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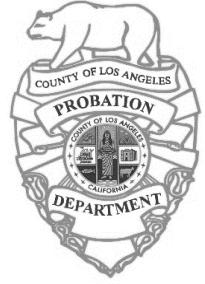


**ADOLFO GONZALES**

Chief Probation Officer

# COUNTY OF LOS ANGELES PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY – DOWNEY, CALIFORNIA 90242  
(562) 940-2501



April 29, 2022

TO: Supervisor Holly J. Mitchell, Chair  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Adolfo Gonzales, Chief Probation Officer  
Chair, JJCC-JJRBG Subcommittee

SUBJECT: **PREPARING FOR THE CLOSURE OF THE DIVISION OF JUVENILE JUSTICE: SYTF DESIGNATION AND LA MODEL EXPANSION (ITEM NO. 10 - 4 AND 5, AGENDA OF MARCH 15, 2022)**

On March 15, 2022, on motion of Supervisors Mitchell and Kuehl, the Board of Supervisors (Board) took various actions pertaining to the Secure Youth Track Facility (SYTF) and the LA Model expansion. This is the report on Directives 4 and 5, as follows:

4. Instruct the CPO to immediately convene the Multi-Disciplinary Team of each youth currently awaiting secure track placement at Barry J. Nidorf Juvenile Hall (BJNJH) and develop individual plans for each youth who can currently be served by existing staff and programming to move them to an existing camp as quickly as possible; and report back in writing in 45 days with a status update.
5. Instruct the Chief Executive Officer and the CPO, in collaboration with other relevant stakeholders, to report back in writing in 45 days with an implementation plan for a program that utilizes existing Deputy Probation Officer staff to support the expedited placement of secure track youth, including an analysis of remaining gaps in resources that need to be addressed and timelines for implementation with a discussion of how to meet any needs created by the anticipated growth of the secure track population in the short-term.

## Background

On September 30, 2020, the Governor signed Senate Bill (SB) 823 directing the closure of Division of Juvenile Justice (DJJ) and the transition of those responsibilities to the counties

***Rebuild Lives and Provide for Healthier and Safer Communities***

which became effective July 1, 2021, in preparation of DJJ's eventual closure on June 30, 2023. Pursuant to SB 823, the state established a Juvenile Justice Realignment Block Grant (JJRBG) to provide counties with funding, appropriated through the General Fund for youth subject to a SYTF disposition.

On July 28, 2021, your Board identified Campus Vernon Kilpatrick (CVK) to serve as the temporary SYTF housing site for male youth, and Dorothy Kirby Center (DKC) for female youth. The Department collaborated with JJRBG and other community partners to evaluate feasibility of various secure facilities and provided a report back to your Board on October 18, 2021, with recommendations on a permanent site. Additionally, other facilities, including the juvenile halls, were considered, and ruled out as potential SYTF sites. On March 15, 2022, your Board ordered future identification of, CVK, Camp Scott and DKC as the permanent SYTF sites.

In addition, in July 2017, CVK opened its doors and Probation began implementation of the LA Model, a new approach to supporting and engaging justice-involved youth that includes a small group model, homelike living units, enhanced therapeutic milieu, and specialized training for all employees.

#### **Multi-Disciplinary Team Meetings (Directive #4)**

Every adjudicated youth that receives a SYTF disposition receives an initial Multi-Disciplinary Team (MDT) meeting within 30 days of disposition. Juvenile Field Administration takes the lead in coordinating the MDT to develop the Individualized Rehabilitation Plan (IRP). The MDT includes historical information provided by the Department of Mental Health (DMH), Juvenile Court Health Services (JCHS), Los Angeles County Office of Education (LACOE), Education Services, Public Defender, Probation, youth, family, and court ordered partners<sup>1</sup>. Included in the MDT is the youth's assigned SYTF case carrying Deputy Probation Officer (DPO) as well as the assigned field DPO that helps prepare for transition back into the community.

Following the IRP, Residential Treatment Services Bureau takes the lead to coordinate a SYTF Treatment MDT within 30-45 days. In collaboration with entitled partners and court-ordered community-based organizations that have been working with the youth, a SYTF treatment plan is developed based on the IRP and the SYTF Assessment (Attachment I).

The SYTF Assessment synthesizes and consolidates information from agency specific assessment tools and Probation's vulnerability and classification assessments.

As of April 28, 2022, thirty-three (33) youth have received a SYTF order. All of these youth have received an initial MDT and twenty-seven (27) have an IRP in place. In accordance

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<sup>1</sup> Welfare and Institutions Code section 827(a)(1) and California Rules of Court, rule 5.552(b), set forth the persons and entities entitled to inspect a juvenile case file without a court order. Every document contained in a juvenile case file is confidential and protected by Section 827. (County Counsel presentation to Youth Justice Advisory Committee).

with the March 15 Board motion, these 27 youth were screened by DMH, Probation, LACOE, and JCHS, to determine whether each youth should be reassessed for step down into an open dorm setting using the following criteria: number of prior offenses, gang/racial incidents, major misconduct, number of school misconduct, number of assaults on staff, compliance and progress with IRP, school participation, educational needs, emotional stability, health needs, ability to be in an open dorm, suitable to function in a less restrictive environment, gender-related or other special needs. It was determined that nine (9) youth would be eligible for a reevaluation once CVK is converted to house SYTF youth, but all youth are being reevaluated on an ongoing basis.

### **Transition Planning (Directive #5)**

Now that your Board has ordered CVK to be evaluated as a permanent SYTF site, Probation plans to solely utilize it as a SYTF facility. Efforts are in progress to prepare for the expedited placement of youth with a SYTF order at CVK. No new Camp youth have been ordered to CVK since April 1, 2022. Probation continues to plan the movement of the existing youth at CVK to determine if they can be released or placed at a different camp. Engagement with our partner agencies is ongoing and CBOs at CVK and BJNJH to ensure that appropriate services and supports remain at CVK.

Probation is moving forward with recruiting select staff members to work with SYTF at CVK and future locations. The training curriculum for these staff is being finalized and will include training in de-escalation, Dialectical Behavioral Therapy, the LA Model, and Safe Crisis Management. Training will commence upon selection of staff and will include County and community partners. A special recruitment notice has been created and is currently being reviewed by labor partners for finalization.

We continue to engage our labor partners and the CEO to address the change in working conditions for the staff assigned to supervise these youth. All SYTF youth have been assigned a case manager that will assist the youth in achieving goals outlined in the youth's IRP and treatment plan. These case managers are assigned to BJNJH and will move with the youth to CVK and future locations.

### **Conclusion**

The Department will continue to work with our partner agencies to meet the needs of the SYTF population and ensure a program that aligns with reforming youth justice. Probation is committed to providing youth with support and opportunities for growth and healing and will ensure that the services and programming at CVK reflect it.

If you have any questions or need additional information, please contact Adam Bettino, Chief Deputy, Administrative Services and Operational Support, at (562) 940-3760 or [adam.bettino@probation.lacounty.gov](mailto:adam.bettino@probation.lacounty.gov).

Each Supervisor

April 29, 2022

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AG:AB:VM

Attachments (4)

c: Honorable Akemi Arakaki, Presiding Judge of the Juvenile Court  
Alex Villanueva, Sheriff  
George Gascón, District Attorney  
Fesia Davenport, Chief Executive Officer  
Celia Zavala, Executive Officer, Board of Supervisors  
Dawyn Harrison, Interim County Counsel  
Christina R. Ghaly, Director, Department of Health Services  
Selwyn Hollins, Director, Internal Services Department  
Max Huntsman, Inspector General  
Jonathan E. Sherin, Director, Department of Mental Health  
Lisa M. Garrett, Director of Personnel  
Barbara Ferrer, Director, Department of Public Health  
Antonia Jimenez, Director, Department of Public Social Services  
Debra Duardo, Superintendent, Los Angeles County Office of Education  
Wendelyn Julien, Executive Director, Probation Oversight Commission  
Juvenile Justice Coordinating Council  
JJCC-JJRBG Subcommittee  
Justice Deputies

## SECURE YOUTH TREATMENT FACILITY REASSESSMENT

Youth Name: PDJ:

This initial summary is done by a SYTF DPO with best information available at the time of the reassessment. It is intended to assist SYTF entry and orientation staff with factual case information to make subsequent classification and supervision decisions. It provides the foundation for the SYTF caseworker to develop an evolving case plan and goals through the MDT process.

