



**A Decade of Progress:  
Probation's Success with Juvenile Realignment  
Saving the Future - Campus Kilpatrick – LA Model**

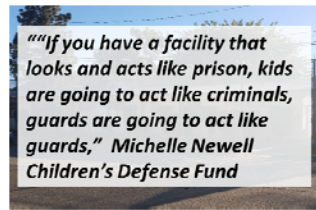
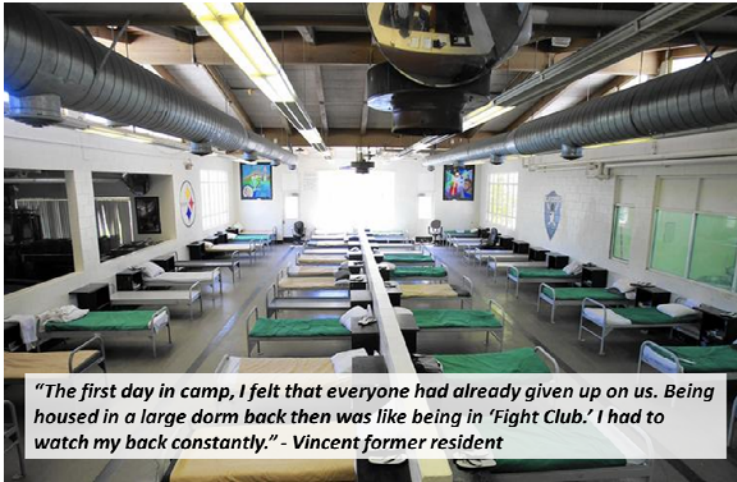


**Presented By:**  
Harry Grammer, New Earth, Founder & President  
Sheila Mitchell, Los Angeles County Probation Department, Chief Deputy Juvenile Services  
Patricia Soung, Children's Defense Fund-California, Sr. Staff Attorney & Sr. Policy Associate



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## The Old LA Model...



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## The Old LA Model...



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## The LA Model at Campus Kilpatrick

### Project Funding ...

Juvenile Justice Realignment State  
Funding Grant (SB 81)

✓ \$28,728,000

Los Angeles net County Cost Allocation

✓ \$23,514,000

Total Funding for Campus Kilpatrick  
Replacement Project

✓ \$52,242,000



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## The Cornerstones of the LA Model



## The Key Components



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## Beliefs: Therapeutic Approach

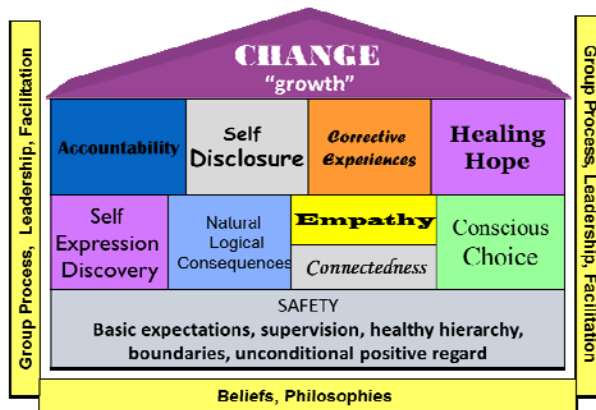
Eyes ON, Ears ON  
Hearts ON  
"Relationship Based  
Unit Management"



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## When safety is the foundation...



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## Rates of Trauma for LA Juvenile Justice Youth



**93% of adjudicated youth reported at least one or more traumatic experiences.**



**83% of Youth in LA County Camps had been referred to Child Protective Services at least once for Maltreatment.**



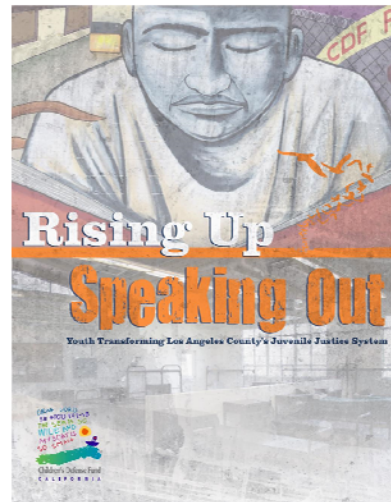
**Youth in the JJ population have rates of PTSD that exceed those of service members returning from Iraq.**



