

**Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating for Impact"**

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):
NAME OF PROJECT: CAMPUS KILPATRICK AND THE LA MODEL

DATE OF IMPLEMENTATION/ADOPTION: JUNE 30, 2017
(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2017)

PROJECT STATUS: Ongoing One-time only



HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The Los Angeles County Probation Department has established the L.A. Model; an
 2 innovative juvenile justice residential program for youth at Campus Kilpatrick, that
 3 embraces the core tenets of safety, empowerment, and engagement to promote youth
 4 development and rehabilitation. This program dynamically shifts the paradigm for youth
 5 in residential treatment to a more holistic, therapeutic approach, thus creating an
 6 environment that supports healthy engagement between staff and youth. The L.A.
 7 Model facilitates positive relationships with youth and creates a more home-like setting
 8 to promote the development of personal goals, enhance interpersonal skills and
 9 emphasize peer and staff support. Through the opportunity provided by California State
 10 funding under the Juvenile Justice Realignment Bill (SB 81), County and community
 11 partners embarked on a truly collaborative endeavor to design this new Probation camp
 12 facility. This partnership includes the Children's Defense Fund, the National Council on
 13 Crime and Delinquency, local governmental and community stakeholders, youth and
 14 families, all committed to engage in long-term system transformation, making the L.A.
 15 Model the new standard for juvenile justice in Los Angeles County.

| BENEFITS TO THE COUNTY | | | | |
|---|--|---|--|-------------------------------------|
| (1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE | (2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS | (3) ACTUAL/ESTIMATED ANNUAL REVENUE | (1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT | SERVICE ENHANCEMENT PROJECT |
| \$ | \$ | \$ | \$ | <input checked="" type="checkbox"/> |

ANNUAL = 12 MONTHS ONLY

| | | |
|---|-------------------------|---|
| SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Probation Department 9150 E. Imperial Highway Downey, CA 90242 | | TELEPHONE NUMBER 562 940 2508 |
| PROGRAM MANAGER'S NAME Katheryn Beigh, Probation Director, Campus Kilpatrick 427 S. Encinal Canyon Road Malibu, CA 90265 | | TELEPHONE NUMBER (818) 889-1353 Emailkatheryn.beigh@probation.lacounty.gov |
| PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Rene Martinez  | DATE 7/05/18 | TELEPHONE NUMBER (562) 940-3759 EMAIL rene.martinez@probation.lacounty.gov |
| DEPARTMENT HEAD'S NAME AND SIGNATURE Terri L. McDonald  | DATE 07/05/18 | TELEPHONE NUMBER (562) 940-2501 |

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project to the County. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and **specify assessment time frame.** Use Arial 12 point font.

Challenge – The Probation Department and its partners provide services to youth in our Probation camp system within an aging infrastructure and antiquated large dormitory settings. Partner agencies include the Department of Mental Health (DMH), Department of Health – Juvenile Court Health Services (JCHS) and the Los Angeles County Office of Education (LACOE). An increasing amount of research and attention has been paid to the needs of young people in detention settings, highlighting the importance of physical as well as psychological safety. There is heightened expectation to improve services for youth in the system by creating healthier environments for both youth and staff. L.A. County will increase the quality of services for youth in the juvenile justice system by aligning with best practices to improve outcomes for youth, families and communities.

Over the last two decades, there has been a growing push to provide services for youth in their communities and natural ecologies. High levels of trauma, community violence, system involvement, family instability and school disruptions have resulted in a small core population of youth that require a higher level of care. Out-of-home placement for youth is a last resort, however, there continues to be a need to provide an option for high-risk, high-need offenders that preserves community safety. The LA Model will allow youth to receive effective treatment services and stabilize behavior when other, less restrictive alternatives, have been exhausted.

Solution – Los Angeles County built a new facility that is focused on therapeutic, small-group treatment. The L.A. Model is designed to be trauma-responsive and provide youth with a better opportunity to transition safely back into the community. The County leveraged \$28.7 million in State funding under California's Local Youthful Offender Rehabilitative Facility Construction Funding Program (SB81) to design and construct the new facility. Campus Kilpatrick's design-builder, managed by the Department of Public Works, demolished the old facility and built a state-of-the-art campus that was delivered on-time and below budget, with savings applied towards improvements outside of the initial project scope.

