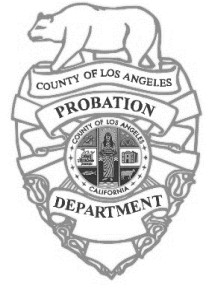




**COUNTY OF LOS ANGELES  
PROBATION DEPARTMENT**


9150 EAST IMPERIAL HIGHWAY – DOWNEY, CALIFORNIA 90242



**GUILLERMO VIERA ROSA**  
Chief Probation Officer

February 18, 2025

TO: Supervisor Katheryn Barger, Chair  
Supervisor Hilda L. Solis  
Supervisor Lindsey P. Horvath  
Supervisor Holly J. Mitchell  
Supervisor Janice Hahn

FROM: Guillermo Viera Rosa   
Chief Probation Officer

SUBJECT: **FACILITY PLAN UPDATE**

On March 21, 2023, on motion of Supervisors Horvath and Hahn, and as amended by Supervisor Horvath, the Board of Supervisors (Board) directed the Chief Probation Officer, in partnership with County departments, to develop and implement a Facility Plan for the Probation Department's Halls and Camps including a long-term facilities plan that could be implemented in phases over two to five years of receiving approval from the Board.

Since the passage of the motion, the department has undergone significant operational and facility changes. As directed by the Board, a Secure Youth Treatment Facility for male youth has been established at Barry J. Nidorf and a corresponding step-down program at Campus Kilpatrick. In response to the Board of State and Community Corrections' findings, Central and Barry J. Nidorf were closed as juvenile halls which required the reopening and relocation of predisposition youth to Los Padrinos Juvenile Hall. In addition, the Department has initiated multiple efforts to meet facility staffing and programming requirements.

The Facility Plan has been evolving during this period to refine the core elements of a rehabilitative trauma informed treatment environment and the operational flexibility needed to address the dynamics of youth population and staffing. The overall objective

of the Facility Plan is to align operations, resources, and infrastructure to meet the needs of youth.

The attached proposed Facility Plan is comprised of two parts. Part I is focused on relocating Central's clinical services to be closer to youth and the closure of Camp Paige in order to redeploy its resources to where they are critically needed in other facilities. The majority of Part I is anticipated to be accomplished before the end of 2025. Part II is the full expansion of the small community model. Through renovation and new construction, the facilities would be redesigned to provide youth with a therapeutic environment that is conducive to education, programming, and personal growth. A prime example is the reimagined Campus Kilpatrick. Since this portion of the Facility Plan would involve significant renovations and capital projects, along with the logistical complexities of population movement, the timeframe for each initiative would be subject to the level of renovation and/or new construction required which may range from months to a multi-phase construction plan spanning several years.

The Department has engaged with our partners to explore the steps necessary to proceed with Part I. Planning has been initiated with the Chief Executive Office, Internal Services Department, and the Department of Public Works to develop detailed renovation and/or construction design plans, budget, and timelines for the projects described in Part II. The quarterly reports to the Board will reflect progress and any updates to timelines. Prior to approval of any activity with the potential to result in physical changes at any facility referenced in the Facility Plan, the appropriate level of environmental review under the California Environmental Quality Act (CEQA) would be completed.

Should you have any questions, please contact me; otherwise, your staff may contact Sheila Williams at [Sheila.Williams@probation.lacounty.gov](mailto:Sheila.Williams@probation.lacounty.gov) or (562) 940-3760.



## **PART I: CENTRAL JUVENILE HALL AND CAMP PAIGE RESOURCE REDEPLOYMENT**

Part I is focused on Central Juvenile Hall (Central) and Camp Paige with the objective of redeploying clinical and Probation staffing resources to where they are critically needed in other facilities. The majority of Part I is anticipated to be accomplished before the end of 2025.

### **Central Juvenile Hall Relocation of Clinical Services**

On May 2, 2023, the Board authorized the movement of predisposition youth from Central to Los Padrinos Juvenile Hall (LP). Central was subsequently depopulated, no longer houses youth, and ceased functioning as a juvenile hall. However, Central continues to operate as the Juvenile Court Health Services' (JCHS) medical, diagnostic, and assessment hub, including its centralized laboratory and pharmacy. In addition, youth continue to be transported to Central, primarily from LP and the Barry J. Nidorf Secure Youth Treatment Facility (BJN), for radiology and/or optometry appointments. A small contingent of Probation staff remain onsite to provide security access and facility maintenance.

JCHS will be relocating the aforementioned clinical services to LP and BJN in order to be in closer proximity to the majority of their patients; thereby, providing more timely access to these clinical services and eliminating the necessity for transport which impacts youth programming and Probation's facility staffing. Once the JCHS clinical services have been relocated, Central will be effectively closed. Probation staffing will be reduced to a minimal level for facility maintenance and security to ensure that Central remains available as an emergency evacuation site for the halls and camps.

The following summarizes the current status and redeployment plan for JCHS and Probation at Central:

**Radiology Service.** JCHS is currently in the process of relocating Central's radiology service and staff between LP and BJN.

The LP radiology service has installed new radiology equipment, received state licensure, and is fully operational within the medical unit.

The BJN radiology service will be using Central's mobile radiology equipment which has already been relocated to the BJN medical unit. The operation of the BJN radiology service is pending i) state licensure – a request is in progress to contract with a physicist to conduct the required radiation evaluation, and ii) procurement of a radiation table, shield, and gowns. JCHS anticipates the BJN radiology service will be fully operational by March 31, 2025.

Since the radiology services at both facilities will be housed in their respective medical units, security will be provided by existing Probation staff.



**Optometry Service.** JCHS is currently in the process of relocating Central's optometry service and staff between LP and BJN.