### 1. Special Handling Code(s):

S: ☐ Suicide

D: ☐ Dangerous

E: ☐ Escape Risk

R: ☐ Runaway

MHM: ☐ Mental Health Meds

K: ☐ Keep Away

K: ☐ Conditions of Probation

G: ☐ Gang

M: ☐ Medical Fragile

SO: ☐ Sex Offender

AB: ☐ Assaultive Behavior

INTRP: Interpreter required for ☐ Language

CSEC: ☐ Commercial Sexual Exploitation of Children

☐ Other

2. Age: ☐ DOB: ☐

SYTF Court: ☐ Home Court: ☐

### 3. Gender:

Male: ☐ Female: ☐

### 3A. Gender identification:

Male: ☐ Female: ☐

### 3B. Transgender or intersex youth (circle if applicable)

Preferred Gender Search: ☐

## SECURE YOUTH TREATMENT FACILITY REASSESSMENT

### 4. Legal Status:

US Citizen: ☐

Resident: ☐

Other: ☐

5. Baseline Term is: ☐ Months

SYTF Deposition Time: ☐ yrs. ☐ mos.

Predisposition Credits: ☐ days

Physical Confinement ☐ yrs.

6. Child Welfare: ☐ Yes ☐ No

Referral History: ☐ Substantiated: ☐

Type of abuse:

☐ Physical

☐ Sexual

☐ Emotional

☐ Other

Any open referrals against caregiver: ☐ Yes ☐ No

Reason: ☐

Social Worker Name: ☐

Phone Number: ☐ Email: ☐

Child Welfare Services previously provided: ☐ Yes ☐ No

☐ Services or treatment for prior sexual victimization or abusiveness.

☐ Family Preservation

☐ Wraparound

☐ Family Maintenance

☐ Dependency Court Placement

☐ DUAL Status 241.1

## SECURE YOUTH TREATMENT FACILITY REASSESSMENT

### 7. Gang: Moniker:

Rivals: Allies:

Other gang information: Any additional information will be forwarded to the receiving facility.

☐ Is current offense gang related?

☐ Number of gang related offenses

### 8. LARRC: Total Score: ☐ Specific Substance Use Score: ☐

Delinquent Behavior Score: ☐

Family Score: ☐

Individual Score: ☐

### 9. EDUCATION:

Grade by Age: ☐ By Credits: ☐ Reading: ☐ Math: ☐

RSP: ☐ SDC: ☐ N/A: ☐

Date of last IEP: ☐ Date of next IEP: TBD

Education Rights Holder: ☐

Career Technical Education courses taken: ☐ Yes ☐ No

Career Interest: ☐

Post-Secondary Education Goals:

☐ College ☐ Trade School ☐ Other

☐ College Credits ☐ Certificates/Degree earned ☐ Vocational

### 10. IRP Pro-Social Activities:

☐ Music

☐ Sports

☐ Art

☐ Church

☐ Mentor

☐ Dance

☐ Other

### 11. Physical Health Concerns: ☐ Yes ☐ No

Please refer to Juvenile Court Health Services for further info: ☐

## SECURE YOUTH TREATMENT FACILITY REASSESSMENT

### 12. Mental Health:

- ☐ Mental illness or mental disabilities: ☐
- ☐ History of any suicide attempts or self-harming events ☐
- ☐ Death of an immediate family or supportive individual
- If yes who? ☐
- ☐ History of psychiatric hospitalizations ☐
- ☐ History of psychotropic medications ☐

### 13. Behavior in Custody: ☐ Yes ☐ None noted.

SYTF DPO reviewed PCMS which revealed:

- ☐ Incident
- ☐ Grievances
- ☐ Assault on youth
- ☐ Assault on staff
- ☐ None
- ☐ Other

### 14. Marital Status:

- ☐ Single
- ☐ Married
- ☐ Girlfriend
- ☐ Boyfriend
- ☐ Significant other:
- ☐ If yes, has that person ever been arrested
- ☐ Children

### 15. Last Parental Contact Date:

Identify Family strengths and needs: ☐

- ☐ History of suicidal ideation
- ☐ Currently suicidal
- ☐ Self-harm behavior
- ☐ Past/Current self-harm issues: ☐

## SECURE YOUTH TREATMENT FACILITY REASSESSMENT

**16. Restitution ordered by Court (22):** MO Date:

Restitution ordered for (23a) Victim Fund: MO Date:

**No Restitution ordered**

**17. Out of Home Screening Clearance:**  Yes  No

Field DPO Recommendation:

**18. Regional Center Designation:**

Eligibility Date:

Regional Center Address:

Regional Center Coordinator:

Next IHTP Date:

Referral Date:

Intake Coordinator

**19. Sexual Related Offenses:**

Number of adjudications:

Number of victims:

Length of sexual offending history:

Treatment programs:

History of deception/grooming victims:

Victim relationship (family, unknown):

## SECURE YOUTH TREATMENT FACILITY REASSESSMENT

### 20. Recommended SYTF IRP update for the youthful offender:

<input type="checkbox"/> Brief Strategic Family Therapy (BSFT)	<input type="checkbox"/> Loving Intervention Family Enrichment Program (LIFE)
<input type="checkbox"/> Dialectical Behavior Therapy (DBT)	<input type="checkbox"/> Prolonged Exposure – Post Traumatic Stress Disorder (PE-PTSD)
<input type="checkbox"/> Depression (Group CBT)	<input type="checkbox"/> Seeking Safety (SS)
<input type="checkbox"/> Restorative Justice	<input type="checkbox"/> Sex Offender Assessment
<input type="checkbox"/> Visual Arts and Mentoring	<input type="checkbox"/> Supportive Services and Mentoring
<input type="checkbox"/> Music Program	<input type="checkbox"/> Creative Writing and Mentoring
<input type="checkbox"/> Trauma Focused Cognitive Behavioral Therapy (TF-CBT)	<input type="checkbox"/> Family counseling
<input type="checkbox"/> Interpersonal Psychotherapy for Depression (IPT)	Other: <input type="checkbox"/>
<input type="checkbox"/> Education Support Services: <input type="checkbox"/> LACOE <input type="checkbox"/> Community Colleges <input type="checkbox"/> College Courses <input type="checkbox"/> Vocational Training	

☐ Youth Behavioral Health if applicable (How does youth behaviors impact their health physical/mental)

☐ Youth current mental health needs can be met at SYTF with DMH services.

