



# COUNTY OF LOS ANGELES PROBATION DEPARTMENT

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**TERRI L. McDONALD**  
Chief Probation Officer

April 30, 2019

**TO:** Supervisor Janice Hahn, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Kathryn Barger

**FROM:** Terri L. McDonald  
Chief Probation Officer

**SUBJECT: REPURPOSING OF CHALLENGER MEMORIAL YOUTH CENTER TO A  
RESIDENTIAL VOCATIONAL TRAINING CENTER (ITEM NO. 19,  
AGENDA OF OCTOBER 30, 2018) – STATUS REPORT**

On October 30, 2018, on motion of Supervisor Barger, the Board of Supervisors (Board) approved in concept, the repurposing of the Challenger Memorial Youth Center (CMYC) into a residential vocational training facility for young adults, ages 18 to 25. In addition, the Board directed the Chief Probation Officer and the Chief Executive Officer (CEO), in coordination with County Counsel and interested community partners, to report back to the Board in 180 days with a comprehensive plan for repurposing CMYC and implementing a pilot residential vocational training center at the facility, including a summary of the necessary capital improvements, programming and implementation timeline, a proposed budget and potential funding sources. The following provides a response to this motion.

## **I. Necessary Capital Improvements Summary**

CMYC is comprised of 220,000 square feet of structures on 65 acres in the Fifth Supervisorial District. CMYC was originally scheduled to close in June 2019. However, due to the fires surrounding Campus Kilpatrick and the subsequent mudslides, we have temporarily relocated the youth from Campus Kilpatrick to CMYC, where we continue to operate the L.A. Model. Probation anticipates returning the youth to Campus Kilpatrick in October 2019, and closing CMYC shortly thereafter.

We estimate that the renovation of the facility will cost upwards of millions of dollars in one-time funds. Although we have not yet identified specific capital improvements or developed a proposed budget for renovations to the facility, we know that the dorms will require the most significant renovation as we convert CMYC into a non-detention setting. Probation is collaborating with the Center for Strategic Partnerships, the CEO, County Counsel and other private and public agencies to secure funding for the renovation. Probation will work with CEO Capital Projects and the Department of Public Works to begin outlining potential capital improvements to CMYC.

## **II. Programming and Implementation Timeline**

Building upon the successes and lessons learned of Campus Kilpatrick, and with the repurposing initiative underway with Camp Gonzalez, the County is looking to transform CMYC into a pilot residential career training center to provide at-risk or system-involved young adults, including those experiencing homelessness, with specialized rehabilitation and reentry services.

The program at CMYC will include tailored educational and career training services in a voluntary, residential setting. This career training center will be operated by a community-based organization in partnership with nonprofit organizations, County agencies, academic institutions, and local industries. Given the space capacity at CMYC, we envision implementing two programs for the target populations – one side of CMYC will be renovated to provide services to young women and their children, while the other side will serve young men.

### **Current Efforts to Engage Public and Private Partners**

The Department's current efforts include:

- Working closely with the Center for Strategic Partnerships and the Fifth Supervisorial District to identify key partners who can provide mental health and wellness, educational and substance abuse services to these populations in a residential setting;
- Continuing to engage public and private partners to develop the program plan and implementation strategy;
- Seeking partners in the Antelope Valley who have experience working with homeless or system-involved young adults to offer them career and educational pathways; and
- Engaging private employers in the Antelope Valley that may be able to provide career pathways for program participants.

### Proposed Hiring of a Consultant to Serve as Project Manager

Probation intends to hire a consultant with extensive experience in project management and partnerships between public and private entities, to serve as the project manager for repurposing CMYC. We are working with the CEO on seeking Delegated Authority Agreement (DAA) approval to hire a consultant and will be providing the Board, under separate cover, notification of our intent to negotiate a DAA. The consultant is needed to assist us with the various steps involved in repurposing CMYC, including: 1) Program design; 2) Coordinating and collaborating with foundations and private entities to secure funding for the renovation of CMYC; 3) Leading workgroups of stakeholders engaged in the project; and 4) Ensuring that the project is adhering to all proposed timelines for completion. The contract would be funded by Probation resources that would be leveraged with resources of a private foundation to be identified by the Center for Strategic Partnerships.

### Developing Potential Career and Educational Pathways for Participants

On April 8, 2019, Probation attended a project meeting with representatives of the Fifth Supervisorial District, Salvation Army and Antelope Valley College to discuss potential career and educational pathways for program participants. Probation will continue to collaborate and engage potential County, community and private partners to ensure that the most appropriate array of services is identified for and provided to these target populations.

### **III. Proposed Budget and Potential Funding Sources**

Creating the necessary transitional housing and establishing effective programs will require significant funding. Similar to the Campus Kilpatrick and Camp Gonzales repurposing initiatives, this new campus will leverage State, local, and private funds to support the ongoing programming, housing, and services that will be provided at no cost to participants. The Department is working closely with County agencies to identify available resources that will be blended to support these services throughout the pilot.

Probation is working with CEO legislative representatives to seek additional State funding for the renovation of CMYC. Probation has met with State Assembly members on several occasions to seek \$10 million in State funding toward renovation and repurposing costs. Probation is committed to ongoing dialog with State officials about the repurposing of vacant juvenile detention facilities.

#### **IV. Conclusion**

The repurposing of CMYC is an exciting opportunity for the County, communities, and employers to establish transformative residential career centers for young men and women in the Antelope Valley and throughout the County. These centers ultimately serve to address the challenges of reducing recidivism, housing insecurity, and homelessness. Probation will provide the Board with periodic updates on program design, cost and implementation timelines. We anticipate providing the Board with our next status report by October 31, 2019.

If you have questions or need additional information, please feel free to contact me, or Adam Bettino, Special Assistant, at (562) 940-3760.

TLM:AB

c: Honorable Victor Greenberg, Presiding Judge of the Juvenile Court  
Sachi A. Hamai, Chief Executive Officer  
Celia Zavala, Executive Officer  
Mary C. Wickham, County Counsel  
Sheila Williams, Senior Manager, CEO  
Justice Deputies