

Evaluation of Existing Camps for Conversion to Secure Youth Treatment Facility – Status Report 09.14.21

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Introduction

The State of California has determined that as of July 2023 the California Department of Juvenile Justice (DJJ) will cease operation of secure facilities and that youth committed for treatment for more serious crimes will be housed by local counties. As a “ramp-up” to this closure, most offenders (with a few exceptions) will be housed and treated by the Probation Department in individual counties or via in regional Secure Youth Treatment Facilities (SYTF) facilities by local agreement. At the time of closure, all youth committed to DJJ prior to July 2021 or between July 2021 and 2023 will be returned to the counties.

Individual counties, including Los Angeles County are responsible for developing appropriate facilities – Secure Youth Treatment Facilities (SYTF) - for this population which is typically comprised of older offenders (typically 18-25) with an average current age of 19.4 years and a longer length of stay averaging 32 months with some commitments of up to 47 months. This population is typically committed based upon a judicial determination of participation in a more serious, typically Welfare and Institutions Code 707B¹. Determination on commitment to a SYTF is reviewed by the judge on a six-month cycle and may result in a revised placement to an alternate facility.

Los Angeles County initially proposed utilizing Campus Kilpatrick to meet immediate needs with improvements to Camps Scott and Scudder as the longer-term plan. Due to expressed community concerns, the longer-term plan was put on hold pending an evaluation of all currently licensed facilities to determine the optimum solution for housing this population. In the interim, pending completion of the study and any required improvements to the facility or facilities determined to be optimum to house this population, the Board of Supervisors has determined youth who would otherwise have been transferred to DJJ custody will be housed as follows:

- Male youth will be temporarily housed and treated at Campus Kilpatrick
- Female youth will be housed and treated at the Dorothy Kirby Center (primary secure girls’ facility in the County), and
- Special need, overflow or high security youth will be housed and treated at the Barry J Nidorf Detention Center

On July 27, 2021, the Board of Supervisors directed the Probation Department (Probation) to review all licensed facilities (redefined as facilities “grandfathered” under Board of State and Community Corrections (BSCC) standards² in force at the time of construction) and rank order them as to acceptability for housing the former DJJ population in Secure Youth Treatment Facilities based on

¹ Serious and Violent crimes (e.g., murder, arson, rape).

² Standards are codified in Title 15 and Title 24 of California Code of Regulations.

clearly defined criteria and report back in 60 days – September 24 - regarding their recommendation. Further the Board directed the Probation Department to engage in a community outreach effort regarding the proposed solution within 60 days of the Board action. The Probation Department was directed to coordinate with a wide range of County and community resources including County Public Works.

DLR Group as a subconsultant to Gonzalez Goodale Architects (GGA) was retained by the Department of Public Works to provide professional advice to the Probation Department in formulating the basis for their recommendation, based on knowledge of the Los Angeles Model and their prior experience in the design of Campus Kilpatrick which is viewed as the model for the future for small group trauma responsive treatment for youth, as well as DLR Group's national and California experience in the planning & design of youth facilities³.

DLR Group and GGA are assisting with the following tasks:

- Review of Campus Kilpatrick relative to security improvements identified in the Sheriff's assessment report of June 7, 2021, and other issues identified by Probation to both improve general security and to provide enhanced security relative to housing youth sentenced to the Secure Youth Treatment Program.
- Develop a pro-forma program that could be used to test existing facilities as to their adaptability as long-term resources for the Secure Youth Treatment population.
- Evaluate identified facilities against the program in terms of functional, security, and locational criteria and provide a ranking as to acceptability for conversion to Secure Youth Treatment Facilities.
- Provide ongoing consulting services on an as-needed basis to Probation and Public Works related to implementation of the recommendations of interim and future facilities as approved by the Board.

Project Status – DLR Group/GGA Consulting Services

DLR Group and GGA were engaged by the Department of Public Works to assist Probation in addressing the tasks outlined above as a basis for an informed decision by Probation on the recommended course of action for housing the SYTF population.

Relative to the above timeline and tasks, DLR Group/GGA have completed the following tasks and identified several key outstanding issues.

1. **Data Analysis:** DLR Group/GGA has collected and begun to analyze information related to the historic and current youth population committed to DJJ as a basis for understanding the probable capacity needs for youth who may be committed to County operated Secure Youth Treatment Facilities. Some key facts:
 - The current Los Angeles County DJJ population is 167 youth – 157 boys and 10 girls.
 - There are currently 50 – 60 youth who could potentially be committed to DJJ,
 - Data provided by Probation staff indicates that there are 8 youth housed at Barry J. Nidorf who have been committed by the Juvenile Court to a County SYTF program since July 2021⁴.

³ For Example, the New San Diego Youth Transition Campus (2021), Colorado, Ohio, and Arizona Facilities Master Plans (2020 & 2021) and Mr. Cupples personal experience in the planning and design of New Beginnings in Laurel, MD – one of the first facilities to adopt the principles of the Missouri model for a campus-based commitment facility.

⁴ As of September 14, 2021

- It is anticipated that interim capacity is estimated to require capacity for 32 boys at Kilpatrick – two cottages with 16 youth each and that the smaller girl's population will be housed at Dorothy Kirby, which result in a reduction of capacity for non SYTF youth at Campus Kilpatrick.
- Current average age of the DJJ population is 19.4 years and it has been increasing.
- Youth can be held until age 25 in a DJJ facility and now in a County SYTF.
- Average length of stay is 32 months, but some sentences can be upward of 47 months.
- Historically, over time annual commitments have varied, from a high of 86 in 2018 to a low of 42 in 2020.
- Los Angeles County is committed to revisioning the continuum of care and treatment offered to juveniles and adopting “off ramps” at various points to divert youth to the least restrictive sanction consistent with public safety and individual treatment needs. Relative to the SYTF populations this can occur at initial assessment, movement from a SYTF facility to a camp, movement to a community placement facility or treatment in the community. Each of these actions, however, must be approved by the Court.
- Given the recognized longstanding problems associated with the State youth prison system and the opportunity to better support youth rehabilitation in age-appropriate trauma responsive local facilities keeping youth closer to their families and communities there is some concern that while there will be a focus on alternatives, that court ordered commitments to a County SYTF may increase due to increased confidence in the level of care and treatment provided.
- Preliminary discussions suggested that the average daily population for planning should be in the range of 150 boys based on current and historic data which would suggest a rated capacity of 172 beds +/- assuming a capacity factor of +15% for classification and maintenance. As noted, this number could vary downward based on a reduced length of stay due to the success of placements in alternate programs or upward if the Court sees the SYTF as a better alternative than the former DJJ for reaching youth that were formerly considered “borderline” for DJJ placement due to the perception of the effectiveness of the state system vs. local programs.
- There is no estimate at this time as to the number of youth that will be returned to the County when DJJ permanently closes on July of 2023. With 50 – 60 awaiting transfer based on commitments prior to July 2021 and an average length of stay of 32 months it is probable that a portion of this population along with anyone committed after that date for defined crimes will be part of the future capacity needs.
- Probation has indicated that an initial projection of probable total capacity was developed based on historic data and current policy. In addition, Probation cannot predict whether any of the youth from DJJ will be returned to local SYTF upon discharge from DJJ and anecdotally were being told that none of those youth will be returned to local custody but released to prison, jail, or community. Ultimately, however it will be **imperative to develop a data and policy driven estimate of probable capacity** which reflects the consensus of all stakeholders and juvenile advocates and is accepted by the Board of Supervisors as a basis for planning. Recognizing that this is new and uncharted territory related to forecasting the secure juvenile treatment capacity, it should also include an incremental approach to providing capacity to provide flexibility in responding to systemic change.

2. **Security Improvements to Campus Kilpatrick as Immediate/Short-Term SYTF:** DLR Group/GGA along with representatives of Probation, Public Works and ISD met on site at Campus Kilpatrick on August 27th to review recommendations made by the Los Angeles Sheriff's Department, Custody Services Division for security enhancements related to housing the SYTF population and to review additional concerns of Probation Staff. This review focused on perimeter security, improved security at the cottages anticipated to be used to house youth and program areas related to the ability to separate the older, longer term SYTF population from youth housed as part of the Camp program.

Our effort was focused on providing options to increase security within the vision of the Los Angeles Model for a more normative environment. For example, we suggested the use of "roller" devices on the top of fences and intrusion detection in lieu of adding coils of razor ribbon to the fences or the roofs of buildings. Additionally, based on our knowledge of the site and approval issues related to the H-1 habitat and coastal regulations we looked to inform Probation of limitations affecting the timing of improvements that may occur due to required environmental improvements. For example, we pointed out the difficulty of adding a second fence where suggested due to the environmental constraints encountered in the original construction which led to a decision to use the existing posts and replace the fabric only.

While the existing cottages potentially with some security upgrades will provide an immediate solution for living quarters for the SYTF population separate from the camp population to meet residential needs, there was discussion of possibly renovating the Camp Miller Dining Hall and associated recreation space to allow delivery of programs and services while limiting the potential for mixing the two populations. While this would allow for separation of the populations as desired and in line with best practices it is anticipated that this would be a significant capital project requiring significant time for design, approvals, and construction relative to the more immediate need. Also note that construction at Camp Miller either to provide program and support facilities for the SYTF population or increased staff housing capacity may require similar environmental reviews as outlined above related to H-1 habitat and coastal regulations. This may not impose an immediate impediment to utilizing Campus Kilpatrick for the SYTF population but may result in an extended schedule to implement any related actions planned such as increased staff housing

A copy of the report is attached for informational purposes. Our professional opinion is provided to Probation as a basis for decision-making on what improvements are appropriate and need for interim use of Campus Kilpatrick for youth committed to the SYTF program. Options are classified as recommended for SYTF population, recommended for general increase in security, only recommended if actual practice dictates a need for further enhancement or not recommended at all. Once Probation determines required or desired improvements we can then assist as needed in developing estimates of costs and implementation planning if needed.

3. **Projected Space/Program Needs for "Ideal" Facility:** On September 1, 2021, DLR Group/GGA convened a meeting attended by representatives of Probation and Public Works regarding defining the space and security requirements for a camp to serve as the SYTF. The discussion was intended to focus on what is the ideal environment for housing youth in an SYTF as a basis for evaluating existing facilities as potential resources. Discussions and

facility concepts were influenced by consideration of the ultimate outcome - reuse of existing facilities on a compressed schedule and at reduced costs.

As a point of reference for the discussion, the existing facilities under consideration for adaptation (except for Challenger) have an average rated capacity of 116 – 120 beds with most youth housed in a single dormitory building with a rated capacity of 116 beds +/- generally open with pony walls subdividing them into four open sleeping areas, and common toilets/washrooms /showers shared by the entire population. Challenger has a rated capacity of 660 with 6 100 bed dorms of similar configuration. Only Challenger and Scott have additional single rooms. None of the facilities are viewed as reflective of the tenets of the LA "Youth Justice Reimagined Model" as envisioned by the Board and Probation.

This meeting resulted in an initial "idealized" space program (copy attached which is in the process of being presented and reviewed by Probation and discussed further below). Campus Kilpatrick as the latest generation of youth facilities was used as a touch point for the discussion related to envisioning the ideal facility program. Key points of discussion that lead to the development of the idealized program included:

- Small Group housing of 10 +/- individuals is preferred for focused trauma responsive treatment and individualized case management
- Agreed that housing youth in individual rooms was best practice⁵. Noted that BSCC requires wet rooms which may be cost prohibitive related to reuse of existing camps. Potential for free/controlled access to common facilities was discussed as an option but unclear if BSCC would accept an alternate to wet rooms.
- As the existing buildings are dormitories, it is probable that the ultimate solution will be based on a dormitory model. Photographs of individual cubicles as constructed at San Diego Women's and other facilities were reviewed and it was agreed that if individual rooms could not be provided at a minimum, cubicles that define a sense of personal space should be provided.
- Ideally each living unit would be self-contained and include sleeping rooms or cubicles, a living room, interview/group room, dedicated toilets & showers, a quiet or calming room, nurses' exam/treatment room, individual laundry, patio, pay phones placed to allow for privacy and non-intrusive discussions, video visitation cubicles, video court room and an area for snacks and beverages.
- A housing unit or unit would share a unit management team which would include a unit manager/supervisor, Mental Health Counselor(s) Case Manager(s), workstation for Credible Messengers (former residents assisting in mentoring/counseling and workstation for unit staff.