The LP optometry service will be co-located in an existing trailer that is currently occupied by the records unit. Minor electrical work is required to separate the light switches between optometry and records unit. The operation of the LP optometry service is pending the purchase, delivery, and installation of new optometry equipment and furniture. Probation will be evaluating any security adjustments that are necessary to provide the escort of youth to and from housing and the optometry office and for the duration of the appointment. JCHS anticipates the LP optometry service will be fully operational by March 31, 2025.

The BJN optometry service will receive the existing Central equipment and furniture which will be installed within the BJN medical unit. No additional security is required since it is in the existing medical unit. JCHS anticipates the BJN optometry service will be fully operational by March 31, 2025.

**Laboratory and Pharmacy Services.** Central's laboratory and pharmacy services, including staff and existing equipment, will be relocated to LP.

Building W, a vacant dormitory, on the southern perimeter of the LP campus has been identified to co-locate the laboratory and pharmacy. Although it is not as complicated as alternative site options, Building W will still undergo significant renovations that will require collaboration between Probation, JCHS, CEO, and ISD, including environmental review and securing state licensing for the new laboratory and pharmacy. The laboratory and pharmacy will not require youth visits, so no additional security escort will be required. A preliminary floor plan is being developed and a more refined budget and project timeframe will be forthcoming.

Note: JCHS has requested minor renovations to the existing phlebotomy room in the LP medical unit to better accommodate the clinical service. An assessment of these minor renovations will be conducted to develop the project timeframe.

**Sanitation of Clinical Areas.** Probation will need to conduct assessments to determine if any amendment(s) to the contract janitorial service will be required for each of the above-mentioned relocated clinical spaces.

**Probation Security and Maintenance.** Approximately 21 Probation staff remain at Central, including 10 sworn staff assigned to the facility control center and 11 staff providing service to the clinical areas and facility maintenance. Once all JCHS clinical operations have vacated, Probation staff will be reduced to a minimal level for general facility maintenance and security to ensure that Central remains available as an emergency evacuation site for the halls and camps.

### **Camp Paige Closure**



The overall camp population has continued to decline which supports the closure of Camp Paige as a housing facility; thereby, Camps Afflerbaugh and Rockey will be the remaining facilities designated for post-disposition male youth who are not committed to the secure youth treatment facility. Camp Paige staff will be reassigned to other facilities with critical staffing needs. Among these three remaining camps for post-disposition youth, Paige was identified as the best candidate for closure due to operational costs, deferred maintenance, and security concerns. Paige may potentially be repurposed to provide additional programming space, subject to environmental review, for youth from neighboring Afflerbaugh. Note: Although the court commits a youth to camp, it is Probation’s purview to determine which camp the youth is housed.

The logistical strategy for Paige’s closure includes a communication plan to notify external stakeholders, including parents and guardians, the city and local agencies, and the Probation Oversight Commission and Office of Inspector General. Probation will coordinate with partner departments, courts, prosecution and defense, and labor to ensure the streamlined closure of Paige operations. Paige will stop new admissions, effective April 1, 2025. Through attrition (youth returning to their communities) and the staggered weekly transfer of current Paige residents to Afflerbaugh and Rockey, Paige’s full closure should be accomplished by June 1, 2025.

## **PART II: EXPANSION OF THE SMALL COMMUNITY MODEL**

Part II involves the reconfiguration of the facilities into small communities that provide youth with a therapeutic environment that is conducive to education, programming, and personal growth. Through facility renovation and new construction, the objective is to design housing that meets the needs of the youth rather than past efforts that designed youth programs to fit within an aged facility’s physical limitations. A prime example of a youth-centric facility is the reimagined Campus Kilpatrick. The small community model would enable the consolidation of populations and incentivize youth to succeed in programming and model good behavior by offering a successive range of less restrictive housing with more independence.

The goal of the small community model would realign youth populations and facilities: Under the proposal, BJN would be dedicated to the secure youth treatment facility (SYTF) population, including a broader range of housing opportunities that are progressively less restrictive and offer more independence; Campus Kilpatrick would be converted into a dedicated female facility with comprehensive programming, regardless of their disposition status; the Dorothy Kirby Center (DKC) would become a complex mental health and special needs facility for male youth; and the Los Padrinos campus would be rebuilt into two separate juvenile halls. Plans for a College Academy are also being developed as a court ordered SYTF alternative on the BJN campus. In addition, Camps Scott and Scudder would be converted into the Academy & Training Center that will be focused on the preparation of new sworn personnel and their continued professional development.



**PROBATION DEPARTMENT – FACILITY PLAN (as of 2/18/2025)**

The planning, environmental review, logistics and timing, and implementation of these projects will require significant collaboration with our partners. In addition, the realignment of youth populations and the change in facility missions will also entail external stakeholder engagement.

The BJN, Campus Kilpatrick, DKC, and LP projects would be implemented in succession: BJN would need to provide a SYTF step-down program to enable the depopulation of male youth from Campus Kilpatrick. Females would then transfer from LP and DKC to Campus Kilpatrick which would be converted into a dedicated female facility. The depopulation of females would result in DKC becoming a male complex mental health and special needs facility and LP a male predisposition facility which would facilitate its phased rebuild into two juvenile halls, tentatively referred to as the Assessment Center and the Preparatory Center.

Facility	Current Operation		Small Community Model	
	Population	Program	Population	Program
Barry J. Nidorf (multi-phase, target completion TBD)	Male	SYTF	Male	SYTF SYTF Step-Down College Academy
Campus Kilpatrick (target completion 12/31/25)	Male	SYTF Step-Down	Female	Comprehensive Female Program (predisposition, post-disposition, SYTF, mental health)
Dorothy Kirby Center (target completion first quarter of 2026)	Male and Female	Mental Health Female Post-disposition Female SYTF	Male	Complex Mental Health and Special Needs Facility
Los Padrinos (multi-phase, target completion TBD)	Male and Female	Predisposition	Male	Predisposition • Assessment Center • Preparatory Center
Camp Scott & Scudder (target completion TBD)	NA	Vacant	NA	Academy and Training Center

The full expansion of the small community model would require significant renovations and capital projects, along with the logistical complexities of population movement throughout construction. The timeframe for each project would be subject to the level of renovation and/or new construction required at each facility and the level of necessary





environmental review, which may range from months to a multi-phase construction plan spanning several years.

