



JJCC-JJRBG – Planning Update SYTF Planning

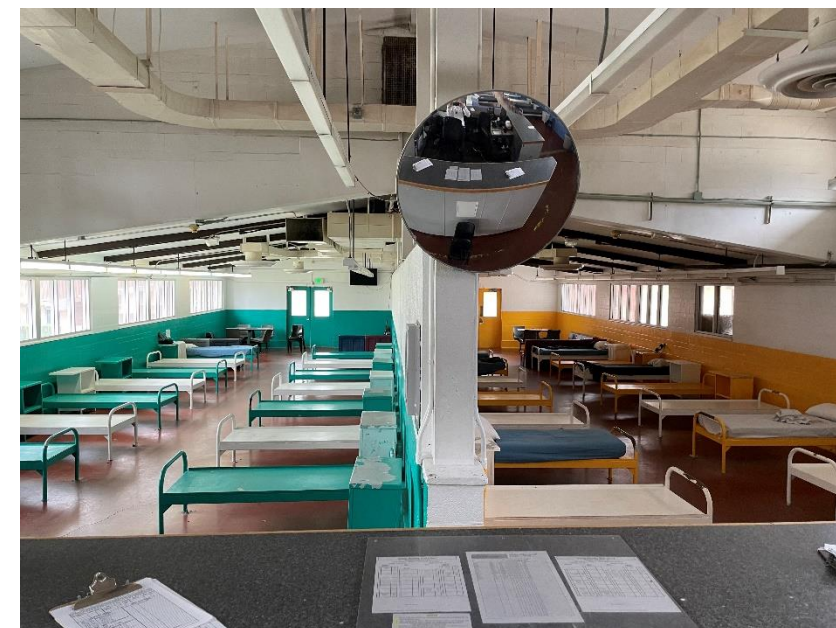
Evaluation Criteria – Approach

- **Facilities Under Consideration**

- Dorothy Kirby Center
- Campus Kilpatrick
- Camp Glen Rockey
- Camp Afflerbaugh
- Camp Joseph Paige
- Challenger Memorial Youth Center
- Joseph Scott
- Camp Kenyon Scudder
- Barry J Nidorf Juvenile Hall
- Central Juvenile Hall
- Los Padrinos Juvenile Hall