☐ Level of emotional and cognitive development: ☐

☐ Physical size and stature: ☐

☐ Intellectual or developmental disabilities: ☐

☐ Physical disabilities: ☐

☐ Youth perception of vulnerability: ☐

☐ STATE PRISON

☐ DJJ COMMITMENT

☐ COUNTY JAIL

☐ Any other specific information about the individual youth that may indicate heightened needs for supervision, additional safety precautions, or separation from certain other youth:

☐

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☐ Sexual

☐ Emotional

☐ Other

Any open referrals against caregiver: ☐ Yes ☐ No

Reason: ☐

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Family Score:

Individual Score:

### 9. EDUCATION:

Grade by Age:  By Credits:  Reading:  Math:

RSP:  SDC:  N/A:

Date of last IEP:  Date of next IEP:  TBD

Education Rights Holder:

Career Technical Education courses taken:  Yes  No

Career Interest:

Post-Secondary Education Goals:

College  Trade School  Other

College Credits  Certificates/Degree earned  Vocational

### 10. IRP Pro-Social Activities:

Music

Sports

Art

Church

Mentor

Dance

Other

### 11. Physical Health Concerns: Yes No

Please refer to Juvenile Court Health Services for further info:

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<input type="checkbox"/> Education Programs: <input type="checkbox"/> Education Support Services <input type="checkbox"/> LACOE <input type="checkbox"/> Community Colleges <input type="checkbox"/> College Courses <input type="checkbox"/> Vocational Training	

☐ Youth Behavioral Health if applicable (How does youth behaviors impact their health physical/mental)

☐ Youth current mental health needs can be met at SYTF with DMH services.

☐ Level of emotional and cognitive development: ☐

☐ Physical size and stature: ☐

☐ Intellectual or developmental disabilities: ☐

☐ Physical disabilities: ☐

☐ Youth perception of vulnerability: ☐

☐ STATE PRISON

☐ DJJ COMMITMENT

☐ COUNTY JAIL

☐ Any other specific information about the individual youth that may indicate heightened

## SECURE YOUTH TREATMENT FACILITY REASSESSMENT

needs for supervision, additional safety precautions, or separation from certain other youth:

# Secure Youth Treatment Facility

## Classifications

### 1. Age at First Adjudication

Highest(12 and under).....5  
 High(13-15).....2  
 Moderate(16-17) .....1  
**Total:\_\_\_\_\_**

### 2. Number of Prior Offenses

8 or more .....3  
 5-7 .....2  
 4 or fewer .....0  
**Total:\_\_\_\_\_**

### 3. Number of Gang/Racial Incidents

8 or more .....3  
 5-7 .....2  
 4 or fewer .....0  
**Total:\_\_\_\_\_**

### 4. Escapes/Attempts (Last Three Months)

1 or more .....5  
 None.....0  
**Total:\_\_\_\_\_**

### 5. Number of Major Misconduct Reports (Last Three Months)

3 or more .....5  
 1-2 .....3  
 None.....0  
**Total:\_\_\_\_\_**

### 6. Number of School Misconduct Reports (Last Three Months)

3 or more .....5  
 1-2 .....3  
 None.....0  
**Total:\_\_\_\_\_**

### 7. Number of Assaults on Staff Reports (Last three Months)

3 or more ..... 5  
 1-2 .....3  
 None..... 0  
**Total:\_\_\_\_\_**

### 8. Program Participation (Last Three Months)

Little to no participation.....5  
 Moderate participation.....3  
 Full participation/no significant problems.....0  
**Total:\_\_\_\_\_**

### 9. School Participation (Last Three Months)

Little to no participation.....5  
 Moderate participation.....3  
 Full participation/no significant problems.....0  
**Total:\_\_\_\_\_**

### 10. Family

# Secure Youth Treatment Facility

## Classifications

Little to no parental/guardian control .....5  
Moderate issues with control.....3  
No significant problems .....0

**Total:**\_\_\_\_\_

### 11. Family/Guardian Involvement

Minimal/no participation .....5  
Moderate participation.....3  
Full participation/no significant problems.....0

**Total:**\_\_\_\_\_

### 12. Emotional Stability

Major Problems (multiple responses, limits functioning) .....5  
Moderate Problems (aggressive acting out or withdrawal).....3  
No significant problems .....0

**Total:**\_\_\_\_\_

### 13. PREA

Predator .....5  
No predatory behaviors .....0

**Total:**\_\_\_\_\_

**Final Total:**\_\_\_\_\_

High :40-66

Moderate: 20-44

Low: 19≥

**1. Classification Score:**

PREA Score:

Predatory

Vulnerable

**2. Classification Concerns:**  Yes  No

Comment:

Youth assigned to unit

Temporary housing options pending MDT review for transgender/intersex youth:

Permanent housing assignment from MDT review for transgender/intersex youth

Assigned to unit  date  by

**Comments:**

# Secure Youth Treatment Facility

## Vulnerability

Youth Name: \_\_\_\_\_

PDJ: \_\_\_\_\_

Date: \_\_\_\_\_

Type of Charge

Sexual Offender .....5  
Non-Sexual Offender.....0  
Total:\_\_\_\_\_

1. Number of Times Assaulted by Other Youth

3 or more .....3  
1-2 .....2  
0 .....0  
Total:\_\_\_\_\_

2. PREA Score

Vulnerable (automatic SSP) .....5  
Not Vulnerable.....0  
Total:\_\_\_\_\_

3. Gender youth identifies with

Male identifies as female .....5  
Female identifies as male .....5  
Total\_\_\_\_\_

4. Emotional Stability

On level 3 or higher last three months .....5  
Isolates, keeps to self .....3  
No significant problems.....0  
Total:\_\_\_\_\_

5. Age

14-15 .....5  
16-18.....3  
18+ .....0  
Total:\_\_\_\_\_

6. Self-Report

Doesn't feel safe most of the time .....5  
Doesn't feel safe some of the time .....3  
No significant problems.....0  
Total:\_\_\_\_\_

7. Staff Report

Prior Experience ..... 5  
Youth appears vulnerable.....3  
No significant problems.....0  
Total:\_\_\_\_\_

8. DCFS History

Documented Sexual Abuse .....5  
Unsubstantiated Sexual Abuse Reports (more than three) .....3  
No Sexual Abuse Reports .....0  
Total:\_\_\_\_\_

Final Total:\_\_\_\_\_

**High:** 20-33- Consider SSP, if vulnerable score on PREA automatic SSP.  
**Moderate:** 10-20- Close supervision, frequent check in with youth to determine their level of safety  
**Low:** 0-9 – Staff observations for any changes in level of vulnerability.



VINCENT HOLMES  
Interim Director  
Department of Youth Development

COUNTY OF LOS ANGELES  
DEPARTMENT OF YOUTH DEVELOPMENT

Hall of Records  
320 West Temple Street, Suite 7001  
Los Angeles, California 90012  
<http://dyd.lacounty.gov>



Board of Supervisors  
HILDA L. SOLIS  
First District

HOLLY J. MITCHELL  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

August 5, 2022

To: Supervisor Holly J. Mitchell, Chair  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Vincent Holmes  
Interim Director *Vincent Holmes*

**PREPARING FOR THE CLOSURE OF THE DIVISION OF JUVENILE JUSTICE:  
SECURE YOUTH TRACK FACILITY DESIGNATION AND LA MODEL EXPANSION  
(ITEM 10, AGENDA OF MARCH 15, 2022)**

On [March 15, 2022](#), the Board of Supervisors (Board) directed the Interim Director of the Office of Diversion and Reentry and the Chief Probation Officer, in collaboration with the Youth Justice Transition Advisory Group, Juvenile Justice Coordinating Council's Realignment Block Grant (JJRBG) Subcommittee, and other relevant stakeholders, to begin implementing and overseeing a Credible Messenger (CM) mentorship pilot program at Campus Kilpatrick, as contracted by the Youth Diversion and Development Division (YDD) of the Office of Diversion and Reentry, and eventually, the Department of Youth Development (DYD) once it is created, which will involve up to 10 mentors at a time providing services to youth at the site with no physical modifications or changes to existing operations at the facility; identify any additional funds for the pilot, as needed; and report back in writing in 90 days with an update on implementation.

On July 1, 2022, DYD launched and has assumed responsibility for the efforts previously being coordinated by YDD.

