



# DEPOPULATION STRATEGY

Response to the Court Order  
to Reduce the Los Padrinos  
Juvenile Hall Population

May 2, 2025

Implementing  
Systemic Change  
Through  
Population  
Management and  
Reform

In compliance with the judicial order issued on April 18, 2025, mandating population reductions within Los Padrinos Juvenile Hall (LPJH), the Probation Department is proposing implementation of a Depopulation Strategy as outlined herein. This action is necessary to bring the Department into compliance with Title 15 minimum standards outlined by the Board of State and Community Corrections (BSCC) and is in line with its Facility Plan for restructuring juvenile facilities.

By redistributing the youth population across multiple existing facilities, the Department can create more manageable youth-to-staff ratios, improve oversight and allow for more individualized attention and services for each youth. In turn, this alleviates pressure on front-line staff and strengthens the Department's ability to maintain safe and orderly operations. Depopulation of LPJH will help ensure that youth receive the full scope of their entitled services, including access to education, behavioral health treatment, and enrichment programming. With fewer youth at LPJH, service providers, both internal and external, will be better positioned to deliver consistent, trauma-informed care.

The Depopulation Strategy marks the first step in the Department's Facility Plan, a multifaceted approach to address systemic challenges and enhance service delivery for youth in custody. Depopulation will be implemented in tandem with several complementary strategies across the system, designed to improve operational efficiency, improve services, and enhance rehabilitative outcomes.

As part of the Department's phased Depopulation Strategy, leadership has engaged key County partners and contracted service providers to assist in supporting a smooth and coordinated implementation. While this engagement is critical to the success of the depopulation plan, it also builds upon collaborative efforts that were already underway as part of the Department's broader planning process tied to its proposed Facilities Plan. The Facilities Plan outlines a long-term vision for transforming juvenile operations within the department.

Partners such as the Department of Mental Health (DMH), Department of Health Services' Juvenile Court Health Services (JCHS), the Los Angeles County Office of Education (LACOE), Department of Public Health's Substance Abuse Prevention & Control (SAPC), Department of Youth Development (DYD), and a network of contracted community-based service providers have already been involved in early planning discussions related to system realignment. These conversations included reviewing current and future programming needs, exploring staffing flexibility, and identifying opportunities to expand services at various facilities. Considering the Depopulation Strategy, the Department has reinforced those partnerships by asking agencies to prepare their teams to strengthen/increase their service delivery capacity, prepare for new site assignments, and plan for increased support at newly impacted locations. This coordinated approach ensures the immediate depopulation effort is supported by aligned interagency collaboration, continuous service delivery, and a shared commitment to youth rehabilitation and well-being.

Given that numerous components of this approach are dependent upon BSCC collaboration, inspection, and approval, the Department already has begun outreach to BSCC staff on May 1<sup>st</sup> for their input and coordination.

## Youth and Family Notification

The Department is committed to providing timely and transparent communication to parents, guardians, and stakeholders to ensure they are informed and understand the purpose, process, and benefits of the upcoming changes. A detailed timeline, regular updates, and a dedicated channel for information dissemination and inquiries will be established to provide clarity, support engagement, and facilitate a seamless transition. This includes:

- Direct notification to families through letters, emails, text alerts, and personal phone calls;
- Scheduling of virtual town halls for parents/guardians to provide information in a consistent and transparent manner;
- The launch of a family email contact; and dedicated website that will include FAQs and other related information.

In addition, youth will be receiving individualized preparation and counseling at the facilities to help them understand and navigate the move. FAQs will also be posted at each facility to further reinforce their preparation. Youth will be notified of the moves per established protocols. All moves will be thoroughly evaluated to ensure the well-being of each youth, and to ensure their individual needs are met where they are transferred.

The chart below outlines the projected timeline for public notice regarding youth movement:

**Table 1: Communication Timeline**

Timeline	Milestone/ Action
Preparation Phase 1 week prior to public notice	<b>Internal Readiness:</b> <ul style="list-style-type: none"> <li>• Finalize transfer logistics.</li> <li>• Approve all communication materials (letters, FAQ, town hall invites, LP transfer email. Staff talking points and media statements).</li> <li>• Share key messages and FAQs with staff</li> </ul>
Day 1	<b>Initial Announcement:</b> <ul style="list-style-type: none"> <li>• Send parent/guardian notification letters and emails.</li> <li>• Launch LP webpage, transfer email address, and post FAQs.</li> <li>• Post FAQs at Los Padrinos and transfer facility</li> <li>• Send internal staff talking points.</li> <li>• Issue press release.</li> <li>• Launch social media post emphasizing safety and family support.</li> </ul>
Day 2-3	<b>First Family Engagement:</b> <ul style="list-style-type: none"> <li>• Host first virtual town hall with leadership and facility liaisons (post on YouTube)</li> <li>• Offer email/text support to help families understand next steps.</li> </ul>
Day 4-5	<b>Ongoing Engagement:</b> <ul style="list-style-type: none"> <li>• Host stakeholder virtual briefing (CBO's, legal advocates).</li> <li>• Conduct second virtual town hall for parents.</li> <li>• Share personalized child-specific updates to families (if possible).</li> </ul>
Day 6	<b>First Youth Transfers Begin:</b> <ul style="list-style-type: none"> <li>• Notify families of youth move after arrival to new location.</li> </ul>

Day 7+	<b>Ongoing Communications:</b> <ul style="list-style-type: none"> <li>• Provide social media updates emphasizing safety, continuity, and family connection.</li> <li>• Email updates to parents at major milestones (e.g. 50% transferred)</li> <li>• Continue text alert updates as needed.</li> </ul>
Day 14-21	<b>Post-Transfer Phase:</b> <ul style="list-style-type: none"> <li>• Send update letter to families and stakeholders.</li> <li>• Share updated visitation procedures for new facilities.</li> <li>• Host post-transfer family town hall to address concerns.</li> <li>• Post a press release update</li> </ul>

Family liaisons and on-site staff will be available to assist with visitation coordination. These efforts reflect the Department's commitment to maintaining family connections, ensuring continuity of services, and prioritizing the well-being of youth during this critical transition.

The Department recognizes that family involvement is a key pillar in the successful rehabilitation of system-involved youth. To minimize the burden on families resulting from changes in facility locations, the Department will explore amending its existing transportation contracts to include a provision for family transport assistance. This adjustment would allow for the provision of scheduled, Department-supported transportation services to help parents and guardians visit youth who have been relocated to facilities farther from home.

## System and Protocol for Evaluation & Transfer of Youth

The Department's proposed Depopulation Strategy will be implemented in five structured phases, as discussed in more detail in the "Timeline" section below, each designed to reduce the population at LPJH while realigning youth with appropriate programming and services across existing juvenile facilities.

As part of the Department's broader strategy to responsibly manage population realignment and improve youth outcomes, the Department will actively engage the BSCC to assess facility readiness and program suitability for the realigned youth populations under this plan.

The Department will formally request approval from BSCC to pilot flexible-use facility models that support blended pre- and post-disposition programming. This approach will allow for a more seamless continuum of care, reduce transfers, and create opportunities to implement individualized programming earlier in a youth's custodial experience.

Before the execution of the Depopulation Strategy, the Department will focus on comprehensive staff preparedness and facility readiness, which will include a training and orientation period for designated staff assigned to facilities being impacted by the youth movement. In addition, the Department has:

- Coordinated with key County and community partners such as JCHS, DMH, LACOE, SAPC, and DYD to assess service needs, staffing, site readiness, and preparedness for adjustments and expanded support at affected locations.

- Considered depopulation strategy recommendations from the Probation Oversight Commission.
- Conducted an inspection of the impacted facilities to ensure all adequate measures have been taken to receive new youth.

### **Long-Term Depopulation Strategies**

Moving forward, to align with both BSCC mandates and the court order, the Department has initiated the following actions:

- **Detention Population Monitoring Protocols for Commitment Orders**

As part of the Department's ongoing commitment to population reduction and reform, a targeted depopulation strategy was implemented following the Order to Show Cause Hearing held on February 14, 2025 as outlined below.

The Court's February 14, 2025, Minute Order instructed Probation to assess whether and to what extent youth in Probation's care could, with the appropriate Court permission, be safely released into the community, and to effectuate the release of those youth Probation determines eligible. Probation has complied with this order and has reviewed its population on five separate occasions since February 14 – initially on or around March 6, 2025, and four additional times (approximately every one to two weeks) since then. In connection with each review, Probation compiled a list of all detained youth, excluding those charged with PC 187 (murder) and those with out-of-home dispositions (Suitable Placement, Dorothy K. Kirby, Camp Community Placement, and Secure Youth Treatment Facility). Operational staff reviewed the remaining youth for release eligibility.