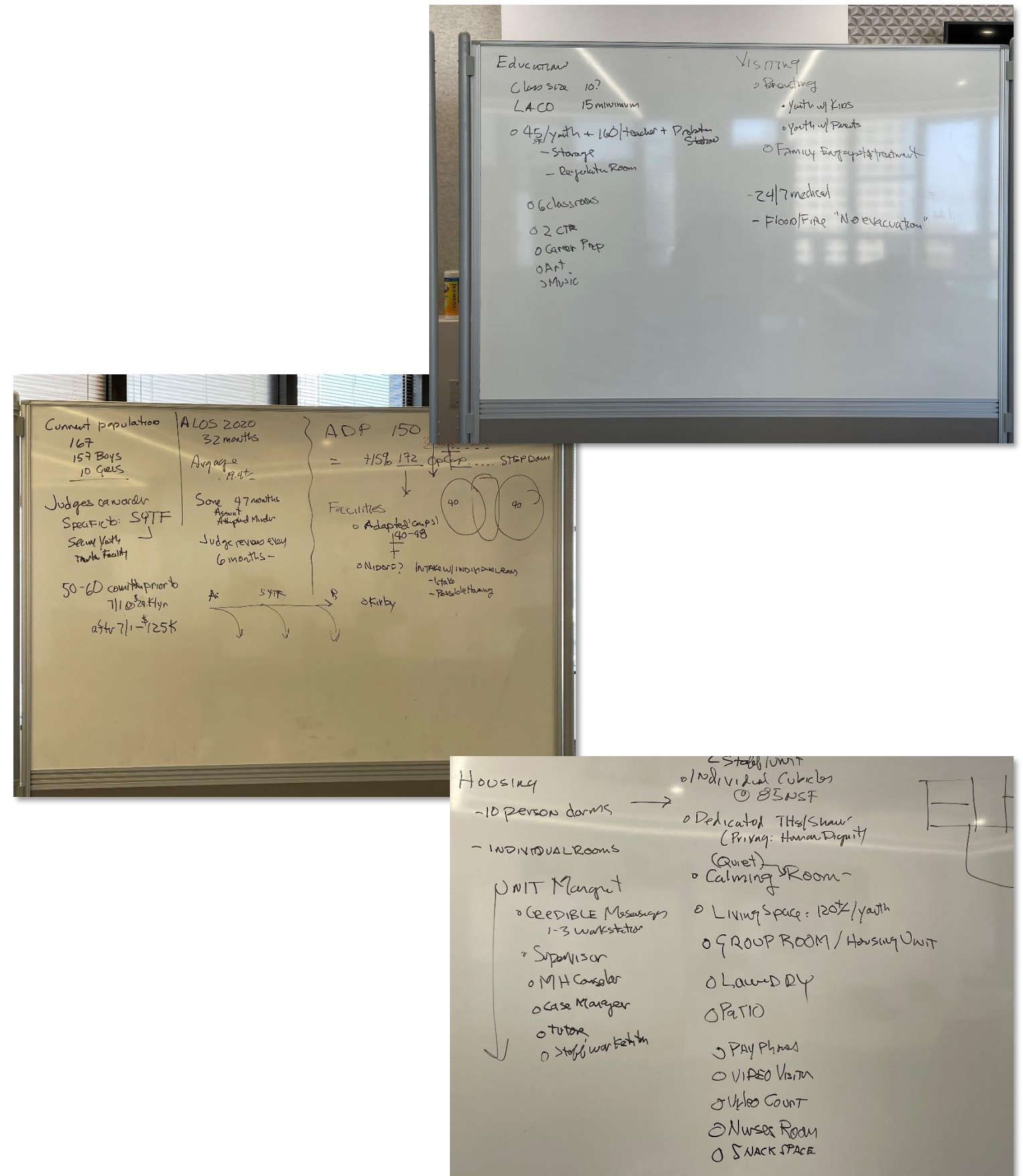
- **Work Completed**

- Site Visits
- Comprehensive Review of Available Information
- Spatial/Program Review Campus Kilpatrick
- Development of Ideal Program
- Test Fit – Adaptation of Typical Campus Dormitory to LA Model/Ideal Program
- Development of Preliminary Criteria
- Review of Campus Kilpatrick Enhancements



Idealized Program

- Framework for idealized program
 - JJCC-JJRBG meeting 8/3/21 announced “score card” consultation and sought members input regarding scoring criteria
 - Alignment with Youth Justice Reimagined
 - Focused on principles of LA Model - Small Group Therapeutic Treatment
 - Lessons learned from Campus Kilpatrick
- Concepts in Idealized Program are the basis for evaluation of potential locations



Idealized Program

- Key considerations of the program
 - Single Rooms Preferred – but if a dormitory model provide individual cubicles, but some single rooms will be required
 - Housing Units of 10 or no more than 12 youth
 - Treatment staff located on the unit
 - Robust Academic, Community College and CTE Program
 - Indoor & Outdoor Recreation
 - Visiting Center with provisions for family related services
 - Art, Music and a range of therapeutic activities
 - 24/7 Medical/Mental Health
 - Robust staff facilities – administration, staff support & where required housing
 - Full Support facilities
- Concepts in Idealized Program are the basis for evaluation of potential locations