**Credible Messenger Planning Updates**

Planning for the CM pilot program (CM program) first began in September 2021 as instructed by the Board through a motion, [Reaffirming and Expanding the LA Model](#), and has since continued into a more detailed planning phase of the CM program. The

September 2021 CM report back is linked here for reference: [January 28, 2022 report back for Directive 2-b on Reaffirming and Expanding the LA Model.](#)

Since the previous report back was submitted, YDD (now DYD) staff have continued to meet regularly with the planning committee established in September 2021 as well as expanded membership. The planning committee consists of representatives holding significant expertise in CM programming, which includes representation from several community partner agencies.

Additionally, Probation Department (Probation), including leadership from Campus Kilpatrick, have been a key part of the planning committee and process, providing important insights into facility operations and how to best incorporate the CM program into current staffing and programming models.

The following are the next steps planned to ready the CM program both at Campus Kilpatrick and in community settings (reentry support from secure facilities):

- Step 1. Stakeholder Consensus and Refinement of Program Model
- Step 2. Procurement of CM and Training Services
- Step 3. Design of CM Training and Orientations
- Step 4. Implementation of CM Training and Orientations
- Step 5. Begin Program Operation
- Step 6. Track and Evaluate Impacts and Outcomes

Since these steps were identified, the planning committee has made progress on Steps 1, 2, and 3. Now that the DYD has launched, we anticipate moving forward on Steps 4 and 5 in late Fall 2022 and early 2023. Step 6 can be planned in the coming months but will not begin until after the launch of the CM program.

#### Stakeholder Consensus and Engagement

Stakeholder engagement and consensus have significantly informed program design. Members of the planning committee have visited Campus Kilpatrick to aid in partnership establishment and program design. This engagement builds on the previous collaborations with Probation, the Department of Mental Health, and the Los Angeles County Office of Education and has aided in program specifics and protocols for collaboration; the consideration of youth schedules and school times; and mental health groups as well as any legal or confidentiality concerns.

In April 2022, the planning committee provided an update on the CM program at a public JJRBG meeting to solicit feedback from the committee's members as well as the public. The JJRBG remains supportive of CM integration at Campus Kilpatrick and other Probation operated juvenile facilities.

### Refinement of Program Model

While the transition of youth to Campus Kilpatrick has been delayed by implementation challenges, it is anticipated this movement will begin soon. It is estimated that up to 45 secure track youth will be housed at Campus Kilpatrick. Over 30 youth are currently awaiting transfer from Barry J. Nidorf Juvenile Hall.

The planning committee has developed recommendations that will allow for appropriate staffing and coverage depending on youth schedules (e.g., when youth are engaged in school there is less need for intensive CM support). In later phases of the program, some coverage for part of the night shift would be considered, similar to what occurs in other jurisdictions, but it is not essential for the launch of the program.

The CM program will function as an integrated staffing and programming approach within the facility. This will include identifying and connecting with existing organizations and activities at Campus Kilpatrick as CMs are intended to be complementary to other programming at the facility and not a replacement. While the planning has focused around Campus Kilpatrick, given what has been learned throughout the planning process and the status of youth transfer, there may be a need to bring CMs into other facilities as well, such as Barry J. Nidorf. The CM program will also build an additional team of community-based CMs to serve as both a connecting “safety net” for youth transitioning from Campus Kilpatrick and an ongoing structured support network for youth in the community. The reentry component of the CM program is expected to launch on a slightly later timeline than the in-facility CMs.

### Program Staffing

The CM program will function optimally when natural leaders who have successfully navigated their prior involvement in the justice system, share similar life experiences with current justice-involved young people, and are poised to have a transformative impact on an individual, family, the community, and systemic level are selected. The recommended staffing model is as follows:

- **Facility-Based Credible Messengers**
  - 16-20 staff; while the Directive indicated 10 CMs, the planning team has identified a higher need of 16-20 CMs.
  - For additional details on the duties of facility-based CMs see *Appendix C1*.
- **Community-Based Reentry Credible Messengers**
  - 10 staff; expected to launch on a slightly later timeline than the in-facility component of the program.
  - For additional details on the duties of community-based CMs, see *Appendix C2*.

- **DYD Staff Presence**

- 1 staff in facility; a second DYD staff may be required in the future to support the reentry component of this work.
- For additional details on the role of DYD staff, please refer to *Appendix C3*.

### Staff Training

The planning committee is in the process of identifying core modules for a curriculum building on the work of existing organizations. In the coming months, an organization will be selected to further develop the curriculum and provide a training team to support all CM staff with initial training, ongoing professional development to prepare them with culturally sensitive strategies, and positive youth development interventions that meet emerging program needs.

<b><u>Cost Projection</u></b>	<b>Total Cost</b>	<b>Youth served</b>
<b>Project Total</b>	\$4,042,999.61	~ 60
<b>Personnel and Benefits (30 Credible Messengers)</b>	\$2,700,000.00	4-9 per CM
<b>DYD Project Manager</b>	\$193,000.00	
<b>Training and Operating Costs for Community-Based Organizations</b>	\$799,999.79	
<b>Indirect Costs</b>	\$349,999.97	

Requests have been made to fund this program through the Care First and Community Investment fund and Assembly Bill 109 funding. We will continue to explore additional funding opportunities as we await determinations regarding those. Additionally, DYD has requested that unspent Assembly Bill 109 and/or the Juvenile Justice Crime Prevention Act funds allocated to YDD from Fiscal Year (FY) 2021-2022 be carried over to DYD for FY 2022-2023 in order to launch the CM work.

### Procurement Updates for CM Services

DYD is determining the feasibility of launching a solicitation in the Fall 2022 for the CM program and will finalize that determination by the end of August 2022.

Each Supervisor  
August 5, 2022  
Page 5

### **Conclusion and Next Steps**

The CM planning committee will continue to meet and further develop implementation plans, with a goal to launch the CM program by early 2023. DYD will continue to explore additional funding opportunities and coordinate closely with Probation and community stakeholders to move this effort forward.

If you have any questions, you may contact me, or your staff may contact Refugio Valle at (213) 584-4301 or [rvalle@dyd.lacounty.gov](mailto:rvalle@dyd.lacounty.gov).

VH:RV:CRG:lac

### **Attachment**

c:     Executive Office, Board of Supervisors  
       Chief Executive Office  
       County Counsel  
       Mental Health  
       Probation  
       Public Health

Appendix A - Program Overview

As an overview, the Credible Messenger (CM) program is defined as natural leaders who have successfully navigated their own prior involvement in the justice system, share similar life experiences with current justice-involved young people, and are poised to have a transformative impact on an individual, family, the community, and systemic level. CMs as a transformative integrated staffing and programming model in secure settings have the potential to achieve the following objectives:

1. **Promote youth's development and healing** through community leaders who accompany youth and build healthy and trusting relationships with them, provide mentoring and programming, and are integrated and embedded in all relevant staffing meetings and decisions;
2. **Support and strengthen all facility staff** through co-training and collaboration to ensure safety and security within a facility and increase the efficacy of overall practices and programming; and
3. **Expand, strengthen, and connect the existing work of the various community-based organizations that are already providing CM services and other related work** by integrating and embedding them full-time in the overall facility staffing; and facilitating collaboration and training for the organizations through dedicated infrastructure.

CM program mentoring brings highly trained community members into secure facilities to support the residents via a series of programs and activities. While not traditional agency employees, CMs work in conjunction with facility staff to provide a holistic set of support to the youth. In addition, CMs provide support and mentorship for youth re-entering the community from the secure facility.

In addition to individualized treatment, programming, and education, youth engaged with CMs will participate in restorative group work, individual transformative mentoring, crisis intervention, development of individualized lifepath plans, and connection to services provided by the County of Los Angeles departments, as well as community-based organizations. Among the anticipated outcomes are healing, restoration, development of pro-social life skills, attainment of educational and vocational goals that lead to viable career paths, and recidivism reduction. CM work has always existed in diverse forms across communities, for example, justice systems in Washington D.C. and New York are institutionalizing and integrating CMs intentionally and systematically.