⁵ While both BSCC and ACA Performance Based Standards continue to allow for multi-occupancy housing or small dormitories, current evidence-based practices recommend single room housing as the best practice both for safety and security and for promoting individual dignity, personal responsibility and enhanced treatment and youth management. This has been substantiated by youth advocacy organizations (MacArthur Foundation & Annie E Casey Foundation and the preferred approach to facility replacement in DLR Group's work in Oregon, Arizona, Colorado, San Diego County, Monterey County & Ohio. It is also the foundation for the planning and design of New Beginnings in Laurel, MD which was one of the first national models for trauma responsive care.

- Some single room housing⁶ will be required for:
 - Assessment
 - Special Populations - (Special need, Sex Offenders, others who cannot be housed in dormitory)
- Space Standards for planning were also discussed. Current rated capacities are based on BSCC minimum standards for both sleeping and day space. It was noted that most facilities are housing an actual youth population substantially below the rated capacities – in many cases at less than ½ of the rated capacity. The following table was reviewed comparing state standards to actual space provided at Campus Kilpatrick at design capacity - 12 youth per side and at current actual occupancy – 8 youth per side.:

Housing Area Standards Comparison (SF)

	BSCC Min Std.	Campus Kilpatrick Actual @ 12 Youth	@ 8 Youth
Sleeping	50	57	85
Living/Day Space	35	82	123
Exercise Patio		113	170
Interview/Group		92	92

It was agreed that the current use model at Campus Kilpatrick better reflected actual space needs in support of the LA Model for planning. The increased area per person significantly reduces density which typically leads to interpersonal issues and disputes⁷. The exception was the Interview/Group room which has proven to be too small for anything other than one-on-one counseling. Current area per youth based on actual area at a capacity of 8 youth was therefore recommended for developing an assessment of “ideal” space program requirements.

- It was determined that based on the existing typical dormitory building configuration that the basis for planning should be Four -10 bed housing units with shared unit management support. Potentially multiple units could be collocated to share program and support services e.g., two 40 bed camps twinned such as Paige/Afflerbaugh or Scott/Scudder. Two camps twinned would provide a total of 80 beds which is just over one-half of the current youth population at DJJ. As previously noted, we believe that it is imperative to develop a data and policy driven estimate of probable capacity as part of determining the ultimate solution.
- Another critical area of discussion was related to educational programs. Due to age and length-of-stay a significant portion of this population will have already attained or be close to attaining their high school diploma or GED. As a result, it is probable that the SYTF population will require a wider range of Community College or Career Technical Education (CTE) programs than the typical camp population to better prepare

⁶ Based on Probation's preliminary projection of probable capacity for 150 youth it is anticipated that at any one time 33% of the population would be housed in single rooms for assessment or due to other factors that would preclude housing in an open dormitory. Applying this to Probation's estimate of interim need for 32 beds would result in the need for at least 10 single rooms at any one time.

⁷ This is based on the concept of reducing the “apparent” density by providing opportunities for youth to self-separate rather than be crowded into a single space based on minimum standards. Increased density has been linked to increased incidence of physical confrontation affecting both the youth and staff.

them for employment and continued growth upon release. Again, the planning team also looked at BSCC standards for planning and evaluation vs. actual experience at Campus Kilpatrick as illustrated in the following table:

Education Area Standards Comparison (SF)

	BSCC Min Std.	Campus Kilpatrick Actual	
		@ 12 Youth	@ 8 Youth
Academic (+160 NSF Teacher)	28	28	41
Vocational (+160 NSF Teacher)	28	98	147

Class size was also discussed. Probation prefers a class size based on the housing unit size, but typically the Los Angeles County Department of Education utilizes a minimum class size of 15 individuals. Relative to space standards, the higher Net Square Feet (NSF) per youth based on Kilpatrick at 8 youth per classroom are preferred as they allow for greater separation of desks and workstations and reduce the density of the classroom. After discussion the following criteria were identified as the basis for developing the ideal program as a basis for facility evaluation:

- 15 youth per classroom.
- 45 NSF per Youth in Academic Classrooms plus storage, 160 NSF for the teacher and a workstation for probation staff.
- CTE classrooms should be large and flexible for a variety of programs and provide for outdoor access.
- For 40 youth, the facility should be able to provide:
 - 6 Academic classrooms
 - 2 flexible CTE labs⁸
 - A career preparation room
 - Art Room
 - Music Room
 - Library
- Most of the existing camps do not have dedicated facilities for visiting – it occurs outdoors, in dining halls or at the housing Units. Additionally at most facilities restroom facilities are not provided for visitors other than outdoor facilities. Dedicated visiting facilities are preferred including contact visiting for youth and parents, space for youth with kids to have family visits and engage in play and parenting and separate meeting rooms for family engagement, parenting and wrap-around treatment in a confidential setting.

Based on these discussions GGA/DLR Group developed the **attached draft “ideal” program which after review by Probation will be used to evaluate existing facilities as potential**

⁸ Note that a larger standard was applied for CTE labs to allow for flexibility for a variety of programs. Also, it was noted that CTE space should provide for outdoor access for shop type programs and should be flexible to allow multiple program opportunities to be provided.

resources for housing the SYTF program. The program will be used to determine if adequate space is available or can be provided through renovations or new construction or if certain elements of the ideal prog must be compromised in the reuse of existing facilities.

As previously noted, single room housing has been proven nationally to be an evidenced based practice in youth treatment⁹. The program, however, recognizes that this is not possible in any of the existing facilities without extensive new construction. Through these discussions a question was raised that perhaps the reuse of an existing camp as the SYTF should in-fact be an interim short-term solution to allow Campus Kilpatrick to return to its intended use, pending the development of a longer term Master Plan that considers the total continuum of care and youth placements from commitment and assessment to placement in and SYTF to step down to a less secure facility to re-entry housing to community housing to release, with a better understanding of potential capacity needs at each of these steps and a more thorough development of the treatment program leading to an informed decision on facility needs based upon evidenced based practices for trauma responsive treatment and better outcomes.

4. Facility Reviews: Probation identified the following facilities as potential candidates for conversion to a SYTF based on BSCC approving them for occupancy based on standards

- **Dorothy Kirby Center** - 1500 S. McDonnell Ave. Commerce CA 90040; *Open*
- **Campus Kilpatrick** - 427 Encinal Canyon Rd, Malibu, CA 90265; *Open*
- **Camp Glen Rockey** - 900 Sycamore Canyon Rd. San Dimas CA 91773; *Open*
- **Camp Afflerbaugh** - 6631 N. Stephens Ranch Rd. La Verne CA 91750; *Open*
- **Camp Joseph Paige** - 6601 N. Stephens Ranch Rd. La Verne CA 91750; *Open*
- **Challenger Memorial Youth Center** - 5300 W Avenue I, Lancaster, CA 93536; Subdivided into six minicamps in one location–Jarvis, Onizuka, McNair, Resnik, Scobee, Smith; *Closed -Used as Temporary Housing as Needed*
- **Joseph Scott** - 28700 Bouquet Canyon Rd. Saugus CA 91350; *Closed*
- **Camp Kenyon Scudder** - 28700 Bouquet Canyon Rd. Saugus CA 91350; *Closed*
- **Barry J Nidorf Juvenile Hall** - 1605 Filbert Street, Sylmar, CA 90142; *Open*
- **Central Juvenile Hall** - 1605 Eastlake Ave., Los Angeles, CA; *Open*
- **Los Padrinos Juvenile Hall** - 7285 Quill Dr., Downey, CA 90242; *Closed*

As noted previously, GGA/DLR Group along with representatives of Probation, Public Works and ISD toured Campus Kilpatrick related to both interim improvements and potential use as a resource for the SYTF program. On September 2nd & 3rd, DLR Group along with representatives of Probation, Public Works and ISD toured camps Rockey, Paige, Afflerbaugh, Challenger, Scott, and Scudder as a basis for developing a comparative evaluation of alternatives as described in item 5 below. The purpose this tour was to familiarize the team with the level of physical improvements potentially needed due to physical condition, review current security conditions considering the Sheriff's Custody Services Division recommendations, familiarize the team with functional conditions vis-à-

⁹ See footnote 5.

vis the projected space needs in the ideal program – all as a basis for developing a comparative evaluation as required for Probation to make a recommendation to the Board of Supervisors.

Some preliminary observations:

- All facilities will require some modification to the dormitory areas to accommodate small group housing and treatment and associated support space; Generally (subject to further analysis) it appears that the existing open dormitories could be subdivided into four smaller housing units with individual cubicles each housing 10 to 12 youth for a total capacity for each camp of only 40 – 48 youth; Challenger is an exception since as it has six mini-camps or dormitories it could accommodate 240 to 288 youth; and since it is effectively divided into two separate facilities, each half could be developed to house 120 – 144 youth.
- Space in the core area and dayroom area could potentially be renovated for housing unit management and treatment staff.
- At all camps, provision on integral toilet/shower rooms would require significant renovations or an operational compromise to have four dormitories sharing common facilities which may defeat informed classification decisions and preclude locking the individual housing units.
- Only Challenger and Scott have provisions for single room housing, however in both facilities doors have been removed as the individual rooms are dry rooms.
- Significant security upgrades may be required, both to housing buildings and to the perimeter of all facilities. Consideration should be given to either retaining existing razor ribbon at fences which is prevalent at all facilities except Challenger or replacing the razor ribbon with other security provisions that are more reflective of the LA Youth Justice Reimagined Model.
- Challenger, while the most secure with the greatest amount of capacity and program space architecturally, is not reflective of the image desired for youth facilities and would require a thoughtful renovation of the architectural character to be reflective of the ideals of the Los Angeles Model.
- If one or more of the existing camps are renovated to accommodate smaller living units with integral dayrooms and washroom/showers and ultimately planning results in a different longer-term solution for the SYTC population the renovated camps could revert to their original mission as a camp more reflective of the LA Model as realized at Campus Kilpatrick.

GGA/DLR Group plans to complete visits to all facilities by September 24 to allow completion of the comparative evaluation as outlined in Item 5 below.

5. Comparative Evaluation of Alternative Sites for SYTF: GGA/DLR Group has developed a methodology for the comparative evaluation of the facilities identified above as to their suitability for adaptive use for the SYTF program. This evaluation will include the comparative evaluation of the various site against the following criteria:

- **Programmatic Suitability** - Each facility will be tested against the ideal program to determine to what extent the goals and objectives of the program can be met either “as-is”, or with limited renovations, or extensive renovations/additions or the recommended program in fact cannot be met.

- **Operational/Environmental Factors** – Similarly each facility will be evaluated as to its adaptability to the program in terms of impact on staffing, quality of environment, resiliency, and other similar considerations.
- **Locational Factors** – Each facility will be evaluated against critical locational factors such as time/distance to hospitals, availability of support personnel in case of an emergency, distance to residential development, availability of professional and community college support services, access for families for visiting and similar considerations.

The approach to completing the subjective evaluation is illustrated in the attached Sample Criteria Scoresheet “Working Example”. Each criterion will be outlined, and a range established for rating the responsiveness of each facility to the given criteria. Existing facilities as resources for the SYTF program will be evaluated as highly response, partially responsive, partially non-responsive or not responsive. As illustrated this information will be depicted in a “traffic light” chart which will illustrate the comparative responsiveness of each facility ranging from green highly responsive to yellow, orange and finally red for non-responsive.