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

BJN small community program would consolidate all SYTF populations and operations onto a single campus. Currently, SYTF youth who demonstrate successful programming and behavior are relocated from BJN to Campus Kilpatrick which operates the SYTF step-down program with less restrictive housing and offers more independence. Instead of transferring youth to another facility, the BJN campus would be reconfigured to offer a variety of progressively less restrictive housing units as an incentive for youth to succeed in programming and good behavior. The logistics of this project would involve both renovations and operational changes over several phases:

**Phase 1: Interim SYTF Step-Down and Renovations.** Minor renovations to the existing BJN housing units would be initiated to create a more therapeutic environment and the development of a corresponding interim SYTF Step-Down program. The BJN interim SYTF step-down program will begin admission on June 1, 2025.

This phase would prepare BJN as an interim SYTF step-down program to facilitate the depopulation of Campus Kilpatrick and subsequently make it available for the comprehensive female program. The interim SYTF step-down program would strictly be a temporary bridge that would operate concurrently with the renovations that transform BJN into the SYTF small community model. The interim SYTF step-down program would be in a different location on the BJN campus than the SYTF small community construction site. Once the renovations have been completed, the youth in the interim SYTF step-down program would transition to the SYTF small community program.

**Phase 2: SYTF Step-Down Transition.** Coinciding with the opening of the interim SYTF step-down program at BJN, Campus Kilpatrick will cease new admissions on June 1, 2025. Through attrition (youth returning to their communities), the staggered transfer of current residents to BJN, and community placement efforts, Campus Kilpatrick is targeted to be depopulated by August 1, 2025.

**Phase 3: Building the SYTF Small Community.** The CEO, DPW, and a consultant have been engaged in the redesign of the BJN campus. As discussed earlier, the SYTF small community program will offer a variety of progressively less restrictive housing units as an incentive for youth to succeed in programming and model good behavior. This would include a mix of renovations to existing housing units and the installation of new “tiny homes” which would offer the least restrictive housing. During this phase, the operational and programming plan for the SYTF small community model would continue to be refined with County partners. The timeframe for construction completion and full deployment of the SYTF small community program is subject to the development of the final project plan and budget, as well as environmental review.



### **Barry J. Nidorf College Academy**

The Department has been engaged with the California Guard to develop a College Academy on a separate portion of the BJN campus. The design of this collaboration will be based on the successful Sunburst Youth Challenge Academy which is operated and staffed by the California Guard. Coordination will be required with the courts and county partners, including an environmental review. The target implementation timeframe is July 1, 2026.

### **Campus Kilpatrick Client Assessment, Readiness & Engagement (CARE) Center**

CARE would serve as a consolidated and comprehensive service facility for all female youth, regardless of disposition. Once the SYTF step-down program vacates Campus Kilpatrick on August 1, 2025, minor renovations are anticipated to convert the facility to meet female needs. Coordination will be required with the courts and County partners, including developing a comprehensive operational (intake, housing, security, staffing plan, etc.), clinical, medical, and programming model. Outreach to parents and guardians, the city and local agencies, and other stakeholders will commence prior to the deployment of the CARE Center. The CARE Center will initiate admission and the gradual transfer of the female youth population, who are currently housed in LP and DKC, on September 1, 2025. Full transition is targeted to be complete by December 31, 2025.

### **Dorothy Kirby Complex Care Facility.**

DKC will serve as a complex mental health and special needs facility for male youth with mental health, cognitive disabilities, and medical conditions. The minor renovations and operational enhancements to convert DKC, in collaboration with County partners, is targeted to be completed by the end of the first quarter of 2026.

### **Los Padrinos Reimagined**

Los Padrinos Juvenile Hall would undergo a phased rebuild into two separate juvenile halls, subject to state and local regulations for building two such facilities on the existing property. One juvenile hall would be the Assessment Center which would serve as a short-term residential community and the county's sole male youth reception center. It would support whole-person risk and needs assessments aimed at determining which services and/or placement would best suit the individuals in our care. The other juvenile hall would be the Preparatory Center which will be a residential community whose objective would be to develop opportunities for our young residents to be primed for reintegration with their family of origin or newly created support network. The focus will be placed on reducing recidivism and fostering resilience. The operational, housing, education, clinical, medical, programming, and staffing plan for both centers will need to be developed with County partners.





## PROBATION DEPARTMENT – FACILITY PLAN (as of 2/18/2025)

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Since LP is the County’s sole juvenile hall for male youth, the design-build construction strategy would be phased to facilitate the construction of a new juvenile hall on one half of the property while the other half remains operational with intake, housing, education, clinical services, and programming. Pending the final design plan, budget, community input, environmental review, and any regulatory challenges to building two juvenile halls on the existing site, the preliminary construction completion timeframe is 3 years.

### **Academy & Training Center (ATC) at Camps Scott and Scudder**

The Probation Training Center would move from its current location in a leased elementary school to Camps Scott and Scudder. Although the elementary school is an academic facility, it is neither designed nor conducive for the training of peace officers. The ATC will serve as Probation’s comprehensive training facility for new recruits, including onsite housing for the duration of the academy, mandated annual training, and professional development for those pursuing to advance their careers.

