

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 infirmary beds as well.*

- **Green** – Proposed location provides full service medical and dental services and infirmary capacity, or is immediately available e.g., “twinning” camps.
- **Yellow** – Full service medical and dental services could be provided via renovation of available space. Infirmary 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; Infirmary 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 (On-Housing Unit & Central Support) – *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;

Adequacy of Visiting Facilities – *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

Land Use Compatibility/Proximity to Residential 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/Proximity to Family – *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.* At the recommendation of the JJC-JJRBG Subcommittee the evaluative criteria were adjusted to consider the location of the potential facility related to primary catchment areas for youth committed to the SYTF (DJJ) program.

Probation prepared a snapshot related to recent commitments to DJJ which identified home location by zip code.

Zip Codes	Count	%	Area
93535	9	9	Palmdale
90003	8	8	South LA
90044	6	6	South LA
91316	6	6	Encino
91331	6	6	Pacoima
90016	5	5	Crenshaw
90043	5	5	Windsor Hills (N. Inglewood)
90047	5	5	Grammercy Park
90059	5	5	Nickerson Gardens/Willowbrook
90304	5	5	Inglewood

The table indicates that from the snapshot 9% of the population is from Palmdale, 14% is from South Los Angeles and if all Los Angeles is totaled (900xx) 34% of the population is from a Los Angeles city zip code. The scale used in the criteria was adjusted as follows:

- **Green** – Location is generally equi-distant from Antelope Valley and Los Angeles and 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.

Evaluation Criteria Locational Factors – (cont'd)

- **Yellow** – Location is generally accessible from either Los Angeles or Antelope Valley but favors one area over another. 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** – Location is generally accessible from either Los Angeles or Antelope Valley, but access is difficult from the other. Proposed location requires use of secondary roads or traversing congested area, limited parking or not easily accessible via public transit.
- **Red** – Access to the location is difficult from both Los Angeles and the Antelope Valley. 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 with in 15 minutes from an adjacent facility or field office.
- **Yellow** – back-up is available from a neighboring Sheriff’s Substation with 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.

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.

Evaluation Criteria Locational Factors – (cont’d)

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. Ratings are based on the closest Community College to the proposed location, with additional consideration for LACC.

- **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. Ratings are based on the closest vocational or trade school to the proposed location with additional consideration for Los Angeles Trade Tech College.

- **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.

Proximity to Current Staff Residences – 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. Criteria was revised to include consideration if a large number of staff resided in the area of the proposed site which could potentially allow a modification of the work schedule to increase number of staff available on an 8-hour shift basis to improve staff-youth interaction consistency and reduce stress on staff from working longer hours.

- **Green** – Proposed location currently operates on an 8-hour shift based on location or has significant staff in close proximity that would allow negotiation of revised works schedule as part of repurposing proposed site as SYTF.
- **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).

Site Utilities – Evaluates capacity and condition of site utilities and infrastructure of the proposed location to support adaptation as SYTF.

- **Green** – Capacity and condition would support immediate occupancy.
- **Yellow** – Limited upgrades required to utilities or site drainage.
- **Orange** – Extensive utility work required to accommodate occupancy or continued occupancy.
- **Red** – Major upgrades required to one or more systems impacting cost and time to occupancy.

Accessible Path of Travel– Evaluates of modifications to site circulation would be required to meet current accessibility codes.

- **Green** – No upgrades required.
- **Yellow** – Limited upgrades required.
- **Orange** – Extensive upgrades required.
- **Red** – Site limitations preclude compliance without major regrading or mechanical lifts. .

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.

Evaluation Criteria Other Factors– (cont'd)

Resiliency – Potential Fire or Flood Hazard– 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.