6. Next Steps: Based on progress to date we anticipate the next steps in completing the assessment and providing our professional opinions to Probation as a basis for their recommendation to the Board of Supervisors:

- Visits to– Kirby, Nidorf, Los Padrinos.
- Review “ideal” program with Probation, Juvenile Justice Realignment Block Grant (JJRBG) subcommittee, and Youth Justice Transition Advisory Group (YJAC), and modify as appropriate.
- Complete development of evaluative criteria and review with Probation.
- Complete review of facility assessment reports and summarize currently require physical improvements that should be considered for each facility as part of adaptive use.
- Review each facility and develop summary of recommended functional and security improvements that should be considered as part of adaptive use.
- Prepare initial comparative evaluation and review and confirm with Probation.
- Support Probation in developing recommendation to the Board of Supervisors including consideration of interim vs. long-term/future solution to developing Secure Youth Treatment Facilities considering total projected need and the anticipated continuum of care from assessment to return to the Community.
- In process and final reviews with the Juvenile Justice Realignment Block Grant subcommittee and Youth Justice Transition Advisory Group (YJAC),
- Subsequent to a decision by Probation regarding the adaptive use of a camp or camps, GGA/DLR Group can aid in determining cost and time factors associated with implementing recommended improvements including:
 - Rough Order of Magnitude (ROM) construction cost of required improvements to existing physical plant based on information in the facility evaluation report, information provided by ISD and observations
 - ROM construction cost of recommended functional improvements – renovations, alterations, or additions based on unit cost per square foot
 - Project costs associated with above as a percentage of construction costs

- Implementation time-frame – Estimated time in months required for planning, design, approvals & construction for adaptation of each facility
7. **Anticipated Schedule:** The original time frame allocated by the Board of Supervisors established for this effort is 60 days, which would require submission of the comparative evaluation and recommendation on or about September 24, 2021.

The programming meeting surfaced several policy level issues that will need to be pursued in tandem with the evaluation of facilities including:

- What is the projected need for SYTF capacity?
- How does SYTF placement relate to the planned total continuum of care under the LA Youth Justice Reimagined Model?
- Should a different facility configuration be considered for the SYTF based on national evidence-based practices – single room housing in lieu of dormitory housing?
- Should the adaptation of an existing facility be viewed as an interim solution pending further investigation of these issues and development of a longer-term vision for the SYTF as part of the LA Model?

Attachment A

Temporary Adaptation of Campus Kilpatrick for Youth Otherwise Transferred to DJJ – Preliminary Observations – Potential Security Improvements

Temporary Adaptation of Campus Kilpatrick for Youth Otherwise Transferred to DJJ
Preliminary Observations

The State of California has determined that as of July 2023 the California Department of Juvenile Justice (DJJ) will cease operation of secure facilities and that youth committed for treatment for more serious crimes will be housed by local counties. As a “ramp-up” to this closure, most offenders (with a few exceptions) will be housed and treated by the Probation Department in individual counties or via in regional facilities by local agreement. Los Angeles County initially proposed improvements to Camps Scott and Scudder to house male juvenile offenders, however that plan has been put on hold pending an evaluation of all currently licensed facilities to determine the optimum solution for housing this population. In the interim, pending completion of the study and any required improvements to the facility or facilities determined to be optimum to house this population, the Board of Supervisors has determined youth who would otherwise have been transferred to DJJ custody will be housed as follows:

- Male youth will be temporarily housed and treated at Campus Kilpatrick
- Female youth will be housed and treated at the Dorothy Kirby Center (primary secure girls’ facility in the county), and
- Special need or high security youth will be housed and treated at Barry J Nidorf Detention Center

In June of 2021, the Los Angeles Sheriff’s Department, Custody Services Division completed a security assessment of existing facilities, both for their continued use to house the traditionally locally committed population as well as the need for increased security relative to potentially housing the former DJJ population. Additionally, specifically at Campus Kilpatrick, the Probation Department Campus Kilpatrick administration has identified several additional areas of concern.

Relative to the overall assessment of facilities the team of Gonzalez Goodale Architects (GGA) in association with DLR Group (DLR) jointly referred to as GGA/DLR, was retained to assist the Probation Department in assessing the appropriateness of facilities as long term resources. As part of this effort, the planning team was requested to provide thoughts and observation regarding possible improvements at Campus Kilpatrick, as DLR Group was the original design architect.

On August 27, 2021, a team comprised of representative of the Probation Department, Public Works, Internal Services Department, and the consultant team met on site to review the project requirements and view the site conditions relative to improving the Campus Kilpatrick project for receiving DJJC youth. This team included:

- | | |
|--------------------------------------|---------------------------------|
| • Tom Afschar – Public Works | • Janice Jones – Probation |
| • Courtney Tossounian – Public Works | • Jennifer Kauffman – Probation |
| • Craig Jullison – ISD | • Dennis Smith – GGA |
| • Anthony Lewis – Probation | • Andrew Cupples – DLR Group |
| • Danny Aceves – Probation | • Gregg Williams – DLR Group |
| • Albert Banceulos – Probation | |

Background

For the purposes of this report, Campus Kilpatrick is currently viewed as a temporary resource. Discussions with Probation indicated that there are currently 7 youth at Barry J. Nidorf awaiting placement at Campus Kilpatrick. Overall average length of stay for this population is approximately on average 28 months but may in some cases be longer. Historic data suggests a continued decline in admissions in the future. As of now, the Probation Department is projecting a need for 32 beds on an interim basis over the next year. This number, however, is time sensitive based on the time required to identify an appropriate resource and implement any required improvements.

It should be noted that in general, the DJJ population is committed for more serious (generally Part I) crimes. Typically, this population is committed at an older age (commitments age 18-19 have increased) and have a higher average age at release. (youth may remain to age 25. As with the overall juvenile population they also suffer from trauma and multiple co-occurring diagnosis. For this reason, a critical area of concern related to the temporary placement is limiting any co-mingling of the former DJJ population and the more typical younger County committed population with an average length of stay of 5 – 7 months.

This report provides the planning consultants professional opinion related to observations and discussions on site. Commentary is tempered by looking to incorporate the least intrusive measure possible to provide increased security in line with the LA Model which, based on the precepts of the Youth in Custody Practice Model prioritizes trauma responsive treatment and staff/youth interaction over traditional physical construction representations of security (e.g., bars, security mesh, razor ribbon) and instead focuses on emulating a normative environment conducive to care and treatment.

With this as a background, the team first discussed current ongoing improvements, toured the campus and looked at each individual area of concern, and discussed alternatives. This report documents these discussions for consideration by the Probation Department and the County in making an informed decision regarding the appropriate increase in security measures to be implemented.

This preliminary report focuses on the following key aspects of potential security enhancements:

- Perimeter Security
- Housing Cottages
 - Building Access
 - Interior Spaces
 - Recreation Yards
- Other Issues
 - Options for providing additional dining/classroom/program/recreation space for DJJ Youth separate from the normal county committed population;
 - Potential to increase security rating of glazing at east side of School & Cottages

Under each category issues are identified and where appropriate referenced to the source of the concern. Additionally, where options are identified they are color coded as follows:

- Recommended specifically due to placement of DJJ population
- Also provides a general increase in facility security

Temporary Adaptation of Campus Kilpatrick for Youth Formerly Transferred to DJJ

Preliminary Observations – Potential Security Enhancements

- Only recommended if actual practice proves the need for improvement or less intrusive action does not prove successful
- Not recommended due to programmatic acceptability or impediments to implementation

Finally, this report of preliminary observations does not provide either a cost estimate or a definitive time frame for implementation, but rather is intended to inform decision-making regarding items that should be further developed.

Some key issues to consider relative to the above include:

- Determination if the action requires review and or approval by any environmental agency – (Camp Kilpatrick is within an H-1 Habitat area which contains “habitats of highest biological significance” and falls under the aegis of the Coastal Commission. As noted in the following several items discussed trigger significant environmental review and approval requirements which can be time-consuming. It is recommended that once potential improvements are prioritized by the Probation Department that all be reviewed with the appropriate agency having jurisdiction to understand if review and approval will be required and if it can be mitigated in any way.
- Determination if the action requires review and approval by the Bureau of State and Community Corrections related to Title 24 (physical) and Title 15 (operational) requirements.
- Determination if any additional study, consulting, or design services are required to fully scope the improvement and develop definitive estimate of probable costs and implementation time frame.
- Determination of procurement method – either by direct implementation by County ISD personnel or via public procurement utilizing a Job Order Contract (JOC) contractor(s), public bidding, or design/build selection.

With that as background, the following summarizes our discussions and observations related to security enhancements at Campus Kilpatrick.

PERIMETER SECURITY

Existing Fence prior to construction at Campus Kipatrick



Existing Conditions:

The perimeter of the site is enclosed by buildings or 14-foot-high security fencing. The fencing fabric was replaced as part of the reconstruction of Campus Kilpatrick, but most of the fence was installed on existing fence poles and footings with existing “rat wall” between fence posts. This was done to mitigate disruption of the existing live oak trees and other severe grade issues along the original fence alignment, due to restrictions imposed as an H-1 habitat and by the interpretation of Coastal Commission requirements. There are sections of fence that are entirely new particularly immediately adjacent to new buildings and at the south demising fence between Campus Kilpatrick and Camp Miller.



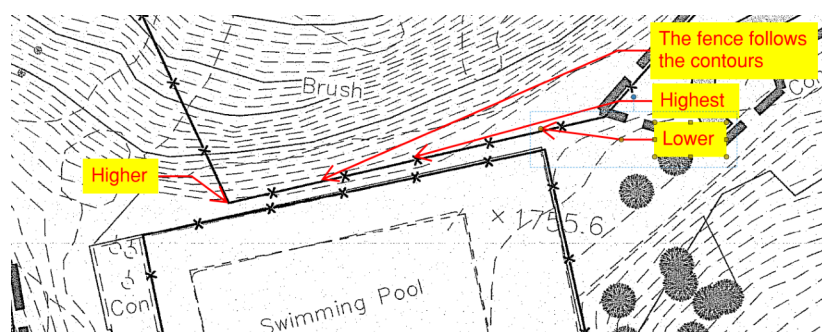
The fence fabric used is a $\frac{3}{4}$ " woven wire fabric with a black coating. This fabric was not available in full height mesh so there is an approximate lap of 24" horizontally around the entire perimeter. Existing galvanized posts and rails were field painted black to match the fabric color. In corners

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and gates additional layers of fabric or metal plates have been added to deny access to gaps at posts and other potential opportunities for climbing.

At the pool enclosure the fence is 8 feet tall and has a black coated 1-1/4" chain link mesh. This fence was intended as designed as an area denial fence to define the pool area as for use only when authorized as well as a control fence to keep youth from casually wandering off from the group using the pool. The design of the fence was largely based on a "replace in kind" directive associated with the previous replacement of the failed pool deck making the pool accessible to the disabled. Additional security was added by way of new cameras at the diagonal corners of the enclosure.

It should be noted here that the perimeter fence and north fence of the pool enclosure are about 5 feet apart. The perimeter fence is nominally 14 feet high but due to the undulating grade the difference in height of the pool fence to the perimeter fence is variable with the western reach significantly higher than the eastern reach relative to the generally level pool fence.



There was also an area identified where youth inside the facility can see a portion of the staff/public parking lot south of the laundry building allowing visual connection between the two. This was determined to be an undesirable condition for security reasons related to youth identifying staff vehicles and knowing when staff was coming or going..

There were several possible enhancements identified in the Sheriff's report and by Probation staff. These actions are outlined below along with our observations and thoughts regarding potential enhancements.

Issues Raised:

- Most vulnerable area is on north side of campus, near pool area. The fencing is chain linked and lacks sufficient height or anti-climb measures; Sheriff's *Department Review*, 06/21.
- Prior to housing prior DJJ juveniles, consideration should be given to installing secondary fencing with double stranded razor wire on north side of property. In its current state, the fencing is not sufficient to contain those convicted of violent crimes. *Sheriff's department Review*, 06/21.
- Access to roofs above classrooms, consideration should be given to razor wire in these areas; *Sheriff's department Review*, 06/21.
- Access gate to service the retention basin at the northwest corner of the site is an area of concern as it is a single gate and if utilized creates an unprotected opening in the fence; *Probation Department* 08/21.
- View of staff parking at the service sallyport; *Probation Department* 08/21.