In connection with its initial review of 153 youth (not including approximately 100 youth excluded pursuant to the criteria above) on or about March 6, Probation identified 4 youth that were eligible to return to court for release consideration. Probation promptly submitted the necessary reports to the Court. By March 13, 2025, all four of those youth had, in fact, been released by the Court.

Probation's second review commenced on or about March 18, 2025. It included only those youth that had been detained by Probation since completion of the March 6 review. Of the 26 youth that were reviewed, one initially appeared eligible for release. Upon closer inspection, however, Probation determined that release would not be proper because that youth remains subject to a competency determination on one of his outstanding matters. Accordingly, Probation did not submit a report to the Court seeking his release. Probation will continue to evaluate the status of this youth's pending competency determination. Should he become release-eligible, Probation will submit the necessary documentation to the Court.

No additional youth were identified as eligible for release in connection with the three subsequent reviews conducted by Probation on or around March 25, April 1, and April 8.

Probation will continue to conduct regular reviews to determine whether release-eligible youth are in its care. To the extent additional release-eligible youth are identified, Probation will continue to promptly take the necessary steps to provide the Court with information and recommendations allowing the Court to determine whether the youth are eligible for release.

- **Camp Disposition Review and Early Release Strategy**

As part of the Department's broader population management and reform efforts, a focused strategy will be implemented to conduct a comprehensive review of youth serving camp dispositions. The goal of this effort is to identify youth who have demonstrated sufficient growth, accountability, and preparedness to be considered by the Court for early transition out of camp.

- **Use of Community-Based Alternatives**

Probation will work with DYD to refer any appropriate youth to its reentry providers to reduce the youth population through Court-approved transfers of youth into the community. DYD will also work with its Credible Messenger partners to help prepare youth for the transfers and acclimate them to their new environments.

- **Court Coordination and Transportation Reduction Strategy**

In alignment with the Department's efforts to enhance operational efficiency, the Department will explore strategic solutions with the Court to streamline judicial processes for youth in custody, particularly those impacted by the depopulation plan.

### **Resources and Operational Demand**

To meet the staffing demands at youth detention facilities, Probation Officers from Field Operations will be reassigned to provide the facility staffing required to support the realigned youth populations. Meanwhile, Field Operations will be maintained through i) implementation of a Mutual Aid Memorandum of Understanding (MOU) with law enforcement partner agencies to ensure continuity of community supervision, and ii) the expansion of the workforce to include Probation Assistants who will assume the non-sworn assignments currently performed by Probation Offices.

## **Timeline for Effectuating Transfers**

The Department's proposed Depopulation Strategy aims to be implemented in phases over a period of 30 days. However, potential delays may arise due to factors such as BSCC scheduling and approval, necessary facility repairs or improvements (office and program space to accommodate expanded staffing and services), and the ability of partners and service providers to deliver services and programming within this timeframe. For example, MOU mandated notification of respective labor unions requires 10- to 30-day notice, contracted service providers may require a 30-day notice for change of terms, and partners and service providers may potentially need to conduct facility-specific staff recruitment to serve the change in youth population. Additionally, issues may arise beyond the Department's control that impact the timeline.

Please note that Phase One includes minor structural repair at Camp Paige that may require additional time to complete and Phase Five is predicated on the completion of these repairs.

**Phase One:** Both processes will happen simultaneously:

- **Phase 1A:** Immediate depopulation of CVK to BJN Secure Youth Treatment Facility (SYTF). The impacted population is the male youth in the SYTF step-down program which will be continued at BJN. The Department will also actively engage the Court to identify and implement alternative step-down sentencing options, such as Boys Republic and community partner placements as well as early release where feasible.
- **Phase 1B:** Immediate depopulation of post-adjudicated male youth from Camp Paige to neighboring camps. Once depopulated, Camp Paige will begin minor structural repairs.

**Phase Two:** The development and implementation of a new “SYTF Recommended” track at BJN. Once completed, the male youth currently housed at LPJH, who are pending court outcomes and have been identified as likely candidates for future SYTF commitments, will be transferred to the BJN SYTF Recommend track.

**Phase Three:** Transfer of all female and gender expansive youth from LPJH and DKC to CVK. This will facilitate the development of a more cohesive, gender-responsive environment tailored specifically to their rehabilitative and developmental needs.