A highlight of this project is that it brought together over 100 people to work on four subcommittees to lay out a vision for the new model. The subcommittees were each co-chaired by a County and non-County representative and were comprised of representatives from County agencies, the Board of Supervisors, advocates, researchers, funders, youth and family. Beginning in late 2014, the subcommittees

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worked together for more than a year to develop recommendations for programming, staffing and training, education and data collection. A Guidance Team of critical stakeholders oversaw the work of the committees and developed an implementation plan. The culmination of this work resulted in the document, *“A Culture of Care for All, Envisioning the L.A. Model,”* that was distributed by the Children’s Defense Fund in January 2017. It is this vision that is now being implemented at Campus Kilpatrick and is a blue-print for public-private partnerships.

The L.A. Model aligns research and evidence on best practices with a physical environment that is conducive to healthy interactions and relationships. The L.A. Model also includes an emphasis on lower staff to youth ratios, smaller living units and pro-social adolescent development. The facility has a state-of-the-art, closed-circuit camera system with cameras and audio in 200 locations that is fully compliant with the requirements of the Prison Rape Elimination Act (PREA). The camera system provides high resolution images that are immediately accessible to management, allowing questions and incidents to be addressed in real time. This ensures the safety of the youth and allows for rapid decision making regarding investigations and/or the exoneration of staff. Safety and trust are core principles of the L.A. Model, and the cameras provide one avenue to support that.

Located in Malibu, Campus Kilpatrick takes advantage of the beautiful location to utilize natural lighting, warm non-institutional materials and views of the outdoors to create an environment that more closely resembles a college than a juvenile detention facility. The facility consists of five cottages housing up to 120 youth, divided into 10 individual living units of no more than 12 youth each, creating a home-like cohesiveness that supports positive peer and staff interactions. The education program, the Road to Success Academy, features inter-disciplinary, project-based learning focused on themes that address youth’s academic needs and aspirations. The therapeutic model includes cognitive behavioral programming and supportive services based on the individual needs of the youth. The program supports the development and strengthening of interpersonal, educational and career technical skills to assist youth in reaching their potential. The design of the facility emphasizes positive peer-to-peer and staff interactions with a goal of providing an environment conducive to healing and envisioning a brighter future.

Serving as model for other juvenile justice initiatives, the L.A. Model requires that staff from all partner agencies attend an intensive training program together as one team to prepare them to work in the L.A. Model, allowing all staff to view the youth and families through the same lens. Trainers are some of the foremost leaders in juvenile justice. Training includes *“Think Trauma,”* Small Group Management (based on the “Missouri Model” of juvenile justice), Dialectical Behavior Therapy (a cognitive

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behavioral framework emphasizing the functions of behavior and behavior principles), Case Planning, and the education program.

Benefits – The L.A. Model and the Campus Kilpatrick program are at the cutting edge of reform in the juvenile justice field, with over 150 visitors from other countries, states and counties. This integrated model of partnership includes the Probation Department, DMH, JCHS and LACOE working together as a team at the facility. Together, these departments are transforming the engagement of and services offered to youth and their families involved in the juvenile justice system. The design of Campus Kilpatrick and its small-group community living accommodations, fosters a community culture of mutual respect, tolerance and support. The program provides youth with individualized case planning and transition planning, trauma-informed, specialized service delivery, and the reinforcement of self-regulation skills and empowerment to make positive choices and behavior change. The progress and success of the L.A. Model is informing residential practice and organizational culture within the Juvenile Institutions Bureaus of the Probation Department. Campus Kilpatrick is leading the way in re-envisioning the juvenile justice system to be aligned with the four premises of the L.A. Model program: safety, empowerment, skills and engagement.

Campus Kilpatrick's Grand Opening ceremony was held on June 30, 2017, thus heralding the opening of its first cottage. The second cottage opened in May 2018. Camp populations are continuing to decline and ultimately Campus Kilpatrick will house up to one half of the male youth population in the camp system. This will allow the Probation Department to close additional facilities, thereby reducing the costs to operate and maintain those facilities. The first cohort of youth completed the program in December 2017, and youth in the second cohort will begin completing the program in the summer of 2018.

A formal evaluation of the program's implementation and results is currently in progress. The youth in the program are appreciative of the new facility with its open spaces and campus like environment and respond very positively to the engaging approach from the staff. Staff culture has been re-envisioned, with training and ongoing coaching targeting how staff work with each other, providing a framework for team support, well-being and professional growth.

Early indications are that the rates of youth-on-youth and youth-on-staff violence are lower at Campus Kilpatrick than other camps and incidents are resolved using lower levels of force. Nineteen percent of youth earned an early release in the first quarter of 2018. The program has resulted in youth graduating from high school, obtaining jobs and terminating probation.

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Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

The development and implementation of Campus Kilpatrick and the L.A. Model utilizes the strength of County and community partnerships and evidence on best practices for youth to create a forward-focused vision for juvenile justice programs that embraces the best of Los Angeles County professionals to improve outcomes for youth, staff, families and communities.