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- Concern both about potential escape by youth as well as individuals approaching the fence from the exterior and introducing contraband into the Campus. *Probation Department 08/21.*

These issues were reviewed on-site by the overall planning team and based on the discussions our observations/recommendations are summarized as follows:

Provision of a second fence at north end of the campus

Probation is comfortable with fencing on the west end as the recreation yards plus zone fencing in effect create a double fence perimeter. Concern was expressed regarding the need for a full double fence at the north end, relationship/construction of the pool fence to the perimeter fence and security at the roof of the support building. Based on these discussions our observations are as follows:

- ● **Addition of a second fence** – Experience with the reconstruction of Campus Kilpatrick indicates that any construction in the area is subject to rigorous review and approval requirements as an H-1 habitat and Coastal Commission regulations. Time required for a Coastal Development Permit approval will be exhaustive as well as mitigation measures related to constructing a second fence either outside or inside the existing perimeter. For this reason, creating a double fence perimeter is viewed as an extreme measure only to be implemented if in fact actual experience warrants installation.

Use of Razor Ribbon at Fence or Roof – Our knowledge of the LA Model and the Department's emphasis on trauma responsive care and treatment as well as our current experience and best practices suggests that installing multiple coils of razor ribbon is not consistent with the County's and the Department's approach to creating a normative environment. As outlined below we would propose an alternate solution using "Roller Bars" to enhance perimeter security and reduce escape potential

- ● **Installation of Roller Bars** – In lieu of a second fence or razor ribbon we would suggest that the County consider adding "roller bars" to areas where the fence is a concern. This product limits the ability to grasp the top of the fence via a larger, free-wheeling device in lieu of allowing one to grasp the top rail of the fence.



Prisons and Young Offenders Institutions

Installed at key points around a Young Offenders institution, Roller Barrier is shown here installed to prevent the inmates from gaining access to low roofs.

The system is also used to prevent inmates at care homes for the mentally handicapped, etc. from climbing onto roofs or scaling fences, where the use of a more aggressive or spiked anti-climb barrier would present a serious risk of injury.

The system can be attached to the top rail of the fence in sections as an additional preventive measure to enhance the perimeter. (See links below). Depending on the potential impact of construction on the environment this may be able to be implemented with limited review and approval related to habitat and coastal commission review and approvals.

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Preliminary Observations – Potential Security Enhancements

<https://www.insight-security.com/roller-barrier>

https://rollersdirect.com/pages/what-is-a-coyote-roller?cmp_id=12705769655&adg_id=119202603503&kwd=fence%20rollers&device=c&gclid=CjwKCAjwmeilBhA6EiwA-uaeFf_g2SaKpyiRVfZUSwViegTP4jcXX8gCE766YXGmam-HxlnFHxatzhoCWGwQAvD_BwE

<https://www.rollerbarrier.com/pages/applications#4>

Perimeter Detection – Also in lieu of a second fence and razor ribbon we would suggest that the County consider installing perimeter detection around the facility including the roof of the education/support building. Various systems are available but due to terrain and the irregular configuration of the perimeter the ultimate system may require a hybrid of several systems. The matrix overleaf provides an overview of available systems and their applicability.

	Reliability	Cost ROM	Maintenance	Pro/Con/Reason	Comments
NLEF (non-electrified)	Very reliable, low nuisance	\$800,000 (~\$500/ft)	Would need to be kept free of debris.	Install without being electrified.	Not considered
Fence attached shaker	Potential for nuisance Alarms but could be minimized.	Fiber: \$210,000 or Copper: \$170,000	Difficult to pinpoint problems	Fiber would reduce damage done by lightning strikes. Reuses existing fence. Allows for coverage on multi-segmented fence.	Possible problems with anti-climb fences.
Sensor coil	Potential for nuisance Alarms near trees or wildlife	n/a		Would attach to the top of fences and run along roof.	Probably not preferred for this type of facility.
Taut wire		n/a		Not possible with existing fence	Not considered
PIR/Microwave	On perimeter: not possible/high nuisance due to proximity to walkways and trees On roof: would do well	n/a	Difficult to determine if a sensor is misaligned	Lower cost than thermal camera system.	Possible along roof and vehicle gates, but not along perimeter.
Camera Analytics	On perimeter: high nuisance due to proximity and trees On roof: would do well Would work well for the	High cost of replacing camera headend and adding new cameras. Replace existing and add new: \$375,000+	Easy to determine if a camera is misaligned	Provides detection and confirmation in one system. Would require existing system to be upgraded. Would require additional infrastructure and camera poles if trees cannot be removed.	Just perimeter add maybe: 23 cameras 4 thermal cameras 6 camera poles Would not work along most of the perimeter.
Hybrid System	See above Fence attached shaker PIR/Microwave	Fiber: \$210,000 or Copper: \$170,000 + Cameras: \$100,000 (~\$6,000/camera)	See above Fence attached shaker PIR/Microwave	Uses the best system for the 2 different types of areas needed to be protected. Would require cameras or site response team to investigate/confirm alarms. Camera system could be existing or upgraded system.	Add 16 cameras to existing VMS System.

We believe that a hybrid system will both provide enhanced security but will also provide a response to community concerns if raised regarding the potential security risks. The hybrid

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system as outlined above that combines a fence mounted shaker system, Passive InfraRed Sensor/Microwave, and cameras.

- ● **Climbing Hazards** – Several areas were identified as potentially aiding climbing including appurtenances on gates, downspouts etc. hinges and other items at gates can be covered with metal plate and downspout extensions will be covered in sheet metal.

The northern portion of the school canopy was viewed as a climbing concern. If a youth were to gain access to the roof it would be an easy path to the parking lot and freedom. As a result, certain options were considered.



To limit access to the lower canopy, it was suggested that a sloped metal “mansard” might be provided at the building as indicated below.



- ● **Pool Enclosure** – As noted, the pool enclosure was originally constructed as a safety fence, not as a security fence, and is easily climbable. To limit access, it is suggested that the fabric be replaced with non-climb fabric and that on the north side that non-climb be installed on both sides of the fence to limit the use of the pool fence as a means of access the perimeter fence that is within several feet of the pool fence. Roller bars could be added to the north pool fence to further reduce the potential for using this fence to assist in scaling the perimeter fence.
- ● **Visibility of Staff Parking** – To limit visibility of the staff parking from the Campus and the pool areas at the open fenced area between the Laundry and the Vocational Education building, it is recommended that a fiberglass mesh like the one used on the fence between Campus Kilpatrick and Camp Miller be installed on the parking lot side of the outer fence and gates.
- ● **Maintenance Gate to Retention Basin** – A single gate is provided to the retention basin at the northwest corner of the site. A concern was noted that if the gate is opened it provides an immediate temptation for a youth to escape and there is always the potential that the gate is left unlocked while working outside. Two options were identified to eliminate the potential as outlined below. Note that for both options maintenance access requirements will need to be coordinated with ISD.:
 1. Fix the gate permanently closed, and use the steep access/fire road that comes in from the opposite direction; or
 2. Limit access to a man gate rather than vehicular gate and construct sallyport on the inside of the perimeter – most of this area is paved and accessible and should not trigger environmental concerns.
- **Additional Cameras/Monitoring Approaches to Fence from Exterior** – Terrain and tree coverage outside the fence make surveillance difficult. It is probable that no construction outside the fence will be possible without extensive and exhaustive environmental review. ISD has indicated that they can provide cameras with detection at the fence to monitor anyone approaching from the exterior, however it is probable that range of view will be limited and that multiple cameras will be required. Further evaluation is needed in order determine the benefit of moving forward with this action

COTTAGES

There were several possible enhancements identified in the Sheriff's report and by Probation staff. These actions are outlined below along with our observations and thoughts regarding potential enhancements.

Issues Raised:

- Potential for remote locking/unlocking of housing units – *Planning Consultants 08/21.*
- Ability to climb onto the roofs – proximity of site lighting standards and other aids to climbing; *Sheriff's Department Review, 06/21. Probation Department 08/21*
- Ability to use basketball standards to scale courtyard fence; *Probation Department 08/21*
- Electrical outlets in Sleeping areas; *Probation Department 08/21*

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Preliminary Observations – Potential Security Enhancements

These issues were reviewed on-site by the overall planning team and based on the discussions our observations/recommendations are summarized as follows:

Building Access:

The Cottages were originally designed as a Residential Occupancy (free egress) rather than an Institutional Occupancy (non-free egress). However, the ability to convert the Cottages to an Institutional occupancy (I-3) was planned by virtue of adding junction boxes and conduit connections within the construction providing for future modifications.

Operationally, Probation has changed the locks to prevent free egress and require a key to unlock the door. This is consistent with typical code requirements for I-3 occupancy which basically allows for manual unlocking if no one staff must unlock more than ten doors. Additionally, the original design capacity of each housing wing was 12 youth, however in practice each wing only houses 8 youth and 1-2 staff which only requires a single emergency exit. This does, however, require that staff carry a key for the door, and if overcome by a group of youth they would then have free egress from the housing building.

Based on research and field observations it was confirmed that the main entry doors and the door to the recreation patios are provided with means to electrify the locks including junction boxes near the roods for card readers or intercoms as well as conduit and pull stings to the strike of the doors, and that the door position switch does report to Central Control regarding door open or closed.

Main Entrance



Patio



- ● **Remote Access Control** – Based on field confirmation, devices can be installed. We would recommend that they be installed with a combination of local card reader control with card reader disabled at night and door control shifted to Central Control to eliminate the temptation for youth to try to get the staff access card when staffing is reduced. Further impacts that would have to be resolved is the addition of input/output devices in the head

end equipment as well as wiring to connect the devices (locks, card readers and/or intercom devices) and programming of the system to accept the new inputs at the touch screen control panels in Central Control. It was confirmed that existing door position switches for doors exist and are currently being monitored at Central Control. Initially this may only be done at the cottages intended for interim use by DJJ youth, but may be a longer term overall security enhancement for the entire campus.

Exit Gates: Due to the design occupant load of the housing cottages and the Residential occupancy (free egress) the gates from the recreation yards were provided with exit devices, closers and door position switches (reporting open/closed status to Central Control). Currently the gates are secured with a manually operated lock. Several observations are made regarding the exit gates.

- ● 1. Hinges should be rimmed and panic devices and other appurtenances removed to reduce use of gate as climbing aid.
- ● 2. In order to allow occupancy at greater than ten individuals, a surface mounted electronic lock should be added and routed to Central Control for emergency egress in order to maintain two exits or
- 3. Alternatively if occupancy never exceeds ten then this gate can be fixed or permanently locked as only one exit is required.

Recreation Yards:

There are concerns about several parts of the recreation yards including the basketball poles, the downspouts, the exit devices on the exit gates (actually currently chained shut in many locations), and the fence itself. **Patio Fencing:**

Basketball poles: The poles offer ability to scale the fence which is considered an issue particularly with higher risk youth. The County considered removing the poles but have found that the availability of this smaller recreation area is a valuable program asset. Two alternatives were discussed relative to reducing the potential for enhancing the security of the recreation yard fence.

- ● **Reduce Climbing Potential** - Beyond removing the poles it may be possible to devise some sort of device to render the poles unclimbable such as rollers, fins or some other solution. At this time the solutions will take some time to research and devise for consideration.

Patio Fencing: The patio fencing is 14 foot high chain link fencing with 2" woven wire fabric. During final BSCC inspections prior to opening the facility, 3/4" mesh non-climb fencing was added near the roofs to restrict youth from accessing the roof. This was more of a safety consideration than an escape issue since the gates were free egress and generally the perimeter fence was quite distant from these fences. The fence at Cottage 1 (closest to Camp Miller) had additional non-climb to restrict scaling the fence to gain access to Camp Miller.