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## The New LA Model- Campus Kilpatrick, Malibu, CA



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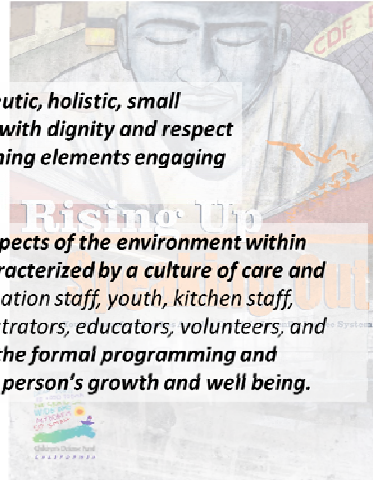
## The New LA Model- Campus Kilpatrick, Malibu, CA

*“ . . . a new facility focused on therapeutic, holistic, small group treatment . . . youth treated . . . with dignity and respect . . . A therapeutic milieu . . . programming elements engaging and meaningful for youth and staff*

*The therapeutic milieu refers to and includes all aspects of the environment within which youth live and staff work. That milieu is characterized by a culture of care and respect among all persons in the setting (e.g., probation staff, youth, kitchen staff, medical providers, mental health clinicians, administrators, educators, volunteers, and any other person who provides services) as well as the formal programming and education elements that are critical to each young person's growth and well being.*

### ENVISIONING THE LA MODEL

Heidi J. Carter, Behavioral Consultant, Tehama  
Dale S. Swartzberg, California State University, Los Angeles



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## Best Practices Applied- Campus Kilpatrick, Malibu, CA

*“ . . . a new facility focused on therapeutic, holistic, small group treatment . . . youth are treated in facilities with more dignity and respect . . . ”*

### ESSENTIAL ELEMENTS OF THE LA MODEL

The following essential elements were defined as the necessary foundation for evidence-based programming and skill-building activities. Within the therapeutic milieu:

1. **Multi-disciplinary team planning** occurs with *collaboration across agencies and at all levels*.
2. **Programming is engaging and meaningful** for youth and staff with a focus on skill-building, mental health, healing, and personal growth. It consistently and meaningfully includes families and community members as critical partners.
3. **Families are engaged** early and often, treated with respect, and seen as partners in the treatment and aftercare process.
4. **Aftercare and reentry** are the core drivers of case planning from the day of arrival, in order to build a continuum of care and to support stability when back in the community.
5. The **small-group care model** includes cohort consistency, a focus on relationships, homelike living spaces, and shared responsibility for daily activities, self-care and ordinary maintenance of shared spaces.

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## Best Practices Applied- Campus Kilpatrick, Malibu, CA

*" . . . a new facility focused on therapeutic, holistic, small group treatment . . . youth are treated in facilities with more dignity and respect . . ."*

### ESSENTIAL ELEMENTS OF THE LA MODEL (cont'd)

6. **Safety, both psychological and physical, is a priority** for staff and youth and is promoted through a variety of positive mechanisms integrated into daily interactions and activities.
7. **Academic achievement and engagement** are critical to each youth's program, and input from education providers is a fundamental element of case and reentry planning.
8. Probation and **all other staff are mentors** and are consistently integrated into program delivery. Support for staff mental health and wellness is provided as an integral component of the LA Model.
9. Approach to **programming is individualized**, strength-based, and developmentally-appropriate, meeting youth where they are at in the process of change and focusing on empowerment, problem-solving, and the promotion of protective factors.
10. **Data** is continuously collected and analyzed in order to **drive decision-making**, guide case planning, support continuous improvement, and evaluate implementation and effectiveness of activities/programming.



