



Collectively Helping Youth Transition to Los Padrinos Juvenile Hall in a Healthy Way

MAY 23, 2023

Purpose



To present to the Board of State and Community Corrections (BSCC) the County's overarching strategy to align our practices with Los Angeles County's Youth Justice Reimagined philosophy.

Request

- To request a **continuance** to allow for a smooth transfer of all pre-disposition youth to the Los Padrinos Juvenile Hall.
- To request that the BSCC **expedite** its visit to Los Padrinos Juvenile Hall for an inspection.

Presentation Team

Margarita Perez, Representing Interim Chief Probation Officer Guillermo Viera-Rosa
Michael Minor, Juvenile Consultant, Los Angeles County Probation Department
Nancy Campbell, Criminologist & Expert in Effective Behavioral Treatment Strategies
Sheila Williams, Chief Executive Office & Probation Department Representative



Four Areas of Focus To Improve the Quality of Services for Our Youth

1. Staffing & Training to Promote Safety & Positive Engagement
2. Programs & Services to Provide our Youth with Opportunities to Heal & Thrive
3. Operational & Structural Changes to Promote a Safe & Homelike Environment
4. Structures, Policies & Practices to Sustain Compliance



Los Angeles County Board of Supervisors Motion

Adopted May 2, 2023



Approved

- \$28.8 million appropriation adjustment, and
- numerous **actions, delegations of authority, and capital projects**

Objective

- Leverage staffing and resources to facilitate program improvements through youth transfers, operational changes and facility improvements
- Provide ***immediate*** resources and delegated authority to the CEO, Interim Chief Probation Officer and county departments
- Facilitate alignment with the principles of the Youth Justice Reimagined initiative

Delegation of Authority



Immediate delegation of authority to the **Chief Executive Officer** to facilitate youth transfers, operational changes and facility improvements, to include:

- Capitol projects to allow for facility upgrades and repairs to all 3 juvenile halls;
- Modification or establishment of new personnel classifications, setting of salaries and hiring; and
- Engagement with labor partners to facilitate immediate movement of personnel, programs and services to the Los Padrinos Juvenile Hall.

Immediate delegation of authority to the **Interim Chief Probation Officer** to:

- Contract with subject matter experts to assist in the development of a short and long-term strategy to sustain compliance with all state and federal regulations, and build an integrated behavioral health model; and
- Utilize existing contracts to make changes to statements of work and execute amendments to facilitate and maintain compliance.

Juvenile Hall Consolidation & Conversion



Actions In Process

- Relocation of all pre-disposition cases to Los Padrinos Juvenile Hall
- Limit Central Juvenile Hall to a reception center focused on intake, diagnostic and service assessments, and medical hub
- Conversion of Barry J. Nidorf Juvenile Hall into a separate, home-like housing facilitate for youth returning to Los Angeles County from state custody

Benefits

- Allows Probation to better address BSCC and DOJ compliance issues directly associated with the lack of staffing and sustain access to treatment, education, programs, recreation, exercise, visiting
- Los Padrinos Juvenile Hall is closer to the center of the Los Angeles basin in comparison to the Central and Barry J. Nidorf Juvenile Halls
- 158 wet rooms at Los Padrinos Juvenile Halls
- Will allow Barry J. Nidorf Juvenile Hall to continue its focus on implementing the LA Model

Transfer of Pre-Disposition Youth to Los Padrinos Juvenile Hall



Benefits of a Continuance

- Allows for a more measured and methodical transfer of youth to occur
- Allows for a smoother transfer of staff, programs and services to Los Padrinos Juvenile Hall
- Reduces the potential for harm to our youth
- Provides the County more time to properly notice labor, and the families and caretakers of the youth
- Allows the County more time to ensure compliance with BSCC minimum standards in the event the facility is found unsuitable for occupancy
- Provides the:
 - BSCC more time to properly assess the facility for occupancy and the
 - County more time to correct any structural deficiencies that may be noted by the BSCC during this inspection

Readiness of Los Padrinos Juvenile Hall



Current Status

- Scope of work – May 12, 2023
- 24/7 operation
- 125 personnel on the project on a daily basis
- Addressed fire, safety and operational issues
- Assessed and corrected safety issues related to doors, locks and windows
- Repainted all interior living units and refreshed lighting
- Installed CCTV program, cameras, wifi and Guard 1 safety check system
- 318 beds
- BSCC minimum occupancy standards to be met by June 2nd

May 31st Follow Up

- Walk through with Probation and Internal Services Department

Readiness of Los Padrinos Juvenile Hall



Youth Relocation Plan

- Assessment of youth population at Barry J. Nirdorf and Central Juvenile Halls have been completed
- Number of youth divided into 6 cohorts
- Staggered movement to allow youth to adjust and to minimize disruption
- Fluid process to allow for unforeseen circumstances
- Internal Services Department will continue to make homelike improvements moving forward

Activated Department Operations Center



- Initiated 24/7 operation commencing on April 25, 2023
- Led by high level personnel from the Los Angeles County Probation Department, Los Angeles County Fire Department & Office of Emergency Management

Primary Focus

- Facilitating the day-to-day staffing levels at the Juvenile Halls
- Collaborating with other county departments to relieve sworn staff to focus on their primary duties
- Coordinating with a variety of partners to ensure Los Padrinos Juvenile Hall is structurally and operationally ready for occupancy within 60 days

Recruitment & Staffing

Actions in Process



Staffing Efforts

- Recruitment & Marketing
- Hiring Process Improvement
- Hiring
- Financial Incentives
- Return-to-Work & Retention Strategies

New Classifications

- Extra-Help Classification
- Safety Officer Classification
- Reserve Officer Classification

Redirected, Reassigned & Redeployed Staff

- Investigators
- Mid-Level & Executive Management
- Assessment of Limited Field Duties
- 100 Field Staff Reassignments
- Management Fellows & Veteran Interns
- JCOD, Law Enforcement Agencies

Facilitating Long-Term Alignment with the Principles of **Youth Justice Reimagined**



Moving from a compliance model to a behavior health model

- Effective behavior change is not based upon compliance
- Changing staff knowledge and behavior are key to success
- All staff are trained to understand their role as part of the treatment team
- Elements of behavior change model are present, but not employed accurately
- Requires shared assessment process and case plan
- Behavior change goals are set by youth and shared with all staff, youth, families and partners
- Integration among multidisciplinary treatment team, to include youth, family, and community partners
- Sustained commitment by leadership is essential to success

Establishment of a Permanent Quality Assurance, Compliance & Research Unit



- New quality assurance program is the vehicle for **cultural change**
- Focus on **learning** and behavior change, not just compliance
- Creates an environment where staff are seen as **coaches** and **mentors**
- Staff have the training, tools, skills and **support** needed for success
- Positive reinforcement used to provide real-time feedback and **recognition** to staff and senior management
- **Supervisors are leaders** in implementing and maintaining fidelity strategies
- **Consistency** in assessments, case planning and re-entry planning
- Maintains **fidelity** to the model, not just to minimum standards
- Uses **data** to inform policy, practice and decision making
- Juvenile Halls maintain **compliance** with all standards, policies and regulations

THANK YOU...

We stand committed to creating pathways and opportunities to allow our youth to thrive and flourish into adulthood.