- ● **Patio Fencing/Roller Bars** - The patio fencing fabric could be completely replaced with the 3/4" non climb fabric. In addition, the tops of the fence could be fitted with rollers to eliminate grasping potential.

- ● **Covering of recreation areas:** - There was some discussion of potentially adding a horizontal cover to the recreation yards. This is problematic from a few aspects.
- First, utilizing the existing fence to support a cover as discussed would render the basketball courts unusable – there would not be enough height to actual use the basketball standards.
 - Second, covering the courts would therefore require supplemental construction of a separate, higher superstructure. This would probably require some higher-level review by the Coastal Commission and other Agencies Having Jurisdiction including Los Angeles County Building Department and possibly the State Fire Marshal. Because of the high fire danger zone, where the facility is located, all materials would have to be non-combustible. There are potential support elements on the existing roof heavy timber tails, but the corresponding fence posts do not in any way align and as a result would likely not be usable. This would entail additional columns and footings increasing cost and complexity.
 - Third, if an enclosure is developed using screening or fencing it will have the appearance of a caged area which is not reflective of the precepts of the LA model for a normative environment.
 - Fourth, if opaque, it eliminates the ability to feel the sun as part of the outdoor experience of one's "backyard".

Roof Drain Downspouts: These start at the roof edge gutters and angle to the wall and then down the wall sometimes making a jog in the vertical plane. There is concern about these being used for scaling the fence. Since these are of fairly light gauge construction and are only pop-riveted together it is doubtful the horizontal projection to the wall would support body weight, and the fact that the wall reveals low and high and the gap at the top may provide handholds, this is still perceived as a potential path that could be exploited.

- ● **Roof Drain Downspouts:** Some solutions exist to make the vertical portion of the downspouts less easily accessed including filling the wide reveals with sheet metal flanges flush with the downspout sides and caulking the downspouts to the wall so finger holds would be eliminated. The angle of the downspout could also be reduced increasing the height above the ground to the horizontal portion. Beyond this there are limited options that would not be extremely difficult to conceive and fabricate, and ultimately may be unworkable.

Light Poles Adjacent Housing are Climbing Hazard to Access the Roof: ISD is in the process of removing light poles in proximity to the eaves of the housing buildings to limit the potential for youth to use these to access the roof. The initial thought was to remove the light and pole and install a building mounted fixture. The proposed fixture was reviewed in the meeting. Discussion centered around not wanting to over-light the campus (similar to a correctional facility) and to avoid glare inside sleeping areas. Concern was also expressed about the potential to increase light pollution and the potential impact from environmental limitations. Based on discussion and follow-up review in the field the following solution was suggested.

- ● **Install lighted Bollards:** Pole mounted lights will be replaced with lower lighted bollards that will light the walking path. This is a much simpler installation and eliminates building mounted conduit for additional lights. Field review noted additional building mounted lights that will provide additional light at all housing entries which is believed to be sufficient for security needs. Should actual conditions after replacement indicate a need for additional

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light two options will exist – add second head to general lighting fixtures or add additional building mounted lighting.

Limited Classroom Space Available for Vocational and Other Educational Opportunities for DJJ Youth:

It was stated that the DJJ youth may be beyond high-school or GED certification and may be higher risk individuals that may not mix well with other Camp youth that additional space might be necessary that is not provided within the current facility. Due to the limited site availability within the current Campus Kilpatrick perimeter, there is virtually no place to expand the facility for this need.

Reuse of Camp Miller:

An option was discussed to reuse the existing Camp Miller Dining Hall for various educational/multi-purpose programs and capturing the adjacent recreation area for use by older youth with a longer length of stay. This would require the area around the Dining Hall be secured and an access point provided to the building not to mention various accessibility upgrades to the building.

To secure the building from the balance of Camp Miller, it is possible to add a fence from the existing outer sally port to the fence on the west side of the site.

For access, it would be relatively simple to cut a hole in the fence adjacent to the main basketball court and place a gate to access the Camp Miller side. However due to the grade change at that location, an ADA compliant ramp for accessibility would have to be constructed on the Camp Miller or the Campus Kilpatrick side. The gate could be provided with manual or electrified detention grade hardware to maintain security.





On the Camp Miller side, egress opportunities from the building would have to be rebuilt to provide ramped access as the existing ramps are non-compliant and in poor condition. It was also discussed that some windows on the south side of the building might require blocking off or securing, but that is beyond the scope of the current preliminary study.

- ● The viability of this improvement needs to be reviewed in light of the time required to actually implement. Again, since this is a significant expansion of the existing facility it is probable that extensive planning, design and agency review time will be required prior to any actual construction. Construction time is likely to be measured in months – not weeks. The viability of moving forward with this level of improvement for an interim solution is directly related to the broader question of what is the permanent solution and how long will it take to implement it.

Replacing glass in cottages and glazing in the east wall of education:

The glazing in the cottages is currently 1" insulated glass with 1/4" tempered glass in the inner and outer lites. It is possible to change the glass to be of higher impact resistance using thicker tempered glass or some laminated assembly of tempered glass and/or polycarbonate. Many of these glazing options are expensive and have an extended procurement schedule associated with them. Some options would require special smaller spacers to maintain the 1" overall unit thickness of 1" that fits the frames as they are. The frames are also not detention grade so they would not provide the same level of attack resistance as detention hollow metal, but they would provide enhanced resistance to vandalism and escape from the building if locked down.

At the classrooms facing the parking lot, the high windows are also currently glazed with 1" insulating glass with 1/4" tempered glass in the inner and outer lites. Similar to the housing these could also be upgraded in the same way. Alternatively, being mounted relatively high in the room, perhaps an abrasion resistant polycarbonate sheet could be screwed to the aluminum frames on the inside face of the room with security head screws. This would enhance the escape potential of these windows though in most cases youth are supervised when in the classrooms so even with the current glazing, improper actions could be responded to quickly.

- Implementation of this enhancement should be based on actual need based on operation. To date, breakage of windows in education or cottages has not been an issue. This was only identified as a future option should the need arise.

Summary

These observations are provide additional information to the Probation Department, Puiblic Works and ultimately the Board of Supervisors in deterimining the appropriate level of security enhancements advisable at Campus Kilpatrick to house the youth population formerly transferred to DJJ on an interim basis pending a decision on the long-term plan for these youth. Once enhancements are prioritized then a more detailed approach to design, the approval process, prcurement and ultimately construction can be develoepd to guide implementation.

DRAFT

Attachment B
Preliminary Ideal Program

'Ideal' Space Program – 40 Bed SYTF

As outlined in the body of the Status Report, on September 1, 2021, GGA 7 DLR Group conducted a workshop with representatives of Probation and Public Works to define the probable space requirements required to support the anticipated therapeutic program for the SYTF population. This workshop included a discussion of probable capacity needs, ideal housing unit size and best practices. While the basis for discussions was best practices, it was tempered by adjusting the program to reflect the reality of adapting and existing camp or camps to meet the potential needs for SYTF capacity. As a result, several compromises were reached in developing the program:

- While all agreed that single room housing reflected best practices for housing youth, the program is based on adapting existing dormitory housing and providing individual sleeping cubicles in lieu of individual rooms; (The exceptions in considering adaptation of existing facilities would be Dorothy Kirby, Barry J. Nidorf, Central Juvenile Hall and Los Padrinos as these facilities provide individual rooms.)
- Recognizing that most of the existing camps (as opposed to the Juvenile Halls) have a single dormitory building the ideal program was based on a module of 40 youth, reflecting on-site discussion regarding the potential to create 4 – 10 Bed (or possibly 12 bed) units within the existing dormitory. (This will be tested as part of the evaluation). In the case of facilities that could accommodate a larger population noted above, the evaluation considers if the program and support core could accommodate multiple 40 bed management units.
- The program is delivered by function, and while the functions were turned into space requirements, as a basis for evaluation the important consideration will be "Can the operational, functional or program service be accommodated?" rather than a straight comparison of area requirements.

The purpose of the ideal program is to provide a benchmark for the evaluation and should not be interpreted literally as absolute requirements. The evaluation of existing facilities for adaptive use as an SYTF will consider alternative approaches to accommodating the function including consideration of the adequacy of existing space whether or not it fully reflects the projected space needs. (e.g., number of adequately sized classrooms is a more important consideration than if every classroom meets the benchmark space requirements). Also note that this ideal program reflects a rough-order-of-magnitude estimate of probable space requirements and more detailed analysis will be required to program and design either the adaptive use of an existing facility or budgeting for a new facility.

Please refer to the body of the Status Report for additional background on the development of the ideal program.

Los Angeles County Department of Probation
Evaluation of Existing Camps for Conversion to Secure Youth Treatment Facility Preliminary 'Ideal' Program

Summary

PROGRAM SUMMARY				
#	Component	Net SF	Grossing Factor	Gross SF
200	ADMINISTRATION			
210	Public Access	975	1.40	1,365
220	Administration	1,246	1.40	1,744
230	Staff Support	1,550	1.40	2,170
240	Administration Building Support	1,036	1.40	1,450
250	Intake	770	1.40	1,078
260	Visiting	3,030	1.40	4,242
270	Security	470	1.40	658
	Total Administration	5,577	2.28	12,708
300	Staff Housing			
310	Staff Housing	3,485	1.50	5,228
320	Staff Housing Support	550	1.40	770
	Total Staff Housing	4,035	1.49	5,998
400	MEDICAL AND BEHAVIORAL HEALTH SERVICES			
410	Medical	1,740	1.60	2,784
420	Behavioral Health	910	1.50	1,365
430	Health Services Support	1,370	1.60	2,192
440	Health Services Building Support	400	1.40	560
	Total Medical and Behavioral Health Services	4,420	1.56	6,901
460	FOOD SERVICE & LAUNDRY			
460	Food Service	8,460	1.25	10,575
470	Laundry	730	1.30	949
480	Food Service & Laundry Building Support	650	1.30	845
	Total Food Service & Laundry	9,840	1.26	12,369
500	EDUCATION			
510	Academic Education	4,640	1.30	6,032
520	Education Administration	1,590	1.35	2,147
530	Library	620	1.35	837
540	Vocational Education	4,620	1.35	6,237
550	Education/Vocational Building Support	750	1.40	1,050
	Total Education	12,220	1.33	16,303
580	RECREATION / MULTI-PURPOSE			
580	Recreation	9,240	1.25	11,550
590	Programs Building Support	500	1.40	700
	Total Recreation / Multi-Purpose	9,740	1.26	12,250
600	YOUTH HOUSING			
610	Youth Housing Pod	11,100	1.60	17,760
620	Youth Housing Unit Management	13,870	1.60	22,192
630	Youth Housing Support Spaces	800	1.40	1,120
650	Special Housing Pod	2,785	1.60	4,456
660	Special Housing Unit Management	1,890	1.60	3,024
670	Special Housing Support Spaces	800	1.40	1,120
	Total Youth Housing	24,970	1.64	41,072
700	FACILITY SERVICES			
710	Warehouse	6,450	1.20	7,740
720	Maintenance	3,268	1.30	4,248
730	Warehouse/ Maintenance Building Support	480	1.30	624
	Total Facility Services	10,198	1.24	12,612
TOTAL FACILITY BUILDING SQUARE FOOTAGE		81,000		120,212