PROGRAM SUMMARY

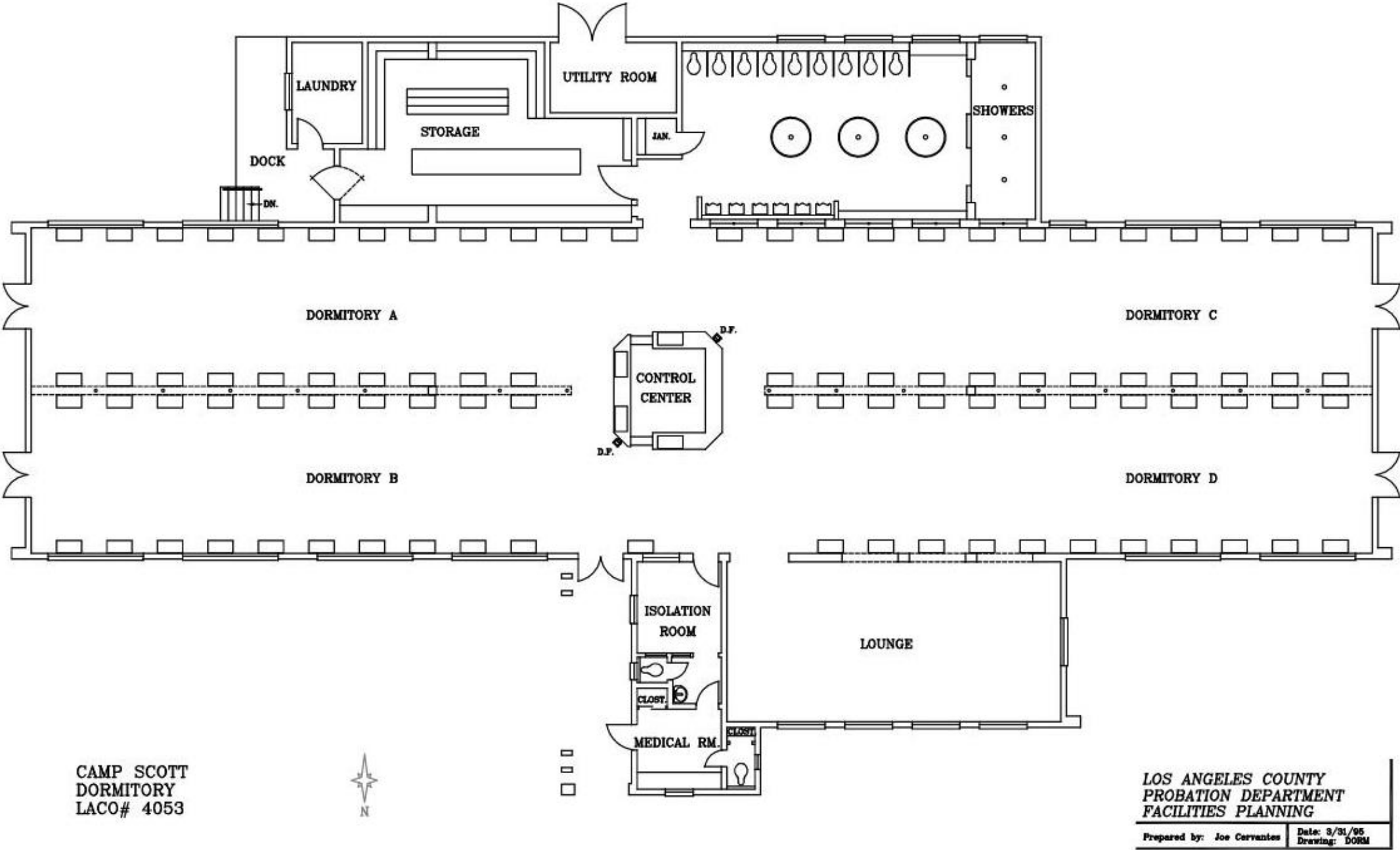
#	Component	Net SF	Grossing Factor	Gross SF
200	ADMINISTRATION			
210	Public Access	975	1.40	1,365
220	Administration	1,246	1.40	1,744
230	Staff Support	1,550	1.40	2,170
240	Administration Building Support	1,036	1.40	1,450
250	Intake	770	1.40	1,078
260	Visiting	3,030	1.40	4,242
270	Security	470	1.40	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 Service	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