A site assessment of Camps Scott and Scudder’s existing building will be required to determine the scope of renovations and whether new construction will be required. The ATC facility requirements include, at a minimum, a sufficient number classrooms and desk space to accommodate concurrent Academy and in-service classes, physical training space for cardio training (track), conditioning (weight room), and use of force and tactical training (mat rooms), scenarios training (youth housing and field scenarios), office space, locker rooms, restrooms, dining and break rooms, equipment storage, armory, and parking. The site assessment will include the feasibility of building an indoor firing range, so the facility is truly a one-stop location for sworn staff to meet all of their ongoing peace officer certifications. The project timeframe is subject to the findings of the site assessment, environmental review, development of a final project plan, and budget.



# Probation's Facility Plan Update

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Guillermo Viera-Rosa, Chief Probation Officer

February 18, 2025

# Probation's Facility Plan

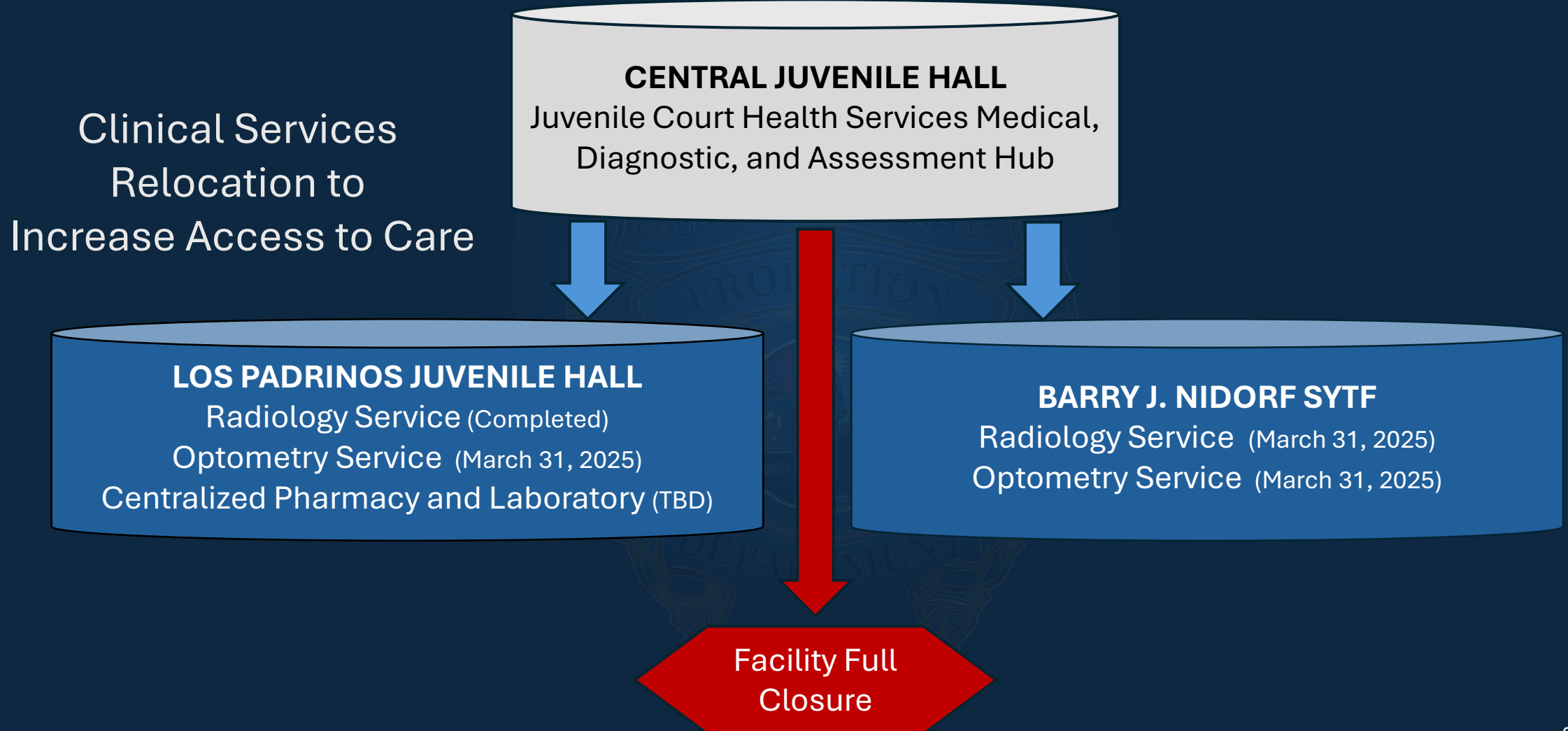
## Redeployment of Resources

- Central Juvenile Hall Clinical Services Relocation
- Camp Paige Closure

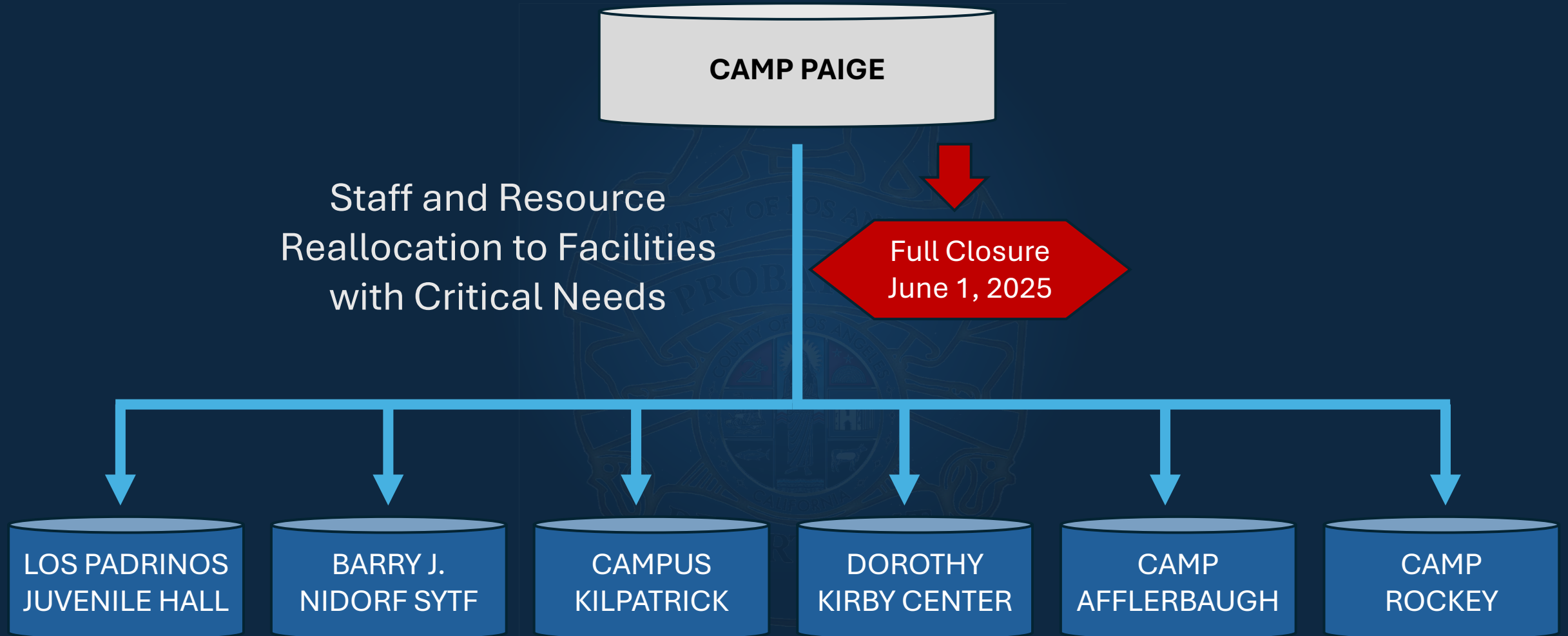
## Small Community Expansion

- Barry J. Nidorf SYTF Small Community Campus
- Campus Kilpatrick Client Assessment, Readiness & Engagement Center
- Dorothy Kirby Center Complex Care Facility
- Los Padrinos Reimagined
- Academy & Training Center

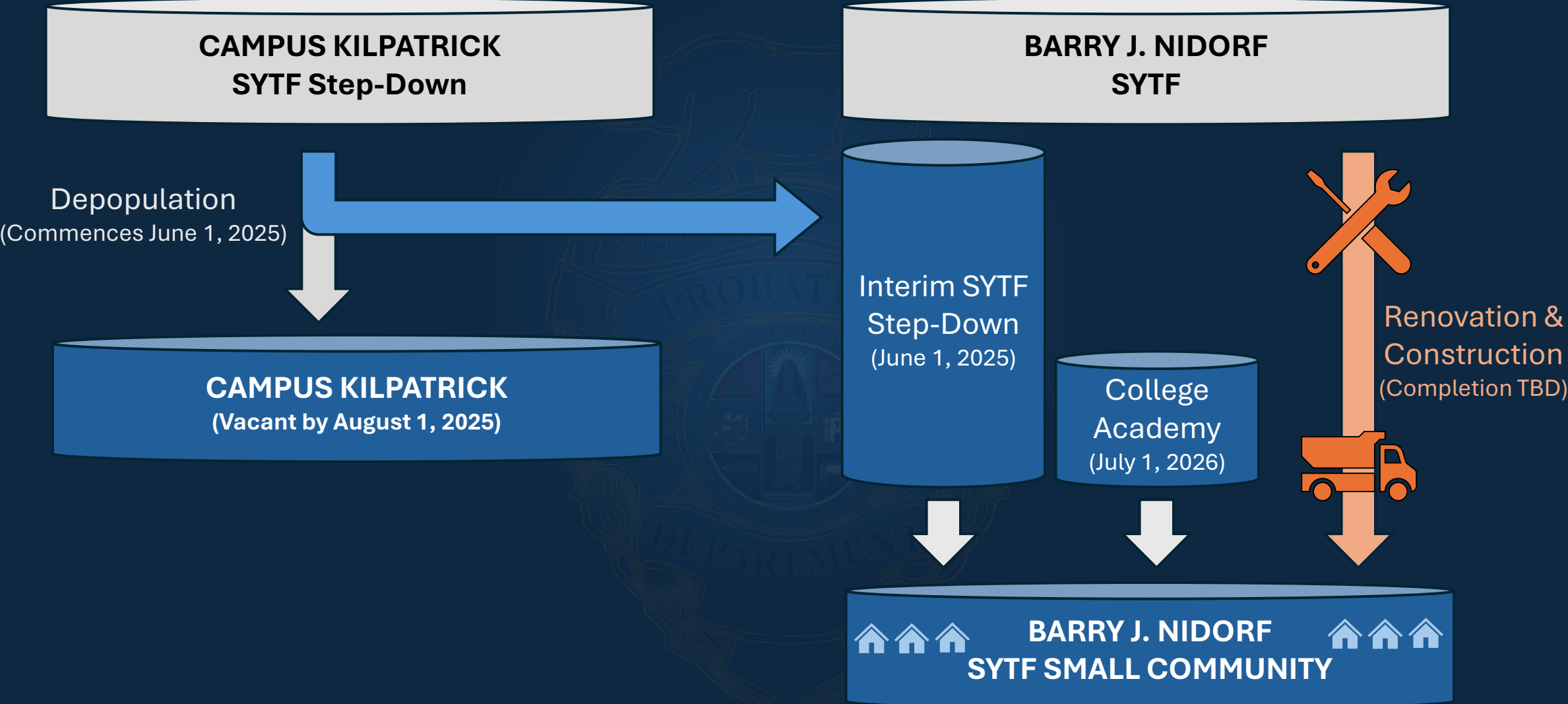
# Probation's Facility Plan: Central Juvenile Hall