## Appendix B – Program Goals, Objective, and Outcomes

### **Goals**

- Develop a team of up to 16-20 CM staff to work full-time, seven days a week as employees of community-based organizations contracted to work on-site at juvenile facilities, focusing on Camp Kilpatrick as the designated temporary secure youth treatment facility, to support upwards of 60 detained youth at a ratio of one CM to six to nine youth with up to four lead CM positions to supervise CMs providing youth engagement and programming at-large. While the priority is to work with secure track youth at Camp Kilpatrick, there is a possibility to work with youth at other facilities where secure track youth are being held, as needed. Additionally, if there are insufficient secure-track youth to work with at Camp Kilpatrick and other youths are also detained there, the CM program may also support these youth;
- Develop a team of up to 10 full-time CM staff to support youth and their networks of care amidst pre-release and throughout their reentry transition; and
- Develop a training team to support all CM staff with ongoing professional development to prepare them with culturally sensitive strategies and positive youth development interventions that meet emerging program needs.

### **Objectives**

- Recruit and hire a team of up to 16-20 facility-based CM staff to, in partnership with the Probation Department, improve youth's psycho-social functioning by using evidence-based mental health and restorative practices as well as increase youth's developmental assets by providing healing and trauma-informed services;
- Integrate and embed CMs to meaningfully collaborate with probation, education, and health staff on carrying out relevant facility functions, promoting safety and security within a facility, increasing the efficacy of overall practices, and programming; and
- Recruit and hire a team of up to 10 community-based CM staff to support youth with their individualized treatment and life goal plans as they prepare for and transition back to their community at the time of reentry in an effort to strengthen self-sufficiency through employment, counseling, and educational linkages and supports.

## **Expected Outcomes**

- Advance the healing, restoration, development of pro-social life skills, attainment of educational/vocational goals that lead to viable career pathways and recidivism reduction of system-impacted youth; and
- Support in breaking current cycles of violence within system-impacted communities and addressing the long-term impacts on young people of color, sustaining investment in the most impacted communities.
- Encourage a healing, familial, and non-disruptive environment for youth within the facility.

## Appendix C – Credible Messenger Staffing Detail

### **C1 – Facility-Based CMs**

A cohort of 16-20 full-time CMs, will be placed at Camp Kilpatrick to serve up to 60 youth in a transformative mentoring process that focuses on the core domains of positive youth development, restorative justice practices, behavioral health and wellness, lifepath planning, and various other support services. Their efforts should include identifying and connecting with existing groups already working in this capacity at Camp Kilpatrick. While the Board of Supervisor's motion indicated up to 10 CMs, the planning team has identified the need to hire more than 10 CMs to carry out the goals of this program.

#### *Duties:*

- Form trusting relationships and lines of communication with youth;
- Provide individual transformative mentoring sessions;
- Facilitate restorative focused group activities;
- Accompany youth as they matriculate through their day/evening;
- Document interactions with youth in the designated database;
- Participate in the relevant facility-based staff meetings;
- Support with emerging crisis intervention;
- Co-develop youth Individual Rehabilitation Plan with facility staff;
- Proactive support and co-navigation;
- Connect youth to services, resources, and opportunities via government and community-based organizations; and
- Collaborate and be integrated with existing probation, education, behavioral health, and other staff.

### **C2- Community-Based Reentry CMs**

Build a team of 10 community-based CMs to serve secure track youth in their transition back to the community from Kilpatrick. CMs will serve as a connecting "safety net" in an effort to prevent youth from recidivism risk and support their healthy development as an ongoing youth empowerment strategy. Community-based CMs could connect to youth through one or more of the following mechanisms.

#### *Duties:*

- Connect with youth six to nine months prior to release;
- Engage with family, networks of care, and other related environmental relationships (such as school or employment) that will surround youth amidst reentry journey to assure emotional wellness; and
- Promote workforce development through 1) building partnerships with employers in growing sectors with living-wage jobs and trades to help train and place re-entering youth in good jobs; and 2) investing in the development (via scholarships, training, job placement, etc.) of formerly incarcerated youth.

The planning committee will develop a strategy for adding and strengthening CM capacity in the community and recommends the CM model to ultimately expand outside of locked facilities in conjunction with the Youth Development regions for the upcoming year as capacity and funding grows.

### ***C3 – DYD Staff***

At least one DYD Program Manager is planned to work on-site at Camp Kilpatrick to serve as a supportive partner to the Probation Department primarily, as well as to Los Angeles County Office of Education, Department of Mental Health, and organizations contracted for facility-based and reentry CM programming, and to help problem solve in the moment and support program cohesion. A second DYD staff may be required at a later time to support the reentry component of this work.

### Appendix D – Training Detail

The CM model will develop a training team to support all CM staff with ongoing professional development to prepare them with culturally sensitive strategies and positive youth development interventions that meet emerging program needs. A training/curriculum development subcommittee of the planning team has convened to refine training objectives and develop a training framework and curriculum, including jointly for both Probation Department staff and CMs. The training would include:

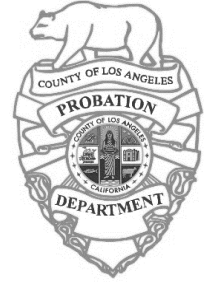
- Initial training prior to CM staff working with youth, including joint training for CMs, Probation Department, and other staff, all to better understand the role of the CM; and
- A series of ongoing training after onboarding of CMs, and a system of ongoing support as CMs conduct their work.

This subcommittee is in the process of identifying core modules for a curriculum building on the work of existing organizations. For instance, the curriculum of CM3 includes a positive youth justice framework; adolescent brain development and the impact of trauma; healing-centered engagement; the art and science of hope; restorative justice practices and crisis intervention; transformative mentoring, life path planning; and fundamentals of care coordination.



# COUNTY OF LOS ANGELES PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY – DOWNEY, CALIFORNIA 90242  
(562) 940-2501



**ADOLFO GONZALES**

Chief Probation Officer

August 31, 2022

TO: Supervisor Holly J. Mitchell, Chair  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger  
Supervisor Hilda Solis

FROM: Adolfo Gonzales, Chief Probation Officer  
Chair, JJCC-JJRBG Subcommittee

SUBJECT: **PREPARING FOR THE CLOSURE OF THE DIVISION OF JUVENILE JUSTICE (ITEM NO. 10 - 3 AGENDA OF MARCH 15, 2021)**

On March 15, 2022, on motion of Supervisors Mitchell and Kuehl, the Board of Supervisors (Board) took various actions pertaining to the Secure Youth Track Facility (SYTF). Amongst other instructions, the Board directed the Chief Probation Officer, in collaboration with the Youth Justice Transition Advisory Group (YJTAG), County Counsel, the Juvenile Justice Realignment Block Grant Subcommittee (JJRBG), and other relevant stakeholders to develop a report back in 120 days with a plan for proposed renovations at Camp Scott, the Dorothy Kirby Center (DKC) and Campus Vernon Kilpatrick (CVK), that would make the camps safe and ready for SYTF use in accordance with the values of Youth Justice Reimagined (YJR) and recommendations of the JJRBG, and in compliance with California Building Standards Code, Title 24 mandates. The Probation Department ("Probation" or "Department") obtained an approved extension to submit this report back.