Idealized Program

- Key Planning issues for consideration:
 - Consensus on projected need:
 - Currently 167 Youth at JJC
 - At current commitment rate (all time low) and ALOS 3-year population 126
 - Potential for reduction via transfer to community alternatives
 - Potential for increase if treatment program successful
- Should there be a consensus among stakeholders as basis for long-term planning?
- What is the ideal long-term solution for the SYTF population??
- Should we consider an interim solution while we develop a long-term solution??
- If greater capacity is needed should it be multiple smaller facilities or larger campus???

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Test fit - Adaptation of Typical Camp Dormitory



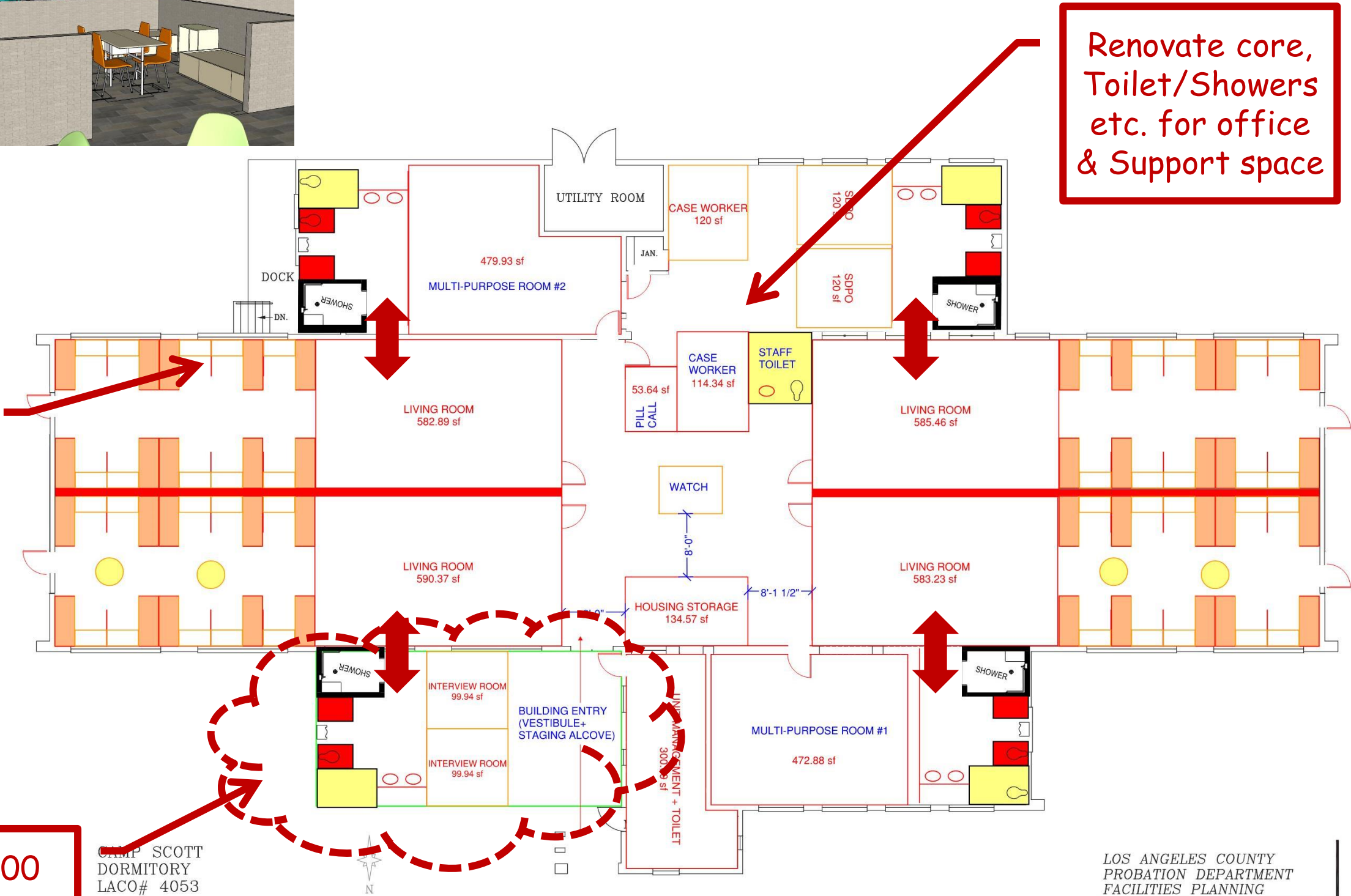
Test fit - Adaptation of Typical Camp Dormitory