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ADMINISTRATION					
Space Number	Space	Space Std.	Qty.	Total NSF	Comments
210.00	Public Access				
210.01	Entry Vestibule	80	1	80	
210.02	Lobby & Waiting	200	1	200	Display Cabinet, kiosks
210.03	Reception / information / screening	200	1	200	
210.04	Clean Waiting	200	1	200	
210.05	Lockers	25	1	25	12 12"x12" lockers
210.06	Visitor Restroom	60	2	120	Gender neutral, baby changing
210.07	Search	50	1	50	
210.08	Interview Room	100	1	100	
	Subtotal Net Area			975	
220.00	Administration				
220.01	Director	150	1	150	
220.02	Director of Security	150	1	150	
220.03	Campus Service Manager	120	1	120	
220.04	Administrative Asst/Secretary	64	4	256	
220.05	Coffee Area	50	1	50	
220.06	Conference Room	400	1	400	15-20 people
220.07	Restroom	60	2	120	Gender neutral
	Subtotal Net Area			1,246	
230.00	Staff Support				
230.01	Muster / Training Room	600	1	600	Counter with sink & storage below. Coffee maker
230.02	Locker Room	200	1	200	1/2 height lockers 150 total (Unassigned)
230.03	Changing Room	60	2	120	Gender Neutral, ADA
230.04	Staff Restroom	60	2	120	Gender Neutral, ADA
230.05	Staff Restroom with Shower	90	2	180	Gender Neutral, ADA
230.06	Mothering Room	80	1	80	Small ref., sink, Microwave, lockable storage
230.07	Staff Wellness Room	250	1	250	Cardio and Strength Eqpm.
	Subtotal Net Area			1,550	
240.00	Administration Building Support				
240.01	Workroom	120	1	120	
240.02	Storage	200	2	400	
240.03	Small Meeting Room	150	1	150	
240.04	Medium Meeting Room	350	1	350	
240.05	Break Room	350	1	350	kitchen wall, fridge, microwave, dishwasher, sink, coffee, water, ice
240.06	Intern/Light Duty/Volunteer	48	2	96	Workstation, distributed
240.07	Mechanical	150	1	150	
240.08	Electrical	100	1	100	
240.09	IT Room	300	1	300	
240.10	Security Electronics	100	1	100	
240.11	Security Computer Room	120	1	120	
240.12	Fire Control	120	1	120	
240.13	Janitor	50	1	50	Distributed
	Subtotal Net Area			1,036	
250.00	Intake				
250.01	Entry Sally Vestibule	80	1	80	
250.02	Staff Hub	150	1	150	
250.03	Interview Room	100	1	100	
250.04	Youth Restroom with Shower	80	1	80	Gender Neutral, ADA
250.05	Staff Restroom	60	1	60	Gender Neutral, ADA
250.06	Storage	100	1	100	
250.07	Issue	100	1	100	
250.08	Property	100	1	100	Temporary storage
	Subtotal Net Area			770	
260.00	Visiting				
260.01	Visiting Room	25	90	2,250	90 people
260.02	Special Visiting	240	2	480	family, parent, therapy, etc
260.03	Play Area	120	1	120	toys, books, alcove of visiting room
260.04	Youth Restroom	60	1	60	Gender Neutral, ADA
260.05	Visitor Restroom	60	2	120	Gender Neutral, ADA, baby changing station
	Subtotal Net Area			3,030	
270.00	Security				
270.01	Sally Vestibule	80	1	80	
270.02	Central Control	280	1	280	
270.03	Central Control Restroom	60	1	60	Gender Neutral, ADA
270.04	Storage	50	1	50	
	Subtotal Net Area			470	
Total Administration				6,047 NSF	

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Staff Housing					
Space Number	Space	Space Std.	Qty.	Total NSF	Comments
310.00	Staff Housing				
310.01	Sleeping Room	120	20	2,400	Single sleeping room
310.02	Staff Restroom with Shower	100	4	400	with shower - 2 ADA
310.03	Staff Lounge	300	1	300	Soft furniture, tables, small kitchenette
310.04	Janitor	35	1	35	
310.05	Patio	500	0.5	250	Partially Covered, Calculated at 50% for costing.
310.06	Linen Storage	100	1	100	
	Subtotal Net Area			3,485	
320.00	Staff Housing Support				
320.01	Vestibule	100	1	100	
320.02	Mechanical	250	1	250	
320.03	Electrical	100	1	100	
320.04	IT Room	100	1	100	
	Subtotal Net Area			550	
Staff Housing				4,035	

MEDICAL AND BEHAVIORAL HEALTH SERVICES					
Space Number	Space	Space Std.	Qty.	Total NSF	Comments
410.00	Medical				
410.01	Exam Room	120	1	120	with sink
410.02	Interview Room	100	2	200	meeting rooms, telemedicine
410.03	Future Use	150	1	150	OT, PT, other future services
410.04	Medication Room	150	1	150	with sink and storage
410.05	Nurses' Station	150	1	150	
410.06	Provider	150	1	150	office
410.07	Medical Records Office	200	1	200	
410.08	Lab	120	1	120	with sink and upper and lower cabinets
410.09	Dental	240	1	240	1 chair, equipment room, small lab alcove, with sink and upper and lower cabinets
410.10	Biohazard	40	1	40	with floor drain
410.11	Waiting	100	1	100	open seating
410.12	Youth Restroom	60	2	120	1 near lab
	Subtotal Net Area			1,740	
420.00	Behavioral Health				
420.01	MH Supervisor	120	1	120	
420.02	MH Clerk	100	1	100	
420.03	MH Interview Room	100	2	200	tele-health
420.04	MH Provider	120	2	240	
420.05	Counseling Room	250	1	250	8-10 people (somewhere on the campus - does not need to be at clinic)
	Subtotal Net Area			910	
430.00	Health Services Support				
430.01	Staff Conference/Break Room	250	1	250	
430.02	Staff Restroom	80	2	160	adjacent to break room, 1 with shower
430.03	Health Services Office Hub	360	1	360	office/workstation space for medical administration
430.04	Staff Lockers	100	1	100	1/2 height lockers adjacent to restroom area. Enclosed.
430.05	Storage	300	1	300	distributed
430.06	Janitor	50	1	50	
430.07	Sallyport	100	1	100	
430.08	Equipment alcove	50	1	50	
	Subtotal Net Area			1,370	
440.00	Health Services Building Support				
440.01	Mechanical	100	1	100	
440.02	Electrical	100	1	100	
440.03	IT Room	100	1	100	
440.04	Security	100	1	100	
	Subtotal Net Area			400	
Total Health Services				4,420 NSF	

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FOOD SERVICE & LAUNDRY					
Space Number	Space	Space Std.	Qty.	Total NSF	Comments
460.00	Food Service				
460.01	Dining	3,000	1	3,000	
460.02	Youth Restroom	60	2	120	
460.03	Food Service Classroom	500	1	500	
460.04	Culinary Arts	800	1	800	
460.05	Dishwashing	450	1	450	
460.06	Kitchen	1,000	1	1,000	
460.07	Staff Office	140	2	280	
460.08	Staff Restroom	60	1	60	
460.09	Janitor Closet	50	1	50	
460.10	Dry Storage	1,000	1	1,000	
460.11	Cooler/Freezer	600	2	1,200	
	Subtotal Net Area			8,460	
470.00	Laundry				
470.01	Laundry Room	650	1	650	
470.02	Chemical Storage	80	1	80	
	Subtotal Net Area			730	
480.00	Food Service & Laundry Building Support				
480.01	Mechanical	300	1	300	
480.02	Electrical	100	1	100	
480.03	Telecom	100	1	100	
480.04	Security	100	1	100	
480.05	Janitor	50	1	50	
	Subtotal Net Area			650	
Total Food Service & Laundry				9,840 NSF	

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EDUCATION					
Space Number	Space	Space Std.	Qty.	Total NSF	Comments
510.00	Academic Education				
510.01	Academic Classroom (10 students+staff)	600	6	3,600	with lockable storage cabinets. Includes college classroom
510.02	Regulation Room	100	4	400	One per 2 classrooms + 1 not associated with a specific classroom
510.03	Media Lab	400	1	400	recording and processing areas
510.04	Student Restroom	60	4	240	
	Subtotal Net Area			4,640	
520.00	Education Administration				
520.01	Principal	150	1	150	
520.02	Teachers Hub	400	1	400	
520.03	Secretary/Admin	64	2	128	with teacher's hub, 1 future/volunteer
520.04	Small Meeting Room	150	1	150	
520.05	Storage	100	3	300	
520.06	Staff Restroom	60	2	120	
520.07	Work Room	120	1	120	copier, storage in cabinets with uppers and lowers
520.08	Books/Supplies	200	1	200	
520.09	Resource Room	300	3	900	Literacy classroom, resource pull out, career prep
520.10	Break Room	250	1	250	also staff conference room
	Subtotal Net Area			1,590	
530.00	Library				
530.01	Library/Media	500	1	500	
530.02	Library Work Room	120	1	120	
	Subtotal Net Area			620	
540.00	Vocational Education				
540.01	Vocational Lab (15 Students)	1,500	1	1,500	
540.02	Vocational Lab (15 Students)	2,200	1	2,200	
540.03	Breakout Classroom	500	1	500	Shared between labs
540.04	Youth Restroom	60	2	120	
540.05	Lab Storage	150	2	300	Tool storage within this area
	Subtotal Net Area			4,620	
550.00	Education/Vocational Building Support				
550.01	Mechanical	300	1	300	
550.02	Electrical	150	1	150	
550.03	IT Room	100	1	100	
550.04	Security	100	1	100	
550.05	Search Room	50	1	50	
550.06	Janitor's Closet	50	1	50	
	Subtotal Net Area			750	
Total Education				12,220	NSF

Recreation / Multi-Purpose					
Space Number	Space	Space Std.	Qty.	Total NSF	Comments
580.00	Recreation				
580.01	Gymnasium	8,000	1	8,000	w/ b-ball hoops, incl. exercise area
580.02	Hobby / Arts & Crafts	400	1	400	sink and lockable storage cabinets
580.03	Arts and Crafts Storage	80	1	80	
580.04	Youth Restroom	280	1	280	Toilet, Urinal, Lavs
580.05	Recreation Office	120	1	120	
580.06	Recreation Storage	250	1	250	
580.07	Staff Restroom	60	1	60	ADA
580.08	Janitor	50	1	50	
	Subtotal Net Area			9,240	
590.00	Programs Building Support				
590.01	Mechanical	200	1	200	
590.02	Electrical	100	1	100	
590.03	Security	100	1	100	
590.04	IT Room	100	1	100	
	Subtotal Net Area			500	
Total Recreation / Multi-Purpose				9,740	NSF

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YOUTH HOUSING					
Space Number	Space	Space Std.	Qty.	Total NSF	Comments
610.00	Youth Housing Pod				
610.01	Sleeping Area	64	10	640	low partitions cubicles
610.02	Restroom	250	1	250	2 showers, 2 toilet, 2 lavs, 1 urinal, 1 of each ADA
610.03	Living Room	80	10	800	soft furniture, tables, TV, small kitchenette
610.04	Janitor	25	1	25	
610.05	Laundry	120	1	120	2W 2D (1 set stacked)
610.06	Outdoor Recreation	800	0.5	400	Partially Covered, Calculated at 50% for costing. Off living space.
610.07	Linen Storage	100	1	100	
610.08	Multipurpose Room	440	1	440	with sink
	Subtotal Net Area per Pod			2,775	10 beds
	Number of Pods			4	
	Subtotal Net Area			11,100	40 beds
620.00	Youth Housing Unit Management				
620.01	Sally Vestibule	150	1	150	
620.02	Housing Storage	150	1	150	
620.03	Staging Alcove	100	1	100	
620.04	Interview Room	100	2	200	
620.05	Unit Management Open Office	240	1	240	
620.06	SDPO	120	2	240	1 future
620.07	Counseling/Case Worker	120	2	240	
620.08	Multipurpose Room	450	1	450	14 Capacity
620.09	Medication Distribution	80	1	80	
620.10	Staff Toilet	60	2	120	
	Subtotal Net Area			1,970	
630.00	Youth Housing Support Spaces				
630.01	Security	100	1	100	
630.02	Mechanical	400	1	400	
630.03	Electrical	200	1	200	
630.04	IT Room	100	1	100	
	Subtotal Net Area			800	
Total Youth Housing				13,870	40 beds