## Background

On September 30, 2020, the Governor signed Senate Bill (SB) 823 directing the closure of Division of Juvenile Justice (DJJ) and the transition of those responsibilities to the counties which became effective July 1, 2021, in preparation of DJJ's eventual closure on June 30, 2023. Pursuant to SB 823, the state established the JJRBG to provide counties with funding, appropriated through the General Fund for youth subject to a SYTF disposition. On July 27, 2021, your Board identified CVK to serve as the temporary SYTF housing site for male youth.

As your Board is aware, the DLR Group (DLR) was retained by the Department of Public Works (DPW) to provide professional advice to the Probation Department on its use of existing Board of State and Community Corrections (BSCC) licensed facilities for a SYTF.

DLR collaborated with partner agencies to complete work that included:

- Facility site visits
- Identify enhancements needed to housing youth identified for SYTF
- Review and analysis of information
- Test adaptation of an ideal dormitory
- Develop facility ranking criteria and facility scoring
- Evaluation of each facility

Each facility was evaluated by DLR in a total of thirty-three areas, based on the “ideal program” characteristics, predicated on national best practices, the LA Model, and principles of Youth Justice Reimagined (YJR).

The Department collaborated with JJRBG and other community partners to evaluate feasibility of various secure facilities and provided a report back to your Board on October 18, 2021, with recommendations on a permanent site. Additionally, other facilities, including the juvenile halls, were considered and ruled out as potential SYTF sites. On March 15, 2022, your Board directed further exploration of CVK, Camp Scott and DKC as potential permanent SYTF sites.

### **Camp Scott**

DLR conducted a feasibility study of Camp Scott. That feasibility study reflects the identified improvements needed to house youth identified for a SYTF. The study’s recommendations consider the June 2021 security assessment completed by the Los Angeles County Sheriff’s Department (LASD), criteria approved for a model program by the JJRBG on September 29, 2021, and the least intrusive measures possible to provide increased security while maintaining the integrity of the LA Model and building infrastructures. The scope of the study includes:

- Confirmation of Existing Physical Conditions
- Preliminary Estimate of Probable Space Needs to Support Program Objectives
- Preparation of Preliminary Blocking and Stacking Diagrams as Site “Test Fit”
- ROM Estimate of Probable Budget Requirements for Project Implementation
- Estimate of Probable Duration of Construction

### ***Existing Conditions***

Camp Joseph Scott was constructed in 1958 at a time when the juvenile commitment system in the County was experiencing explosive growth. The plan and buildings for Camp Scott are similar to other facilities constructed. Note that the dormitory was

constructed as a barracks-like open dormitory with a raised central staff desk observing four segments open to each other, with a total capacity of 100 youth and common restrooms with open showers and limited privacy.

Most recently, Camp Scott housed adjudicated girls until May 2020. At that time due to a significant decline in the girl's population, 10 girls were relocated to DKC in an assigned housing unit and Camp Scott was temporarily closed. After the closure, a severe storm disrupted power service by destroying several power poles. In 2016 as part of a County wide facilities management program, the County's Executive Office undertook a Strategic Asset Management (SAM) study of most county properties including Camp Scott. The report indicated an overall replacement value of \$34.7M dollars and a Facility Condition Index (FCI) of .5. which according to accepted standards suggests that the overall campus is in poor condition. This would suggest that in 2016, the facility needed an expenditure of \$17.35M – just to bring it to a state of good repair without any functional or programmatic improvements.

Facility needs reflective of the LA Model were not anticipated in the original construction of Camp Scott (or any of the other contemporary camps). While there have been additions and minor renovations, the facility does not reflect the program needs or environment anticipated in the LA Model for trauma responsive care for better outcomes.

### *Proposed Plan Overview*

As a basis for assessing the feasibility of adapting Camp Scott as a SYTF, an ideal model reflective of the LA Model and Youth Justice Reimagined was considered for an initial projection of probable capital budget requirements. The adaptive use test-fit shown in **Attachment I** illustrates the overall summary of the anticipated scope of renovations, additions and new construction, and the proposed scope. The adaptive use test-fit indicates that it is feasible to renovate Camp Scott to accommodate up to 52 SYTF youth in accordance with the tenets of the LA Model – small group trauma responsive treatment in a normative environment. Highlights of the proposed adaptive use planning include:

- Significant site improvements related to safety and security for youth and staff as well as the community:
  - Removal of all razor ribbon, extraneous fencing and other items that reflect an institutional rather than normalized home-like environment
  - Replace fencing on North and West sides of Camp with 16' masonry wall to limit potential visibility from Bouquet Road, the community and planned development.
  - Replace/Reconstruct fencing on South and East sides with non-climb fence including bottom rail.
  - Construct new vehicle sallyport with solid bifold doors at entry to limit visibility and to enhance public face of facility.

- Provide Perimeter Detection for the entire perimeter, tied to a perimeter lighting system with impact lighting that boosts footcandles in alarmed zone; normal lighting planned to limit light pollution to night sky and community.
  - Provide 12' patrol road, external detection, and cameras along perimeter wall to reduce intrusion or introduction of contraband.
  - Provide full site CCTV coverage with recording.
  - Revise walkway system to create more normative campus walkways, remove walkways from edge of building and address current accessibility deficiencies, provide bollard style lighting for pedestrian paths.
  - Provide overall site lighting using 16' +/- standards with cut off fixtures to limit light pollution to surrounding community.
- Renovation of the existing dormitory building to create four ten-youth self-contained housing units with expanded office and treatment facilities.
    - Renovation of the existing Hope Center Unit to provide a space for 12 youth in single rooms.
    - Expansion of the Administration Building to accommodate public facilities, visiting and intake – and to create a new welcoming front entry for the facility.
    - Construction of a new medical clinic
    - Construction of a new vocational/career technical training center.
    - Renovation of the dining hall to create a more normative environment.

### *Cost and Time Estimation*

A preliminary estimate of probable construction and project cost was developed on a cost per square foot basis for renovations, additions, and new construction. Base construction Cost is estimated at \$28,954,951, with renovations estimated at \$12,855,320 and additions and new construction estimated at \$16,099,631. Overall cost per square foot for construction is calculated at \$422.23/SF. Project costs related to professional services, project administration, contingencies, moveable furniture, fixtures and equipment and other related project costs were budgeted at 30% of construction costs, resulting in a total estimated project cost of \$37,641,436.

It is an important to note that a sizable portion of probable costs are directly related to deferred maintenance items required solely to bring the facility to a state of good repair. Also, we are six years removed from the original SAM estimates and with historic and current rates of escalation, the value of SAM based deferred maintenance is estimated to be in excess of \$24.35M.

The Department of Public Works analyzed three delivery scenarios. Activities were overlapped to the greatest extent possible to provide the shortest estimated time to occupancy. These scenarios would only begin upon a proposal by the Board to designate Camp Scott as a permanent SYTF location after appropriate review and compliance with the California Environmental Quality Act (CEQA).

- Scenario 1 – Traditional Design/Bid/Build (D/B/B) – 50 months.
- Scenario 2 – Construction Manager at Risk (CMAR) – 50 months.
- Scenario 3 – Design/Build Delivery (D/B) – 57 to 60 Months.

#### Key Elements Influencing Schedule/Time to Occupancy

- Professional Consultant Selection/Award (4 months)
- Scoping/Schematic Design (3 months)
- Construction Documents (9 months)
- Approvals (6 months)
- Construction Procurement/Award (4 – 10 months)
- Construction (24 months)
- Close-out (2 months)
- Transition/Activation (2 months)

### **Campus Kilpatrick**

In July 2017, CVK opened its doors and Probation began implementation of the LA Model, a new approach to supporting and engaging justice-involved youth that includes a small group model, homelike living units, enhanced therapeutic milieu, and specialized training for all employees. It is anticipated CVK is capable of housing a maximum of approximately 45 SYTF youth.