I. Make Investments That Transform Lives

Strategy I.3 – Reform Service Delivery Within Our Justice Systems

Campus Kilpatrick and the L.A. Model is in alignment with the County's strategic goal of addressing society's most complicated social, health, and public safety challenges, one person at a time. The L.A. Model was designed to be highly responsive to the specific needs and challenges experienced by youth and families, many of whom live every day with the impacts of complex trauma from community and interpersonal violence, drugs and disruption. Campus Kilpatrick was designed to enhance the delivery of comprehensive interventions, create trauma informed policies and provide trauma responsive services. The program is focused on a new model of service delivery, enhancing training and expectations for the system overall, including how we engage and communicate with youth, families and staff to build a culture of healing and growth.

II. Foster Vibrant and Resilient Communities

Strategy II.2 – Support the Wellness of Our Communities

The program includes interpersonal and self-regulation skill building programming, education and vocational programming, recreation and arts activities, mental health services, case planning, peer and staff mentorship and community transition services to prepare youth to create healthier and more successful futures.

III. Realize Tomorrow's Government Today

Strategy III.1 – Continually Pursue Development of Our Workforce

Staff training, support and develop is a key element of the L.A. Model. In addition to extensive classroom training with staff from all partner agencies working together to build teams, the program includes a focus on staff coaching and wellness. The program is a partnership with communities, fellow county service providers, youth and families in collaboration with state, national, and world leaders in the juvenile justice field to focus on continual service and system improvement through ongoing refinement of the model.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS

DEPARTMENT OF PUBLIC WORKS: 900 S. FREEMONT AVE. ALHAMBRA, CA 91803

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

LESLIE SCHENK 
 EMAIL: LSCHENK@DPW.LACOUNTY.GOV

DEPARTMENT HEAD'S NAME AND SIGNATURE


 EMAIL: MPESTRELLA@DPW.LACOUNTY.GOV

DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS

**DEPARTMENT OF HEALTH SERVICES – JUVENILE COURT HEALTH SERVICES: 313 N. FIGUEROA
 LOS ANGELES, CA 90012**

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT HEAD'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS

DEPARTMENT OF MENTAL HEALTH: 550 S. VERMONT AVE., 6TH FLOOR LOS ANGELES, CA 90020

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT HEAD'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS

LOS ANGELES COUNTY OFFICE OF EDUCATION: 9300 IMPERIAL HWY. DOWNEY, CA 90242

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT HEAD'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS

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EMAIL: _____

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DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS

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| PRODUCTIVITY MANAGER'S NAME AND SIGNATURE LISA FINKELSTEIN <i>Lisa Finkelstein</i> EMAIL: <u>LFINKELSTEIN@DHS.LACOUNTY.GOV</u> | DEPARTMENT HEAD'S NAME AND SIGNATURE CHRISTINA R. GHALY, M.D. <i>Christina R. Ghaly</i> EMAIL: <u>CGHALY@DHS.LACOUNTY.GOV</u> |
| DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS DEPARTMENT OF MENTAL HEALTH: 550 S. VERMONT AVE., 6 TH FLOOR LOS ANGELES, CA 90020 | |
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| PRODUCTIVITY MANAGER'S NAME AND SIGNATURE  KUMAR MENON, MSPA (ALT PROD MGR) EMAIL: KMENON@DMH.LACOUNTY.GOV | DEPARTMENT HEAD'S NAME AND SIGNATURE  JONATHAN E. SHERIN, MD, PHD EMAIL: JSHERIN@DMH.LACOUNTY.GOV |
| DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS LOS ANGELES COUNTY OFFICE OF EDUCATION: 9300 IMPERIAL HWY. DOWNEY, CA 90242 | |
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| LOS ANGELES COUNTY OFFICE OF EDUCATION: 9300 IMPERIAL HWY. DOWNEY, CA 90242 | |
| PRODUCTIVITY MANAGER'S NAME AND SIGNATURE | DEPARTMENT HEAD'S NAME AND SIGNATURE |
| EMAIL: _____ | <i>Maricela Ramirez, Chief Ed. Programs officer</i> <i>LAWE M.T.</i> EMAIL: <i>ramirez - maricela@lawe.edu</i> |
| DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS | |
| | |
| PRODUCTIVITY MANAGER'S NAME AND SIGNATURE | DEPARTMENT HEAD'S NAME AND SIGNATURE |
| EMAIL: _____ | EMAIL: _____ |
| DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS | |
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| PRODUCTIVITY MANAGER'S NAME AND SIGNATURE | DEPARTMENT HEAD'S NAME AND SIGNATURE |
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