**Phase Four:** Male youth currently housed at LPJH, who have already received a disposition for camp or placement but remain at juvenile hall pending the availability of an appropriate bed or final assessment, will be temporarily transferred to DKC. This is a bridge solution to safely house and support this population until renovations at Camp Paige are completed.

**Phase Five:** Timing is subject to the completion of structural repairs at Camp Paige.

- **Phase 5A:** Once structural repairs are completed and Camp Paige is ready for occupancy: the male youth population temporarily housed at DKC during Phase Four, those with a disposition for camp or placement, will be transferred to Camp Paige.
- **Phase 5B:** Once 5A is completed, male youth currently housed at LPJH who have been identified as Regional Center clients will be transferred to DKC. This will fulfill the Department’s vision to establish DKC as a dedicated mental health and complex care facility.

**Table 2: Implementation Timeline and Population Changes by Phase**

Key Dates	LPJH	CJP	CGR	CBA	CVK	DKC	BJN
May 16 <sup>th</sup> , 2025	278	17	42	44	18	60	98
June 16 <sup>th</sup> , 2025	197	0	51	52	51	60	146
August 16, 2025	175	22	51	52	51	60	146

**Los Padrinos Juvenile Hall**

- Remaining youth are Pre-Disposition General Population (Males)

**Camp Vernon Kilpatrick**

- Added 21 DKC and 30 LPJH (Females and Gender Expansive)

**Camp Joseph Paige**

- Added 22 LPJH Camp Transition & Post-Disposition (Males)

**Camp Glenn Rockey**

- Added 9 Post Disposition Camp Placement from CJP (Males)

**Camp Clinton Betram Afflerbaugh**

- Added 8 Post-Disposition Camp Placement from CJP (Males)

**Dorothy Kirby Center**

- Added 21 LPJH Regional Center Clients (Males)

**Barry J. Nidorf Secure Youth Treatment Facility**

- Added 18 Step Down SYTF from CVK (Males)\*
- Added 30 LPJH Pre-Disposition SYTF (Males)

\*Prior to adding any new CVK youth to BJN, they will be assessed for step-down into the community or early release.

**Conclusion**

The Department's proposed Depopulation Strategy will reduce the LPJH population by a total of approximately 103 youth upon completion (based on LPJH population as of 4/25/2025): 82 youth by June 2025 and an additional 21 youth upon the completion of structural repairs at Camp Paige. This carefully coordinated strategy allows the Department to establish a more intentional facility framework by designating CVK as an all-girl facility, DKC as a mental health & complex care facility, and BJN-SYTF as a comprehensive Secure Youth Treatment Facility.

By redistributing youth based on their individual needs and program eligibility, LPJH will be able to implement a small-group model within its living units, fostering more focused programming, individualized support, and safer, more secure environments for both staff



and youth. Additionally, the Department will continue to actively monitor predisposition youth for diversion opportunities and community-based alternatives, seeking court approval as may be required, further reducing reliance on secure detention.

This strategic approach not only fulfills the requirements of the court's order but also aligns with the Department's broader Facilities Plan, ensuring compliance with BSCC standards and the DOJ settlement agreement, while advancing the Department's commitment to youth rehabilitation and systemic reform.

**Attachment A**

<b>Charges of Youth Currently Housed at LPJH as of 4/25/2025</b>	
PC187(A) / PC664/187(A) -Murder / Attempt Murder	97
PC209(A)-Kidnapping for Ransom	1
PC209(B)(1)-Kidnapping	2
PC211 / PC212.5(C)-Robbery	55
PC215(A)-Carjacking	9
PC236-False Imprisonment	1
PC242-Battery	4
PC243(D)-Battery with GBI	3
PC243.4(A-E)-Sexual Battery	2
PC245(A)(1)-ADW w/o Firearm w/GBI	14
PC245(A)(2)-ADW w/Firearm	11
PC245(A)(4)-ADW with GBI	15
PC245(B)-ADW W/ Semi-Automatic	2
PC246.3-Willful Discharge of Firearm in Grossly Negligent Manner	1
PC246-ADW: Shoot at Dwelling	2
PC25400(A)(2)-Carry Conceal Firearm	1
PC25800A / PC25850(A)-Carry loaded Firearm	7
PC286(C)(1)-Participate in Sodomy	1
PC288(B)(1)-Forcible Oral Copulation	1
PC29610(A)-Poss Conceal/Concealable Firearm	11
PC29800(A)(1)-Poss Firearm	2
PC32310-Dangerous Weapons	1
PC32-Accessory	1
PC417(A)(1)-Exhibit Deadly Weapon	1
PC422-Terrorist Threats	3
PC459-Burglary	1
PC487(A-D)-Grand Theft / Grand Theft Auto	7
PC594(A)-Vandalism	2
PC594(B)(1)-Vandalism more than \$50,000	1
PC626.10(A)(1)-Weapons on School Grounds	1
PC664/211-Attempt Robbery	2
PC69-Assault	4
VC10851(A)-Take Vehicle w/o Consent	3
VC2800.2(A)-Evading Peace Officer	8
VC2800.3(A)-Evade Police w/ GBI	1
* For Warrant and Court Detentions (including CDP), the Charge column reflects the most recent underlying intake offense	