# Probation's Facility Plan: Closure of Camp Paige

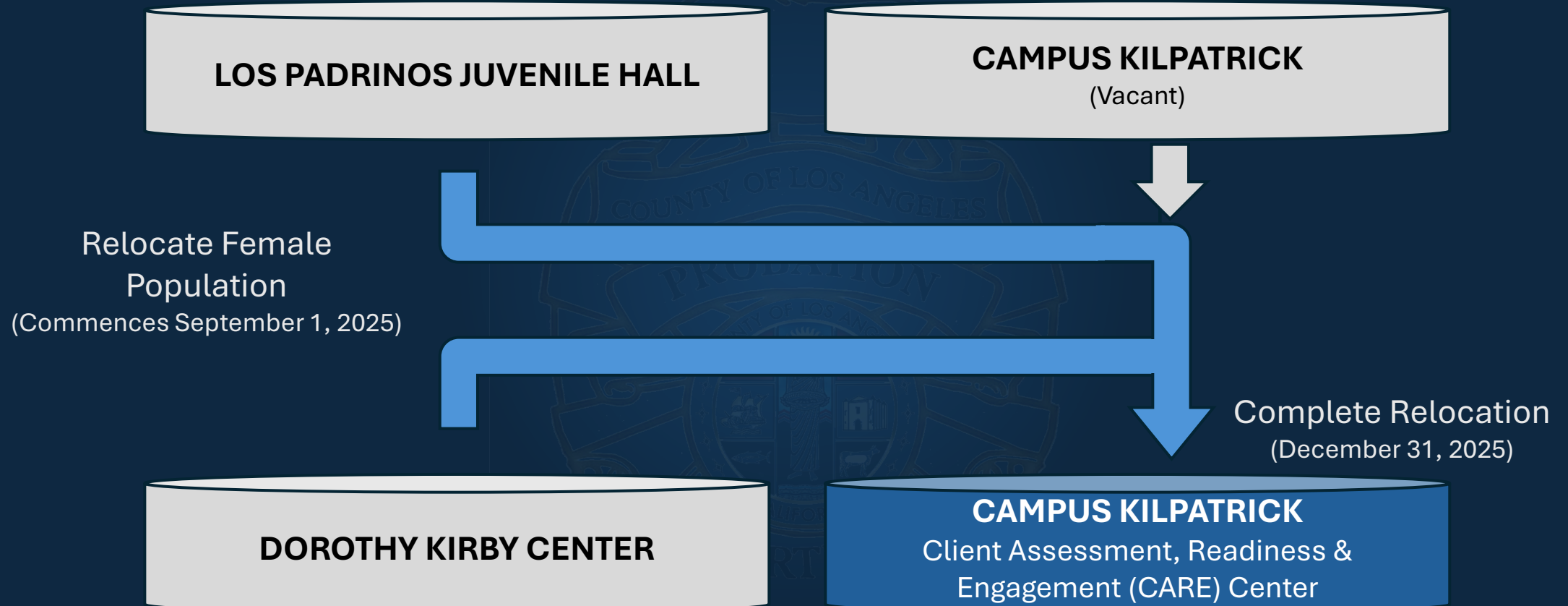


# Probation's Facility Plan: BJN SYTF Small Community

