini suites" and include a separate sleeping room and work area with a desk, chair, and a bookcase. In addition, there will be flooring, restroom, and shower upgrades.
- **Conversion of Camp Scott from Dormitory to Cottages** – Probation worked with DPW to obtain an estimate for the conversion of Camp Scott from a dormitory to cottages. The Board has approved funding to renovate Camp Scott. Probation has initiated discussions regarding design and construction.

### **Proposed Mental Health Service Enhancements Overview**

The following provides an overview of the proposed mental health service enhancements.

#### **Initial Sites – Central Juvenile Hall, Camps McNair & Scott**

DMH assists Probation by providing early intervention for clients, assessing referred youth, assisting with further de-escalation, and providing additional mental health services. DMH will work collaboratively with Probation to determine when to integrate all HOPE Center interventions into youths' case plans. Changes to case plans will be agreed upon by all parties, including the youth and their families, if stressors that led to the HOPE Center referral are significant.

#### **Expansion of Ongoing Services at Barry J. Nidorf Juvenile Hall and 3-Month Pilot at CMYC**

The Department of Mental Health and the Probation Department have continued to implement the proposal for enhancing mental health presence in the Probation HOPE Centers. Beginning September 1, 2016, DMH expanded staff hours from 8:00 p.m. and 10:00 p.m. at Challenger using overtime to pay for the additional coverage. The service utilization during the expanded hours will be evaluated to determine if there is an on-going need for a mental health staff presence for youth referred to the HOPE Center between 8:00 p.m. and 10:00 p.m. Should there be a significant need at CMYC, and/or the other camps, both Departments would need to continue discussions with the CEO regarding funding.

#### **Identification of Other Funding Sources for Mental Health Service Enhancements**

Probation and DMH met with the CEO in August 2016, to discuss funding needs, in particular, how to identify the additional funding needed for the Barry J. Nidorf's expansion, and other needs. During FY 2016-17 Supplemental Changes, the Probation Department received \$2.5 million in one-time funding to partially offset the renovation costs for the remaining HOPE Center sites. In addition, Probation received ongoing funding for 2.0 Psychiatric Social Worker II positions, also approved by the Board, as part of FY 2016-17 Supplemental Changes. This funding is to staff the two Hope Centers located at Barry J. Nidorf Juvenile Hall. DMH will work with the CEO to fill these positions.

### **Implementation Challenges**

In moving toward ending the practice of juvenile solitary confinement at Central Juvenile Hall, and at Camp McNair and Camp Scott, we face the following challenge:

- **Need Sole Source Contract Approval or Alternative Mechanism for Timely Training** -- As previously indicated, the Probation Department is seeking a sole source contracting mechanism to conduct the needed DBT, Trauma and Case



Planning training in a timely manner. Otherwise, training at other locations would be delayed until 2018.

Following the pilot training program in DBT, Trauma and Case Planning for the initial HOPE Center sites, the training strategy will be assessed and a determination will be made whether to continue this training model, or whether any modifications to the plan are necessary. Based on the assessment, the Department anticipates requesting authority to enter into sole source contracts for training vendors to provide the needed training for all Probation and partner agency staff at all RTSB sites. If a sole source contract or other immediate mechanism is not viable, of concern is that a Request for Proposal process would be required, and such training for other sites would begin in 2018. The Department will need to identify funding to expand the training beyond the pilot sites.

### **Positive Implementation Outcomes and Successes**

Thus far, as a result of reducing restrictive housing at the three initial sites (Central Juvenile Hall, Camp McNair and Camp Scott), the following are positive outcomes and noted successes:

- **HOPE Center Usage Trend** – Usage and time spent in the HOPE Center is declining.
- **New Referral Tracking Tool** – Probation has developed a comprehensive tracking tool that monitors the use, type, and duration of HOPE referrals
- **Use of De-Escalation Strategies** – Staff are utilizing de-escalation strategies before referring youth to the HOPE Centers.
- **Positive Feedback** – Early feedback from our constituents on the HOPE centers has been positive.

Approximately 250 staff from Probation, DMH, LACOE and JCHS are being trained in DBT, Trauma and Case Planning as part of the pilot training strategy for the initial sites. The initial DBT trainings have been extremely well-received and there is much excitement around the changes being implemented to work with youth to teach skills and focus on getting ahead of problem behaviors before they escalate.

The Probation Department is a participant under the Reducing Isolation in Youth Facilities training and technical assistance grant program through the Council of Juvenile Correctional Administrators. This program has provided access to leading experts across the country on national standards in juvenile corrections to reduce the isolation of youth. As part of this effort, we anticipate sending a team to Oregon

to observe first-hand the operations and procedures of one the experts in the technical assistance program.

In addition, the RIYF grant project manager has summarized our efforts as demonstrating “significant progress in creating formal structures to reduce the use of isolation” and has commended the Probation Department on its “dedication and commitment to reduce the use of isolation in facilities and for ensuring the safety of youth and staff”. More specifically, the project manager pointed out the Probation Department’s “strategic approach to changing the mindset of staff and transforming the overall agency culture” as well as highlighting the “noteworthy accomplishments”:

- Creating a RIYF steering committee to inform, direct, and monitor the implementation of activities related to reducing isolation;
- Revising the agency’s isolation policy to provide clear expectations and guidance to staff;
- Gathering critical data elements which now allows the team to closely monitor the use of isolation and in making sound decisions related to isolation;
- Providing formal training to staff on trauma-informed care, de-escalation techniques, and other tools that provide staff options to more effectively manage youth behaviors;
- Redesigning living units to provide a more comfortable and therapeutic atmosphere for youth who struggle with emotional regulation; and
- Dedicating the resources required to conduct trainings and to implement all activities detailed in the LA County RIYF Action Plan.

## **CONCLUSION**

Our ongoing collaboration with key partners and effectively carrying out this implementation plan will continue moving the Probation Department toward reducing or ending juvenile solitary confinement. Effective and timely rehabilitative programming, coupled with positive youth engagement and staff’s sensitivity to their needs, provides long-term healing opportunities and behavior change for improving youth outcomes and reducing recidivism. Our next comprehensive report will provide a further status regarding the full implementation of our new practices to reduce or end juvenile solitary confinement at all sites, and will be submitted in January, 2017.



Please contact me if you have any questions, or your staff may contact Dave Mitchell, Acting Deputy Chief, Residential Treatment Services, at (562) 940-2508, or Dennis Carroll, Bureau Chief, Detention Services, at (562) 940-2746.

CCR:DM/DC

c: Honorable Michael I. Levanas, Presiding Judge of the Juvenile Court  
Sachi A. Hamai, Chief Executive Officer  
Lori Glasgow, Executive Officer, Board of Supervisors  
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