# **EXHIBIT B**

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**From:** Nicole Rommero  
**Sent:** Thursday, May 1, 2025 4:07 PM  
**To:** Maguire, Aaron@BSCC <Aaron.Maguire@bscc.ca.gov>; Wicklander, Steven@BSCC <steven.wicklander@bscc.ca.gov>  
**Cc:** Guillermo Viera <Guillermo.Viera@probation.lacounty.gov>; Anna Reitano <AREitano@counsel.lacounty.gov>  
**Subject:** Pre-Inspection Request

Good afternoon, Aaron and Steven,

As you are probably aware, on April 18, 2025, Judge Espinoza ordered Probation to submit a proposal and timeline by May 2 to begin the process of depopulating Los Padrinos by transferring youths to other Probation -run facilities. In response to this order, the Department is requesting pre-inspections of the following facilities for the housing of the below populations:

1. Barry J. Nidorf

1. Predisposition males
2. Campus Kilpatrick
  1. Predisposition girls
3. Dorothy Kirby Center and Camp Paige
  1. Youth that have been ordered to camp, suitable placement, or other facilities at the conclusion of their cases

Let us know when your team would be able to conduct the pre-inspections of the above facilities. We are also requesting a meeting to discuss the process and any necessary improvements required under Title 24. Consistent with Judge Espinoza's order, Probation is seeking to depopulate Los Padrinos so that Probation is better able to care for the youth that remain in Los Padrinos and accordingly achieve legal and regulatory compliance there. This is part of a larger Probation-related facilities plan that we anticipate will better leverage existing staff and services. We look forward to working with you as this plan is implemented.

Best,

Nicole

**Nicole Rommero**

Justice & Safety Division

Office of the County Counsel

Cell/Direct: 213.407.4372

[nrommero@counsel.lacounty.gov](mailto:nrommero@counsel.lacounty.gov)



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**PROOF OF SERVICE**

**STATE OF CALIFORNIA, COUNTY OF LOS ANGELES**

I am employed in the County of Los Angeles, State of California; I am over the age of 18 and not a party to the within action; my business address is 10250 Constellation Boulevard, 19th Floor, Los Angeles, California 90067.

On May 2, 2025, I served a true copy of the document(s) entitled **COUNTY OF LOS ANGELES PROBATION DEPARTMENT'S DEPOPULATION PLAN DATED MAY 2, 2025** on the interested parties set forth in the attached **SERVICE LIST**.

Service was effectuated by forwarding the document(s) identified above in the following manner:

- ☐ **(BY MAIL)** I am readily familiar with the business practice for collection and processing of correspondence for mailing with the United States Postal Service. This correspondence shall be deposited with the United States Postal Service this same day in the ordinary course of business at our Firm's office address in Los Angeles, California. Service made pursuant to this paragraph, upon motion of a party served, shall be presumed invalid if the postal cancellation date of postage meter date on the envelope is more than one day after the date of deposit for mailing contained in this affidavit.
- ☒ **(BY E-MAIL SERVICE)** I caused such document to be delivered electronically via e-mail to the e-mail address of the addressee(s) set forth above
- ☐ **(BY OVERNIGHT DELIVERY)** I served the foregoing document by FedEx, an express service carrier which provides overnight delivery, as follows: I placed true copies of the foregoing document in sealed envelopes or packages designated by the express service carrier, addressed to each interested party as set forth above, with fees for overnight delivery paid or provided for.
- ☐ **(BY PERSONAL SERVICE)** I caused such envelope to be delivered by hand to the offices of the above named addressee(s).

I declare under penalty of perjury under the laws of the State of California that the above is true and correct.

Executed on May 2, 2025, at Los Angeles, California.

/s/ Robert Lee  
Robert Lee

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