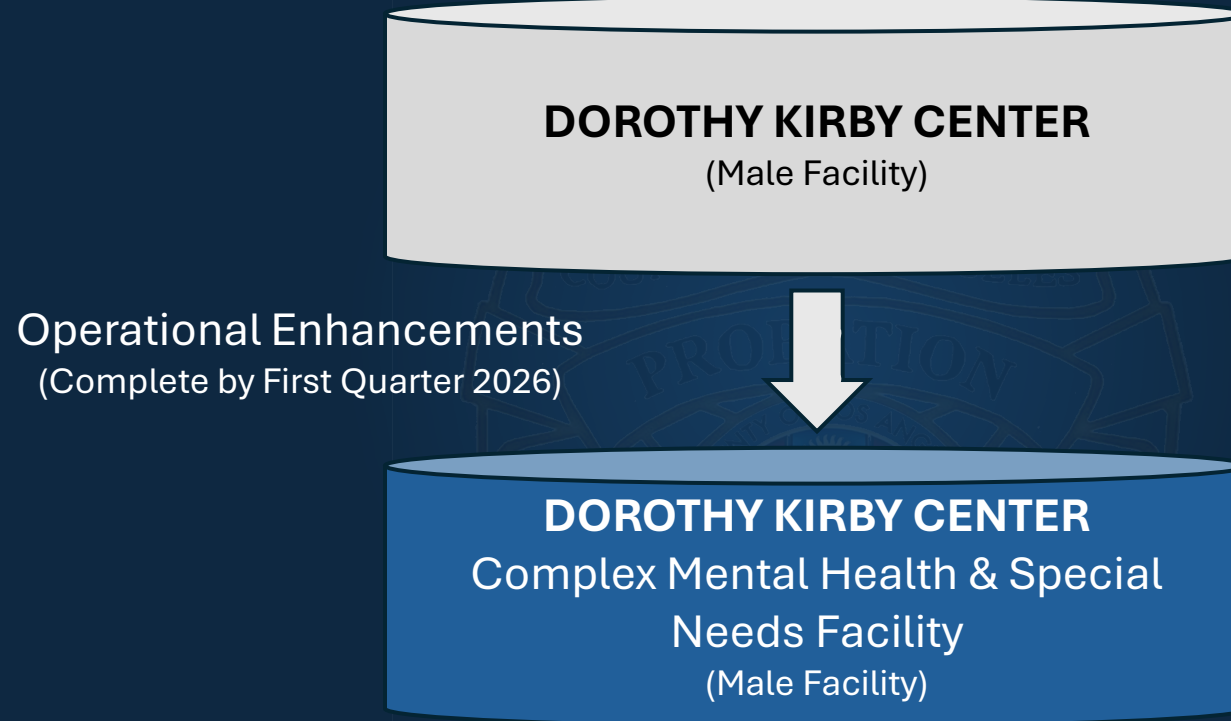




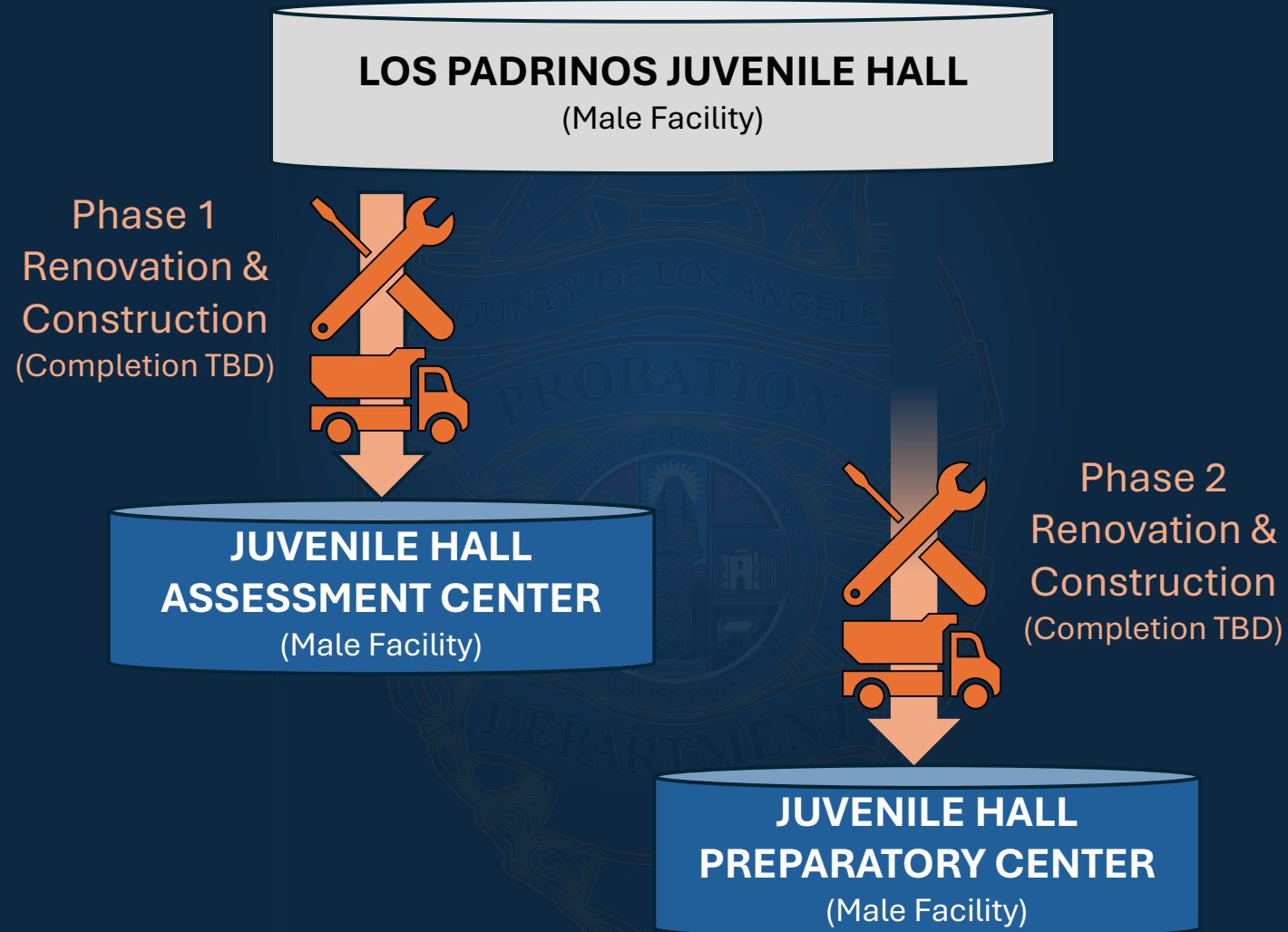
# Probation's Facility Plan: Campus Kilpatrick CARE Center