YOUTH HOUSING					
Space Number	Space	Space Std.	Qty.	Total NSF	Comments
650.00	Special Housing Pod				
650.01	Sleeping Room	80	10	800	Dry sleeping rooms
650.02	Restroom	250	1	250	2 showers, 2 toilet, 2 lavs, 1 urinal, 1 of each ADA
650.03	Living Room	80	10	800	soft furniture, tables, TV, small kitchenette
660.08	Janitor	25	1	25	
660.09	Laundry	120	1	120	2W 2D (1 set stacked)
660.10	Outdoor Recreation	500	0.5	250	Partially Covered, Calculated at 50% for costing. Off living space.
660.11	Linen Storage	100	1	100	
660.12	Multipurpose Room	440	1	440	with sink
	Subtotal Net Area per Pod			2,785	10 beds
	Number of Pods			1	
	Subtotal Net Area			2,785	10 beds
660.00	Special Housing Unit Management				
660.01	Sally Vestibule	150	1	150	
660.02	Housing Storage	150	1	150	
660.03	Staging Alcove	100	1	100	
660.04	Interview Room	100	2	200	
660.05	Unit Management Open Office	240	1	240	
660.06	Office	120	2	240	1 future
660.07	Counseling/Case Worker	120	2	240	
660.08	Multipurpose Room	450	1	450	14 Capacity
660.09	Staff Toilet	60	2	120	
	Subtotal Net Area			1,890	
670.00	Special Housing Support Spaces				
670.01	Security	100	1	100	
670.02	Mechanical	400	1	400	
670.03	Electrical	200	1	200	
670.04	IT Room	100	1	100	
	Subtotal Net Area			800	
Total Special Housing				5,475	10 beds

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FACILITY SERVICES					
Space Number	Space	Space Std.	Qty.	Total NSF	Comments
710.00	Warehouse				
710.01	High Bay Storage	3,000	1	3,000	
710.02	Office	240	1	240	
710.03	Staff Restroom	60	1	60	
710.04	Secure Storage	250	1	250	
710.05	Cooler	800	1	800	
710.06	Freezer	800	1	800	
710.07	Forklift/Pallet Jack Charging Station	100	1	100	
710.08	Grounds Equipment	600	1	600	
710.09	Recycling	600	1	600	
	Subtotal Net Area			6,450	
720.00	Maintenance				
720.01	Physical Plant Manager	150	1	150	
720.02	Open Office Area	64	2	128	workstation
720.03	Files/Work Room	120	1	120	
720.04	Shop	1,000	2	2,000	
720.05	General Storage	500	1	500	
720.06	Secure Tool Storage	200	1	200	incl. secure cage
720.07	Janitor	50	1	50	
720.08	Staff Restroom	60	2	120	
	Subtotal Net Area			3,268	
730.00	Warehouse/ Maintenance Building Support				
730.01	Mechanical	200	1	200	
730.02	Electrical	160	1	160	
730.03	IT Room	60	1	60	
730.04	Security	60	1	60	
	Subtotal Net Area			480	
Total Facility Services				10,198 NSF	

DRAFT

Attachment C
Evaluative Criteria

Evaluation Criteria Programmatic Suitability

Housing/Unit Size – *The preference is to house youth in small housing units of 10 and no more than 12 with contiguous living space (dayroom) & toilet/shower facilities; Two units may be twinned and share support services as at Campus Kilpatrick. Large open dormitories are not believed to be appropriate and if dormitories are used, individual cubicles should be provided; Based on a preliminary review of the existing camp dormitory the model program is based on a housing building capacity of 40 beds comprised of 4 – 10 bed units.*

- **Green** – Proposed location provides small living units of 10 single rooms with the possibility to share support services.
- **Yellow** – Proposed location would require minor renovations to provide 10 bed living units with shared support, either in single rooms or individual cubicles.
- **Orange** – Proposed location will require extensive renovations or new construction of new housing to accommodate housing model.
- **Red** – Housing model cannot reasonably be accommodated due to facility or site limitations, or it is cost prohibitive;

Housing Unit – Ablutions/Toilet Facilities – *The planned housing model stresses the importance of privacy, human dignity and full PREA compliance, which requires individual partitions for toilet and shower activities, toilet facilities*

- **Green** – Shower/toilet facilities are available for each 10-bed unit for privacy and individual human dignity.
- **Yellow** – Shower/toilet core can be adapted with renovations or additions to reflect desired level of privacy while maintaining safety & security.
- **Orange** – Proposed location will require extensive renovations or new construction of new housing to be adapted to reflect desired level of privacy while maintaining safety & security.
- **Red** – Requirement for appropriate ablutions/toilet facilities cannot be met due to facility or site limitations or cost is prohibitive

Housing Unit – Support Space – *Housing will include shared support functions including Unit Management, Counseling, Mental health Specialists, Program Room & quiet/Respite Rooms.*

- **Green** – Available housing has adequate support space for program/support functions.
- **Yellow** – Facilities are adaptable with minimum renovations to provide program/support space required for the program.
- **Orange** – Facility will require extensive renovations or new construction of new housing to provide required support space.
- **Red** – Requirement for program/support space cannot be met due to facility or site limitations or cost is prohibitive;

Evaluation Criteria Programmatic Suitability – (cont'd)

Housing Unit – Single Rooms for Dormitory Facilities – *If a proposed location is adapted based on a dormitory model some single housing will still be required for assessment, classification, and special housing for youth assessed as not suitable for housing in a dormitory environment.*

- **Green** – Single room housing is available at the proposed location in addition to dormitory housing.
- **Yellow** – Existing space can be adapted for single room housing with minimal renovations.
- **Orange** – Proposed location will require extensive renovations or new construction of new housing to provide single room housing.
- **Red** – Requirement for single room housing cannot be met due to facility or site limitations or cost is prohibitive;

Housing Unit – Outdoor Courtyard – *Each housing unit is planned to have access to a small, fenced courtyard or "Backyard" for recreation and therapeutic programs visible from the housing unit common area for day, evening, and weekend use as a supplement to common facilities.*

- **Green** – Easily visible Fenced courtyard can easily be provided at existing available housing.
- **Yellow** – Provision of fenced courtyard with visibility from the common area can be provided with minimal renovations.
- **Orange** – Proposed location will require extensive renovations or new construction of new housing to provide required outdoor courtyard with visibility from common area of housing unit.
- **Red** – Requirement for easily visible fenced courtyard cannot be met due to facility or site limitations or cost is prohibitive;

Housing – Security Envelope – *It is anticipated that generally housing units will be secured and locked at night and at other times as appropriate to safety and security requirements; egress when locked will be controlled by card key with override and release capabilities by Central Control.*

- **Green** – Proposed location meets appropriate code requirements (I-3) and security construction (windows, doors & building construction) and is readily adaptable to planned security operational approach.
- **Yellow** – Proposed location does not meet I-3 construction requirements and has generally secure perimeter with staff supervision and can be adapted to emergency release when in a fire alarm state with minimal renovations.
- **Orange** – Proposed location will require extensive renovations or new construction of new housing to provide requisite security construction and management capabilities.
- **Red** – Requirement for confinement cannot be met due to facility or site limitations or cost is prohibitive;

Evaluation Criteria Programmatic Suitability – (cont'd)

Housing – Future Expansion – *Absent a consensus on total need, the initial program is based on a minimum capacity of 40 beds, which was an initial assessment of what could be accommodated in an existing camp dormitory building. Current male population at DJJ is 157 beds, which with a 15% factor for classification to 180 beds. As noted elsewhere in this report, it is imperative that over the next 12 months that a consensus is reached on what the capacity need may be based on both increased diversion and community placement and the potential for a successful program to result in an increase in SYTF commitments. This criterion considers whether or not the facility being evaluated allows for flexibility in terms of total need.*

- **Green** – Proposed location has capacity for future expansion if needed while maintaining small group living and programming, including program and support services.
- **Yellow** – Proposed location has limited capacity for expansion e.g., twinning two camps and would require the adaptation of additional facilities.
- **Orange** – Proposed location will require extensive renovations or new construction to accommodate expansion.
- **Red** – Potential expansion is limited due to facility or site limitations, or cost is prohibitive;

Medical Services – *It is preferred that medical and dental services be available on site and 24/7 to limit transportation needs for this population. Medical should include short term infirmity beds as well.*

- **Green** – Proposed location provides full service medical and dental services and infirmity capacity, or is immediately available e.g., “twinning” camps.
- **Yellow** – Full service medical and dental services could be provided via renovation of available space. Infirmity space available at juvenile hall located within an hour’s drive of the Proposed location.
- **Orange** – Proposed location will require extensive renovations or new construction to provide full service medical facilities; Infirmity space available at juvenile hall located within an hour’s drive of the Proposed location.
- **Red** – Potential expansion to full service medical facilities is limited due to facility or site limitations or cost is prohibitive;

Behavioral Health Staffing – *It is anticipated that in addition to probation counselors that County Mental Health will be working with youth at the SYTF as part of the overall continuum care and efforts to move them from secure confinement to step-down facilities and finally to community re-entry facilities.*

- **Green** – Adequate office space is available both on the housing unit and centrally to accommodate a robust County Mental Health presence.
- **Yellow** – Space is available in existing buildings which could be renovated to accommodate Mental Health professionals and group treatment.
- **Orange** – Proposed location will require extensive renovations, new construction, or provision of modular facilities to accommodate Behavioral Health staff.
- **Red** – Potential expansion to full service medical facilities is limited due to facility or site limitations or cost is prohibitive;

Evaluation Criteria Programmatic Suitability – (cont'd)

Academic, CTE, & Career Prep - The program needs of the Projected SYTF population are significantly different from the current detention and camp population. Many will already have their high school diploma and the education program as programmed should provide for community college programs, CTE/vocational programs – including programs targeted at a certificate to aid in employment, and general career preparation. Vocational program space ideally is flexible and allows for a wide range of programs - automotive and construction trades, to media production, cosmetology, culinary arts, as well as tabletop type programs. Additionally, provisions should be made for art, music, and group events – graduations, performances, lectures etc. The idealized program currently provides the following based on an estimated service population of 40 youth – 6 classrooms, 2 large flexible CTE spaces, library/media center, and space for staff. (See **"Potential Interim & Future Long-Term Solution"** under Other Considerations for evaluation related to potential higher population.)

- **Green** – Adequate space is available to accommodate the ideal program.
- **Yellow** – Space is available in existing buildings which could be renovated to accommodate the projected program.
- **Orange** – Proposed location will require extensive renovations, or new construction to accommodate the projected program or space available limits the ability to fully accommodate the program.
- **Red** – Ability to accommodate the program is limited due to facility or site limitations or cost is prohibitive;

Recreation - The program includes a wide range of recreational activities as part of the therapeutic program. Indoor facilities should include a full gymnasium that could double as an assembly/performance space, hobby/art rooms, music room and staff facilities. Exterior spaces should include a multi-purpose field large enough to accommodate soccer and softball, basketball and volleyball courts, a fitness course, and a swimming pool.

- **Green** – Proposed location can fully accommodate the recreational program with the potential for multiple activities to occur concurrently.
- **Yellow** – Exterior program space can be accommodated, and space is available via renovations to meet additional indoor requirements.
- **Orange** – Exterior program space can be accommodated, but extensive renovations, or new construction will be required to accommodate the indoor projected program.
- **Red** – Ability to accommodate the program is limited due to facility or site limitations or cost is prohibitive;

Visiting – Maintaining family contacts is an important aspect of re-entry and reintegration and one of the benefits of housing the SYTF population in their home counties. Additionally visiting facilities can include group rooms for wrap around family counseling as youth transition from the SYTF to a less secure facility or the community. Additionally, many of the youth may have children of their own and in addition to maintaining parental involvement it provides an opportunity for parenting counseling as well.

- **Green** – Proposed location has a program compliant visiting center with both indoor and outdoor visiting facilities, group rooms and amenities for youth and visitors.
- **Yellow** – Space is available to create a visiting center with minimal renovations or a multi-purpose space such as dining could be adapted as a visiting center.
- **Orange** – Extensive renovations, or new construction will be required to provide program compliant visiting facilities.
- **Red** – Ability to accommodate an appropriate visiting center is limited due to facility or site limitations or cost is prohibitive;

Evaluation Criteria Programmatic Suitability – (cont'd)

Food Service/Dining – Most of the existing facilities have adequate kitchens, however dining varies. At most of the smaller camps there is a central dining hall. At the Juvenile Hall sites, Challenger and Dorothy Kirby youth dine in their respective housing units. Central Dining is viewed as part of creating a more normalized environment and encouraging positive socialization among youth.