Subdivide into 4 - 10 bed living units

- Full-height subdivision partitions
- Sleeping Cubicles
- Individual Wet cores
- Integral Living Room

Addition 600 SF +/-c



Evaluation Criteria – Approach

- Three areas of Criteria
 - Programmatic Suitability
 - Locational Considerations
 - Other Factors
- Graphic Comparison of how well does each potential location respond “Traffic-Light” Chart
 - Green** – Fully Responsive
 - Yellow** – Mostly Responsive/
Limited Improvements Required
 - Orange** – Mostly Non-Responsive/
Significant Improvements Required
 - Red** – Not Responsive

Example only of “Traffic-Light” Summary of Evaluation

EVALUATION CRITERIA	Option 1 Interim Split Detention/ Maintain West Easton/ 768 Bed New IRC at New Site	Option 2 Interim Split Detention/ Work Release Downtown/ 768 Bed New IRC at New Site	Option 3 Permanent Split Detention/ Work Release Downtown/ 768 Bed New IRC at New Site	Option 4 Consolidated Detention/ Acquire West Easton/ 768 Bed New IRC at New Site	Option 5 Consolidated Detention including Work Release/ 960 Bed New IRC at New Site	Option 6 Permanent Split Detention/ ACR & Some In-Custody Downtown/ Acquire West Easton/ 512 Bed New IRC	Option 7 Consolidated Detention/ Acquire West Easton/ 768 Bed New IRC Downtown
System Configuration (optimal system arrangement)	Yellow	Yellow	Red	Green	Yellow	Yellow	Green
Operational Efficiency (uses least amount of staff)	Yellow	Yellow	Yellow	Green	Green	Red	Green
Maintaining Operations (least disruption to ongoing operation)	Yellow	Yellow	Yellow	Green	Green	Red	Yellow
Ease of Implementation (has least number of hurdles to overcome)	Yellow	Yellow	Red	Yellow	Green	Red	Yellow
Community Support (level of community support)	Yellow	Yellow	Yellow	Red	Red	Yellow	Green
Functional Adjacencies (best physical realationships)	Yellow	Yellow	Yellow	Green	Green	Yellow	Green
Phasing Potential (easiest to accomplish in stages)	Yellow	Yellow	Red	Green	Green	Yellow	Yellow
Future Expansion Capability (best in terms of long term expansion)	Green	Green	Green	Green	Yellow	Green	Green

Evaluation Criteria

- Programmatic Suitability

- Housing Unit

- Size – 10 or no more than 12 youth
 - Toilets/Showers – Integral to the unit
 - Support Space – Unit Management, counseling, MH, Credible Messengers
 - Single Rooms – If dormitory model some single room are essential
 - Outdoor Courtyard – Potential for adjacent outdoor space
 - Security Envelope – Ability to lock building at night
 - Future Expansion – Ability to accommodate increase in population
 - Medical Services – Ability to accommodate 24/7 medical services
 - Behavioral Health Staffing – Space available for County MH staff
 - Academic, CTE & Career Prep – Space available for both academic/Community College classes and vocational labs
 - Recreation - Large field, indoor gymnasium, pool, and space for art, crafts & music