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## The New Campus Kilpatrick, Malibu, CA



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## The New Campus Kilpatrick, Malibu, CA



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## Old Housing Model – Open Barracks



*"The first day in camp, I felt that everyone had already given up on us. Being housed in a large dorm back then was like being in 'Fight Club.' I had to watch my back constantly." - Vincent former resident*

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## New Housing Model – Small, Safe, Residential Character

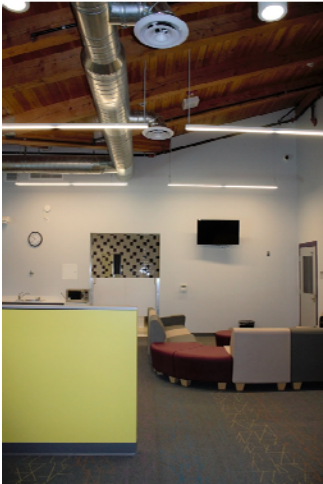


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## New Housing Model – Small, Safe, Residential Character



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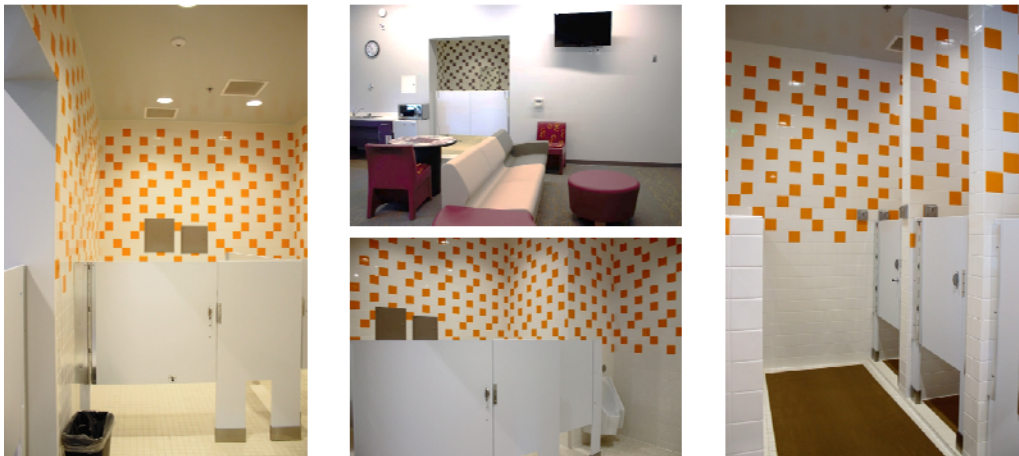
## Old Housing Model – No Privacy, Individual Respect or Dignity



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## New Housing Model – Privacy, Respect, Dignity, PREA



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## Old Housing Model – “Regimental, Prison-like Dining Hall



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## New Model – Staff & Residents Dine Together – Normalized Environment



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## Road to Success Academy



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## New Model – Changes in Policy, Procedure & Operations



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## Culinary Arts – Training, Employment, Family/Official Dining



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## Gymnasium – Physical Education, Recreation Theatre Arts



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## Best Practices Applied- Campus Kilpatrick, Malibu, CA

- **Small, single level housing units (10-12 residents).**
- **Single occupancy sleeping room (20% maximum doubles).**
- **Identify behavior characteristics and requirements for separation.**
- **Housing units arranged in groups for shared services and staffing efficiency.**
- **Open dayroom with attached sleeping rooms (improved supervision).**
- **On-unit housing activities (counseling, homework, passive recreation) for program flexibility.**
- **Central Dining (no dining in housing units).**
- **Extensive Program Opportunities (Educational, Vocational, Recreation, Visiting, and others)**
- **Direct Supervision staffing ratios of 1:8 (day) to 1:16 (night) – (PREA 115.313(c)).**



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## The New LA Model- Campus Kilpatrick, Malibu, CA

**A CULTURE OF CARE FOR ALL**  
ENVISIONING THE LA MODEL

Howy, Ph. Kwon, Schaeffer, Education, Policy, and  
Sally G. Greenberg, California State University, Los Angeles

**Youth Transforming Los Angeles County's Juvenile Justice System**

www.cdfca.org/library/publications/2015/rising-up-speaking-out.pdf

**a culture of care for all - Children's Defense Fund-California**  
[www.cdfca.org/library/publications/2016/culture-of-care-for-all-final.pdf](http://www.cdfca.org/library/publications/2016/culture-of-care-for-all-final.pdf)

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