On July 27, 2021, your Board adopted the JJRBG Subcommittee recommendation for Campus Kilpatrick to be the temporary SYTF location until a permanent location is identified. The July 27, 2021 approval also included minor actions at CVK, including relocation of lighting, and new and upgraded fencing. These renovations to house the SYTF population have been in progress since December 2021 and are scheduled for completion in June 2023. However, many renovations have already been completed and, at Oak cottage, renovations are complete.

### **Dorothy Kirby Center**

DKC is a trauma responsive, youth treatment and rehabilitation center designated as a mental-health specific level 14 placement and already serves as the sole post-adjudication facility for girls. Currently, there are safety enhancements and maintenance upgrades in process at DKC. While accounting for the renovations in process, Probation conducted a preliminary assessment of DKC considering other recently completed assessments related to renovations needed to house the SYTF population, the LA model, and approved criteria for a model program. As a result, building 4467 was identified to house 10 females with a SYTF designation. It was concluded that minimal renovations are needed to align the designated space with a setting commensurate with the ideal program model but if needed the space can be utilized as is and renovations can occur over time. However, renovations were identified to enhance the space with its own dedicated education and programming space and to make it more conducive to a homelike environment. A cost and timeline for

the identified renovation is expected before the end of October 2022. Some of the renovations included are:

- Remove countertop/storage
- Remove and replace cabinetry
- Replace all flooring
- Remove and replace ceiling tiles
- Replace all lighting with new LED fixtures
- New paint
- New furniture
- New power where needed to power TV flat panel
- Remove columns to create open space
- Add a gate
- Install perforated security screens at windows in youth rooms
- Upgrade lock to heavy duty security type
- Renovate cottages H and G to create designated educational and programming space

## Discussion

DLR presented the *Camp Scott Feasibility Study* to the JJRBG on August 3, 2022. On August 17, 2022, the JJRBG met to further review the study and discuss the response to directive #3 of the March 15, 2022, Board motion. The following are key recommendations were generated from the discussion:

- **Values and vision** – An overall guiding vision should drive decisions surrounding SYTF sites, including that while we invest in resources to modify and prepare a facility to serve this function, that we also maintain a commitment to reduce LA County's reliance on youth incarceration, consolidate and keep facilities closed wherever possible, and preserve efforts and investment in more therapeutic alternatives to incarceration wherever possible.
- **Expedience in transfer of youth** – The JJRBG also discussed the extended timeline in transferring youth to a designated SYTF facility. Camp Scott would not be ready for over three years and CVK is ready currently to receive a smaller number of youth. JJRBG advocated that youth be individually assessed and transferred to CVK as soon as operationally feasible. Several members of the JJRBG expressed concerns about the environment at Barry J Nidorf and its ongoing use for SYTF youth.
- **Capacity** – There are over 50 youth with a SYTF disposition at Barry J. Nidorf Juvenile Hall and approximately 80 youth from DJJ will be transferring to Probation's custody as early as Spring 2023. The current three facilities that your Board requested be reviewed for potential use for the SYTF population do not have the capacity to accommodate that population demand.

## Conclusion

We will continue our due diligence to provide your Board with updates on all viable options for identification of a permanent SYTF site(s). Community input, California Environmental Quality Act requirements, population decreases, infrastructure cost, timelines, and a focus on incorporating viable step-down alternatives are additional factors that will inform the County on how to best move forward.

The Department will continue to work with our partner agencies to meet the needs of the target SYTF population and ensure a program that aligns with reforming youth justice. Probation is committed to providing youth with support and opportunities for growth and healing and will ensure that the services and programming at SYTF sites reflect it.

If you have any questions or need additional information, please contact Adam Bettino, Chief Deputy, Administrative Services and Operational Support, at (562) 940-3760 or [adam.bettino@probation.lacounty.gov](mailto:adam.bettino@probation.lacounty.gov).

AG:VM

## Attachments (1)

c: Honorable Akemi Arakaki, Presiding Judge of the Juvenile Court  
Alex Villanueva, Sheriff  
George Gascón, District Attorney  
Fesia Davenport, Chief Executive Officer  
Celia Zavala, Executive Officer, Board of Supervisors  
Dawyn R. Harrison, Acting County Counsel  
Christina R. Ghaly, Director, Department of Health Services  
Selwyn Hollins, Director, Internal Services Department  
Max Huntsman, Inspector General  
Lisa Wong, Acting Director, Department of Mental Health  
Lisa M. Garrett, Director of Personnel  
Barbara Ferrer, Director, Department of Public Health  
Jackie Contreras, Acting Director, Department of Public Social Services  
Mark Pestrella, Director, Department of Public Works  
Debra Duardo, Superintendent, Los Angeles County Office of Education  
Wendelyn Julien, Executive Director, Probation Oversight Commission  
Juvenile Justice Coordinating Council  
JJCC-JJRBG Subcommittee  
Justice Deputies

**Los Angeles County Probation Department**  
**Feasibility Study: Adaptive Use of Camp Joseph Scott as Secure Youth Treatment Facility**



**JJCC-JJRBG** – Planning Update SYTF Planning

# Excerpt – Board Motion, March 2022

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- Support further exploration of the potential future identification of only the following Facilities:
  - *Campus Kilpatrick and Camp Scott as the permanent Secure Youth Track Facility (SYTF) locations for male youth, and*
  - *Dorothy Kirby Center as the permanent SYTF location for girls*
- Instruct the Chief Probation Officer, in collaboration with the Youth Justice Transition Advisory Group (YJTAG), County Counsel, the Juvenile Justice Realignment Block Grant Subcommittee (JJRBG) and other relevant stakeholders:
  - *to develop a plan for proposed renovations and other necessary physical modifications, as necessary, at Camp Scott, the Dorothy Kirby Center and Campus Kilpatrick, that would make the camps safe and ready for use in accordance with the values of Youth Justice Reimagined (YJR) and recommendations of the JJRBG, and in compliance with California Building Standards Code, Title 24 mandates;*
  - *commence appropriate environmental review of the proposed plan in compliance with the California Environmental Quality Act (CEQA); and*
  - *return to the Board within 120 days with the proposed designation of Campus Kilpatrick and Camp Scott as the permanent SYTF for boys, and Dorothy Kirby Center as the permanent SYTF for girls, along with necessary recommendations for findings and analysis under CEQA to support the designation, or report back to the Board in writing within 30 days if it is anticipated that a longer timeframe will be required in order to satisfy the requirements of CEQA; (timeline subsequently extended)”*

# Scope of Camp Scott Feasibility Study

---

- Confirmation of Existing Physical Conditions
- Preliminary Estimate of Probable Space Needs to Support Program Objectives
- Preparation of Preliminary Blocking and Stacking Diagrams as Site “Test Fit”
- ROM Estimate of Probable Budget Requirements for Project Implementation
- Estimate of Probable Time to Occupancy

*“Analysis, Planning & Recommendations to reflect the tenets of the LA Model in the adaptive use of Camp Scott”*

# The LA Model

## Los Angeles County Probation Department **LA MODEL** Residential Treatment Services Bureau



The L.A. Model is built upon the core principals of the Positive Youth Justice Model and consists of **SMALL GROUPS**, **HOME-LIKE ENVIRONMENT**, with a **YOUTH-CENTERED COLLABORATIVE APPROACH**. The model provides the youth in our care a robust **DEVELOPMENTAL STAGE SYSTEM** embedded with Dialectical Behavioral Therapy (DBT). The Probation Department has established a higher bar of programming throughout the Residential Treatment Services Bureau, camp community placement.