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- Visiting – Space for visiting center, individual family visiting & family counseling
 - Food Service Dining – Communal dining facilities
 - Administrative/Probation Treatment/Counseling Staff – Space available for operational staff
 - Staff Services/Staff Housing – Space available for staff support functions
 - Perimeter Security – Secure but unobtrusive security perimeter

Evaluation Criteria

- **Locational Criteria**

- **Compatibility with Surrounding Development** – Amount of buffer to adjacent uses
- **Public Access** – Distance from downtown Los Angeles and availability of public transit
- **Proximity to Emergency Support Staff** – Type of staff available and response time
- **Proximity to Emergency Services** – Response time for ambulance & fire services
- **Proximity to Urban Center** – Availability & travel time related to contracted professional services, CBO/FBO's & volunteers
- **Proximity to Community Colleges** – Availability & travel time for community college services
- **Proximity to Vocational Schools** – Availability & travel time from and to vocational schools (possible re-entry program)
- **Proximity to Current Staff Residences** – Potential for reducing reliance on 3 days on/4 days off shift staffing

- **Other Considerations**

- **Representative of the Los Angeles Model** – Reflective of a normative, non-institutional environment
- **Deferred Maintenance** – Extent of deferred maintenance needed to adapt as SYTF
- **Comparative Cost of Adaptation** – ROM comparison of probable cost to adapt as SYTF
- **Comparative Time to Occupancy** – Preliminary assessment of relative time to occupancy
- **Competing Use/Development Plans** – Consideration of potential conflict in uses with other current or planned utilization of the site
- **Resiliency** – Level of hazard zone (flood, fire, etc.) 7 availability of more than one access point
- **Potential Interim & Future Long-term Solution** – Potential to occupy on an interim basis and expand and reconstruct over time as long-term solution

Evaluation Criteria – Programmatic Suitability

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;

Evaluation Criteria – Programmatic Suitability

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

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;

Evaluation Criteria – Programmatic Suitability

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

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;

Evaluation Criteria – Programmatic Suitability

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

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;

Evaluation Criteria – Programmatic Suitability

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;

Evaluation Criteria – Programmatic Suitability

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

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 majority of camps are staffed on a three or four off basis with on-site sleeping*

Evaluation Criteria – Programmatic Suitability

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

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.

Evaluation Criteria – Locational Factors

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.

Evaluation Criteria – Locational Factors

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.

Evaluation Criteria – Locational Factors

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.

Evaluation Criteria – Locational Factors

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

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

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

Evaluation Criteria – Other Factors

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.

Evaluation Criteria – Other Factors

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.

Campus Kilpatrick – Potential Enhancements

- Cottages
 - Install roller anti-climb (in lieu of razor ribbon)
 - Install sheet metal closure at gutter downspout
 - Install non-climb cloth at gate (not over the courtyard)
 - Replace receptacles with blank cover
 - Replace lampposts within 8 feet of cottages with bollard lights
 - Replace lower vision lights in doors with diamond plate
 - Option: add remote electronic controlled locks
- Pool Area
 - Install roller anti-climb @ pool & perimeter fence(in lieu of razor ribbon)
 - Install non-climb fence fabric
- NW Gate
 - Install roller anti-climb (in lieu of razor ribbon)
 - Install non-climb cloth at gate
 - Add Sallyport Gate



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.



Campus Kilpatrick – Potential Enhancements

- NE Gate
 - Install non-climb cloth at gate & vision barrier of staff parking lot
- School
 - Install sheet metal closure at canopy at Vocational Education & gutter/downspout
 - Replace lampposts within 8 feet of building with bollard lights
 - Replace receptacles with blank cover
 - Replace lampposts within 8 feet of cottages with bollard lights
 - Remove caging
- Perimeter
 - Install Guard Post at entry
 - Install night vision CCTV
 - Option: Install perimeter detection at roof
 - Install concrete footings where needed at fence





JJCC-JJRBG – Planning Update SYTF Planning