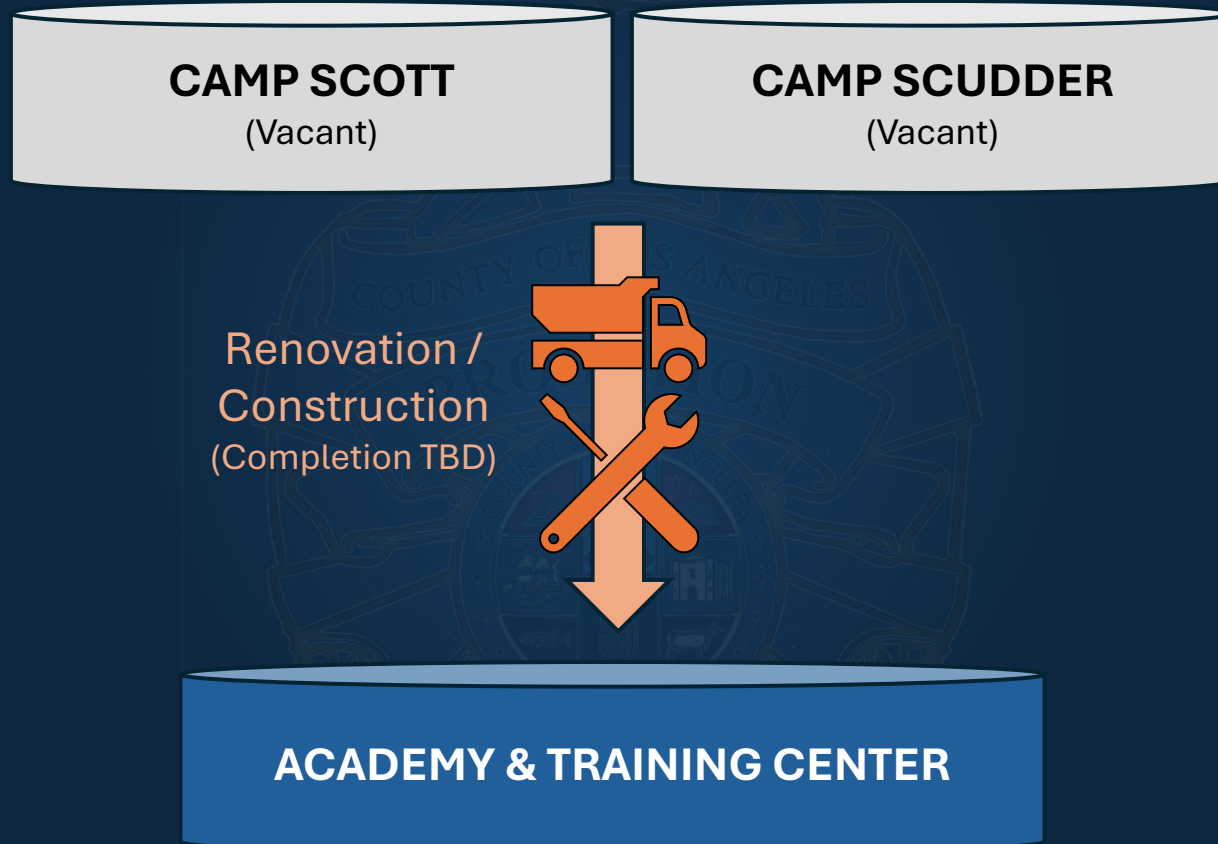
# Probation's Facility Plan: DKC Complex Care & Special Needs Facility



# Probation's Facility Plan: Los Padrinos Reimagined



# Probation's Facility Plan: Academy & Training Center





? Questions ?

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# Probation's Staffing Strategies Update

## Standby Pay

- The Standby Pay Program was activated on **February 1, 2025.**
- On Friday, January 31st, an email was sent to all staff notifying them of the new program and procedures for overtime.

## DPO I, Lateral

- External Applicants - 133
- Internal Applicants – 19
- Total Applicants – 152
- Flyers and/or advertisements placed in law enforcement publications and on social media: **American Probation and Parole Association (APPA)** January 10th, **Chief Probation Officer of California (CPOC)** January 10th, **Indeed** January 13th, **DHR** January 16<sup>th</sup>, and **Facebook & Instagram** January 17th.

## DPO II, Field to RSTB

- As of February 11, 2025, **76 staff expressed interest.** 23 are still under review. Of the remaining 53 interested staff, 23 were determined to be ineligible and 32 are scheduled for placement as follows:
  - **31 staff have been scheduled for transfer effective 2/16/2025.**
  - 1 staff have been scheduled for transfer effective 2/23/2025.



# Probation's Staffing Strategies Update

## DPO I, Open and Competitive Exam

- The current application numbers as of **February 11, 2025** are reflected in the chart to the right.

DPO I OC (F8608A)	Application Received	Application Accepted	Pending Exams
External Applicants (11/18/24 – 02/11/25)	1,610	1,152	210
Internal Applicants (11/18/24 – 02/11/25)	213	195	13
<b>Total</b>	<b>1,823</b>	<b>1,347</b>	<b>223</b>

# Probation's Staffing Strategies Update

## DPO II, Treatment & Counseling

- As of February 12, 2025, **Probation has made offers to 40 eligible candidates of which 25 have accepted.** Seven candidates declined the offers and Probation awaits a response as to the remaining eight candidates offered a position.

DPO II T&C (F8609S-T&C)	Application Received	Application Accepted	Pending Exams
Applicants (09/05/24-02/11/25)	471	111	4

# Probation's Staffing: Budgeted, Filled, & Vacancies

Area	Budgeted Positions	Filled (ALL)	Vacancies FTE
Administration	1,104.0	858.0	296.0
Field	2,337.0	1,700.0	637.0
Institutions	2,041.0	1,362.0	679.0
<b>Grand Total</b>	<b>5,482.0</b>	<b>3,920.0</b>	<b>1,612.0</b>
Total Sworn		2,562.0	
Total Non-sworn		1,358.0	
<b>Grand Total</b>		<b>3,920.0</b>	
*Subtracting Filled from Budgeted Positions, may not equal the number of Vacancies because part-time employees are included in Budgeted positions, along with individuals on ordinance items.			

# Probation's Mutual Aid Request Update

On December 31, 2024, Probation sent a formal request for mutual aid to the California Office of Emergency Services ("OES"). OES recently approved that request to proceed locally in Region One.

On February 6, 2025, Probation submitted its mutual aid requests to Chief Cid, President of Los Angeles County Police Chief's Association (LACPCA), for distribution to the membership for their preliminary review and feedback.

## Mutual Aid

On February 12, 2025, the Department engaged with the Executive Board of the Los Angeles County Police Chief's Association to initiate discussions regarding Probation's mutual aid request.

A meeting with LACPCA to address any questions or concerns regarding Probation's request is scheduled for February 20, 2025.