- **Green** – Proposed location has adequate kitchen and central dining facilities.
- **Yellow** – Space is available to be repurposed for central dining with minimum renovations.
- **Orange** – Extensive renovations, or new construction will be required to accommodate central dining.
- **Red** – Ability to accommodate central dining is limited due to facility or site limitations or cost is prohibitive;

Administrative/Probation Treatment/Counseling Staff – Over the past several years there has been a significant increase in probation staffing as part of implementing a therapeutic trauma responsive program. Facilities constructed in the 1960's and 70's were not planned with this staffing model in mind.

- **Green** – Proposed location has adequate office space in central administration building or modular additions to accommodate increased staffing levels.
- **Yellow** – Space is available to be repurposed to accommodate higher staffing levels.
- **Orange** – Extensive renovations, new construction or modular facilities will be required to accommodate administrative and probation treatment staff.
- **Red** – Ability to accommodate adequate staff offices is limited due to facility or site limitations or cost is prohibitive;

Staff Services/Staff Housing – The more remote camps are staffed on a three on four off basis with on-site sleeping quarters. Additionally, typically space is provided for shift briefings, physical fitness, and lockers/showers for day staff as well.

- **Green** – Proposed location has adequate space for staff services and sleeping quarters.
- **Yellow** – Space is available to be repurposed to accommodate additional need for staff housing.
- **Orange** – Extensive renovations, new construction or modular facilities will be required to provide adequate staff housing.
- **Red** – Ability to accommodate staff housing is limited due to facility or site limitations or cost is prohibitive.

Perimeter Security – The SYTF is intended to be a secure facility. The goal is to secure the perimeter, in an unobtrusive manner consistent with providing a normative environment as envisioned by the Los Angeles Model and is representative of safety and security to the public.

- **Green** – Proposed location is primarily secured with walls with appropriate sallyports for pedestrian and service access with camera coverage and detection and limited use of obtrusive security measures such as razor ribbon.
- **Yellow** – Proposed location is secured including sallyports but would require minor upgrades for cameras, detection, or removal of obtrusive feature.
- **Orange** – Proposed location would require major upgrades including replacement of a portion of the perimeter to meet perimeter security requirements in an unobtrusive manner.
- **Red** – Ability to upgrade the perimeter is limited due to site configuration, environmental concerns or is cost prohibitive.

Evaluation Criteria Locational Factors

Compatibility With Surrounding Development – A critical issue to the public in siting the SYTF will be compatibility with surrounding development.

- **Green** – Proposed location has minimum of ¼ mile open space buffer – park land or nature preserve on all sides. No major or dense residential development within ¼ mile.
- **Yellow** – Proposed location has minimum of open space buffer – park land or nature preserve or non-residential development immediately adjacent the property and is compatible with surrounding development. Residential development within a ¼ mile on only two of four sides.
- **Orange** – Limited buffer to surrounding uses and residential development on all four sides
- **Red** – Common property line with residential development on all four sides.

Public Access – *Involvement of the family – both parents of youth and maintaining contact with the children of youth is an important consideration in locating the SYTF. Maintaining family contacts and planning for re-entry from day one through step-down to less secure and community facilities is an important aspect of current planning for Juvenile Justice Reimagined.*

- **Green** – Proposed location is easily accessible from all parts of the county via freeways and no more than a 45-minute drive from downtown Los Angeles and adequate parking is available for visitors. Public transit is located within 1 mile of the proposed location.
- **Yellow** – Proposed location is accessible from all parts of the county via freeways and no more than a 60-minute drive from downtown Los Angeles and adequate parking is available for visitors. Public transit is located within over 1 1/2 miles of the proposed location.
- **Orange** – Proposed location requires use of secondary roads or traversing congested area, limited parking or not easily accessible via public transit.
- **Red** – Proposed location would require special provisions such as county or contracted shuttle services to facilitate visiting in lieu of public transit.

Proximity to Support in Case of Operational Emergency – *In case of a major event at the facility that requires additional support it is important that support be readily available. Moreover, in order of priority support should first come from probation staff trained to work with youth and de-escalate the situation, with other county staff as secondary back-up and lastly back-up from a non-county agency (local police or highway patrol).*

- **Green** – Probation back-up personnel are available within 15 minutes from an adjacent facility or field office.
- **Yellow** – back-up is available from a neighboring Sheriff's Substation within 15 minutes.
- **Orange** – Back up is available from a non-county agency (highway patrol or local police) within 15 minutes.
- **Red** – No back-up personnel are located within 15 minutes of the proposed location.

Evaluation Criteria Locational Factors – (cont'd)

Proximity to Emergency Services – Access for fire and ambulance services are also a critical support services consideration for youth and staff alike.

- **Green** – Fire & ambulance services available within 10 minutes of proposed location; driving time to nearest hospital or juvenile hall with infirmary services is 15 minutes or less.
- **Yellow** – Fire & ambulance services available within 15 minutes of proposed location; driving time to nearest hospital or juvenile hall with infirmary services is 20 minutes or less.
- **Orange** – Fire & ambulance services available within 20 minutes of proposed location; driving time to nearest hospital or juvenile hall with infirmary services is 20 minutes or less.
- **Red** – Fire & ambulance services are not available within 20 minutes of proposed; driving time to nearest hospital or juvenile hall with infirmary services is greater than 20 minutes.

Proximity to Urban Center – Probation relies on contracted services, community-based organizations, and faith-based organizations for providing both services and programs for the youth population.

- **Green** – Driving time to a major urban center with a range of services available is 20 minutes or less.
- **Yellow** – Driving time to a major urban center with a range of services available is 20 – 30 minutes.
- **Orange** – Driving time to a major urban center with a range of services available is 30-45 minutes.
- **Red** – Driving time to a major urban center with a range of services available is greater than 45 minutes.

Proximity to Community Colleges – As previously noted the educational needs of the SYTF population differ significantly with the current detention and commitment population and will require more extensive post-secondary programs. Additionally, where possible, career preparation programs which provide a certificate to aid in employment upon return to the community are an important element of the transition/re-entry program. Additionally, as part of transition it is possible that at some point in time youth would be given a pass to attend classes on campus.

- **Green** – Driving time to a Community College is 20 minutes or less and remote learning is available.
- **Yellow** – Driving time to a Community College is 20 – 30 minutes and remote learning is available.
- **Orange** – Driving time to a Community College is 30 - 45 minutes and remote learning is available.
- **Red** – Driving time to a Community College is over 45 minutes and remote learning is not available.

Proximity to Vocational Schools – Potential to engage community vocational schools in providing programs is another potential asset to serve the educational needs of the SYTF population. Additionally, where possible, career preparation programs which provide a certificate to aid in employment upon return to the community are an important element of the transition/re-entry program. Additionally, as part of transition it is possible that at some point in time youth would be given a pass to attend classes on at community vocational schools.

- **Green** – Driving time to a Vocational School is 20 minutes or less and remote learning is available.
- **Yellow** – Driving time to a Vocational School is 20 – 30 minutes and remote learning is available.
- **Orange** – Driving time to a Vocational School is 30 - 45 minutes and remote learning is available.
- **Red** – Driving time to a Vocational School is over 45 minutes and remote learning is available.

Evaluation Criteria Locational Factors – (cont'd)

Proximity to Current Staff Residences/Urban Area – *The remoteness of many of the camp locations has resulted in a work schedule based on 3 days on/4 days off with staff sleeping on site as previously noted. Generally, this means two 16 hour shifts and one 8-hour shift. As has been discussed recently, best practices favor a maximum of 8 hour shifts to allow for respite and recharging in working with the youth population.*

- **Green** – Proposed location currently operates on an 8-hour shift based on location.
- **Yellow** – Proposed location is in proximity to staff residences and urban areas that may foster a movement to 8-hour shifts in the future for the entire staff.
- **Orange** – Proposed location is in proximity to staff residences and urban areas that may foster a movement to 8-hour shifts in the future for a greater portion of the staff.
- **Red** – Probable that based on location and available housing/potential employees that facility will remain on a 3 on 4 off schedule.

Evaluation Criteria Other Factors

Representative of the Los Angeles Model – *The Los Angeles Model is based on providing a normative, non-institutional model that reflects residential model. Campus Kilpatrick is the first physical manifestation of the model as a campus of small living units with a residential scale and a community feel.*

- **Green** – Facility reflects normative environment with unobtrusive security measures.
- **Yellow** – Physically the facility reflects a camp or normative environment but may require adjustments to allow for security but remove institutional features such as razor ribbon and internal fencing.
- **Orange** – Facility is built more to an institutional scale but could be improved by removal of extraneous fencing and securing the perimeter without excessive razor ribbon etc.
- **Red** – Facility is hardened and institutional and would require extensive renovations to reduce the institutional character.

Deferred Maintenance – *All facilities will require some level of upgrade/general refresh. Some facilities, however, have significant deferred maintenance/investments that should be made prior to occupancy. Evaluation is based both on information gathered during the on-site visits and discussion and information included in the CEO County-wide facility assessment.*

- **Green** – No deferred maintenance.
- **Yellow** – Deferred maintenance required, partially funded or underway.
- **Orange** – Deferred maintenance required, not funded not underway.
- **Red** – Significant deferred maintenance required (e.g., extensive underground utility work).

Evaluation Criteria Other Factors– (cont'd)

Comparative Cost of Adaptation – While the development of detailed cost estimates is beyond the scope of this study and will be developed if needed after the top-ranked options are determined by Probation the following scale was developed to allow cost to be a consideration.

- **Green** – Cost generally limited to refresh for new occupancy (paint, some construction softer furnishings).
- **Yellow** – Some renovations required to meet programmatic requirements.
- **Orange** – New construction required to meet programmatic requirements.
- **Red** – Major construction needed to meet programmatic goals and to change character of facility

Comparative Time to Occupancy – Similarly while implementation plans or schedules were not developed, the following scale was developed to allow time-to-occupancy to be a consideration.

- **Green** – Relatively short time-to-occupancy 6 months +/-, with potential for phasing.
- **Yellow** – Slightly extended time to occupancy (design & construction) 12 months +/- with potential for phasing.
- **Orange** – Potential longer schedule due to design, approvals & construction – 18 months+/- with potential for phasing.
- **Red** – Major construction requiring over 18 months to occupancy

Competing Use/Development Plans – Identifies if there are potentially competing development plans for the proposed location.

- **Green** – No competing development.
- **Yellow** – Other programs currently identified for the proposed location.
- **Orange** – Other programs currently operating at the proposed location.
- **Red** – Other programs currently operating at the proposed location and no alternative location can be determined.

Resiliency – Over the past several years, Probation has had to evacuate facilities due to the threat of fire. Most camps are located in potential fire zones and others have adjacent flood plains. This criterion considers the potential level of hazard and at potential location and any limitations on access.

- **Green** – Low to moderate hazard, multiple points of access to potential location.
- **Yellow** – Low to moderate hazard, single extended access to potential location.
- **Orange** – Greater than moderate hazard, multiple points of access to potential location.
- **Red** – Greater than moderate hazard, single extended access to potential location.

Potential Interim & Future Long-Term Solution – Considers the potential to occupy the facility on an interim basis and then reconstruct it over time based on final determination of need and program.

- **Green** – Proposed location is capable of housing ultimate capacity as currently envisioned and accommodate phased reconstruction.
- **Yellow** – Site could act as an interim resource and eventually be returned to use as commitment camp if a more permanent solution is identified.
- **Orange** – Significant investment would be required to utilize as interim or long-term solution.
- **Red** – Proposed location is capable of housing interim capacity needs but cannot accommodate an increase in capacity and cannot accommodate phased reconstruction.