### DEVELOPMENTAL STAGE SYSTEM (DSS)

The **4 Stage** DSS is aimed to create behavioral change using a **Tri-Responsive Approach**:

- ✓ Daily Stage Tasks, Responsibilities, Programming & BMP
- ✓ Dialectical Behavior Therapy (DBT)
- ✓ Forward Thinking Interactive Journaling System (CBT)



*"Cultivating a Culture of Care by Fostering Positive Behavioral Change"*

*"...a 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 person's growth and well-being."*

# The LA Model

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*Eyes ON, Ears ON  
Hearts ON  
“Relationship Based  
Unit Management”*



# Existing Facilities

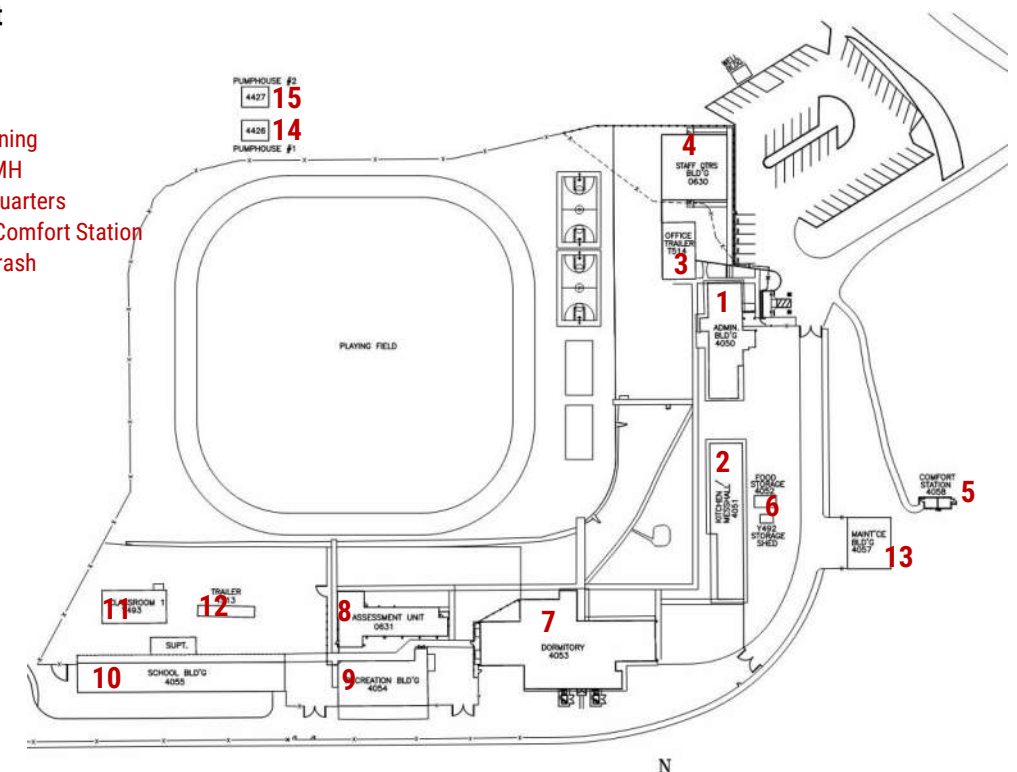
- Constructed 1958
- Originally “Staff” Secure – no perimeter fence
- Original buildings – wood frame construction
- Barracks like dormitory – 120 +/- youth, four open segments, common showers & toilets
- Additions over time:
 

• Perimeter fence	Date Unknown
• Triple-wide Office Trailer (DMH)	1970
• School Trailer 1 Career Center/Library	1975
• School Trailer 2	1975
• Staff Sleeping Quarters	2000
• Hope Center (Originally SHU)	2000
- Most recently housed small youth female population who were transferred to Dorothy Kirby



**Camp Joseph Scott  
Site Utilization**

1. Administration
2. Food Service/Dining
3. Office Trailer DMH
4. Staff Sleeping Quarters
5. Public/Visitors Comfort Station
6. Food Storage/Trash
7. Dormitory
8. Hope Center
9. Recreation
10. Education
11. School Trailer 1
12. School Trailer 2
13. Maintenance
14. Pump House 1
15. Pump House 2



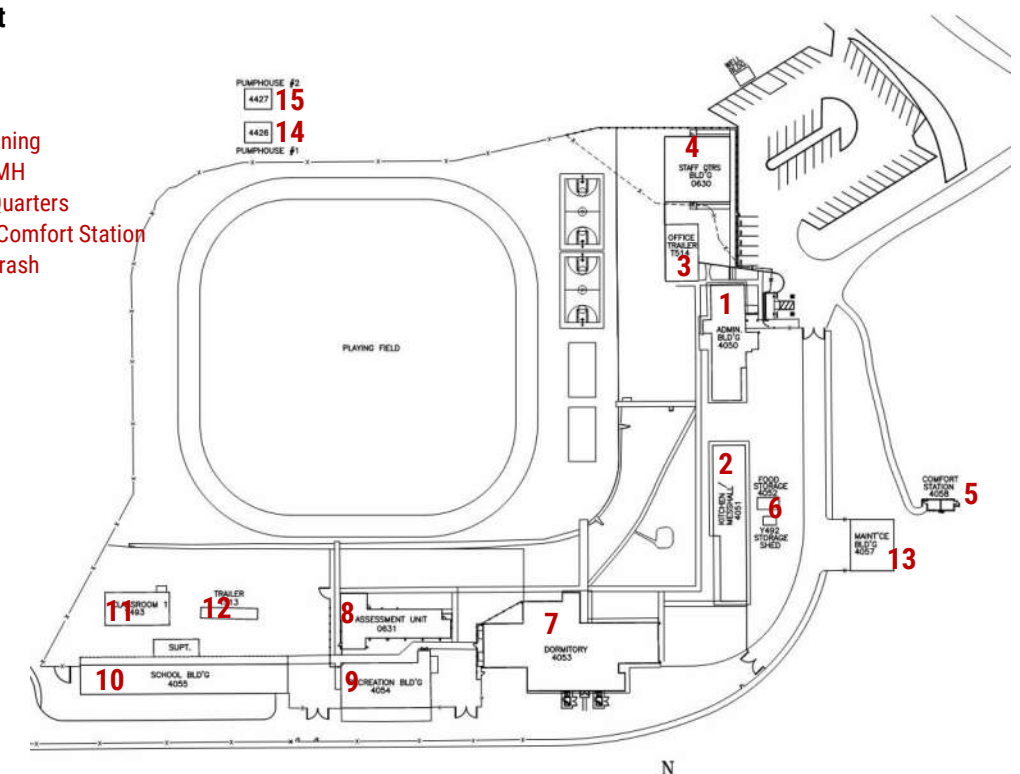
# Existing Facilities

- Strategic Asset Management Study 2016
  - Facility Condition Index - .50
  - Indicates that requires improvements equal to half of Capital Value, Estimated at that time as \$34.7M
  - Evaluates facility as in poor condition
  - 2016 Estimated Cost for State-of-Good Repair \$17.35M
  - 2022 Escalated Cost for State-of-Good Repair \$24.35M
- Facility needs reflective of the LA Model were not anticipated in the original construction of Camp Scott (or any of the other contemporary camps).
- While overtime, there have been additions and minor renovations, the facility does not reflect the program needs or environment anticipated in the LA Model for trauma responsive care for better outcomes.



**Camp Joseph Scott  
Site Utilization**

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13. Maintenance
14. Pump House 1
15. Pump House 2







# Physical Conditions



























































- Review of Strategic Asset Management Study

- On Site Review

- Programming
- Architecture
- Site & Civil Engineering
- Structural Engineering
- Mechanical, Electrical, Plumbing & Fire Protection Engineering
- Security Systems

- Summary of Findings

-  Highly Responsive to Criterion
-  Generally Responsive or Easily Modified to Be Responsive
-  Limited Responsiveness to Criterion/Significant Investment Required to Respond
-  Not Responsive to Criterion or Excessive Cost to Respond

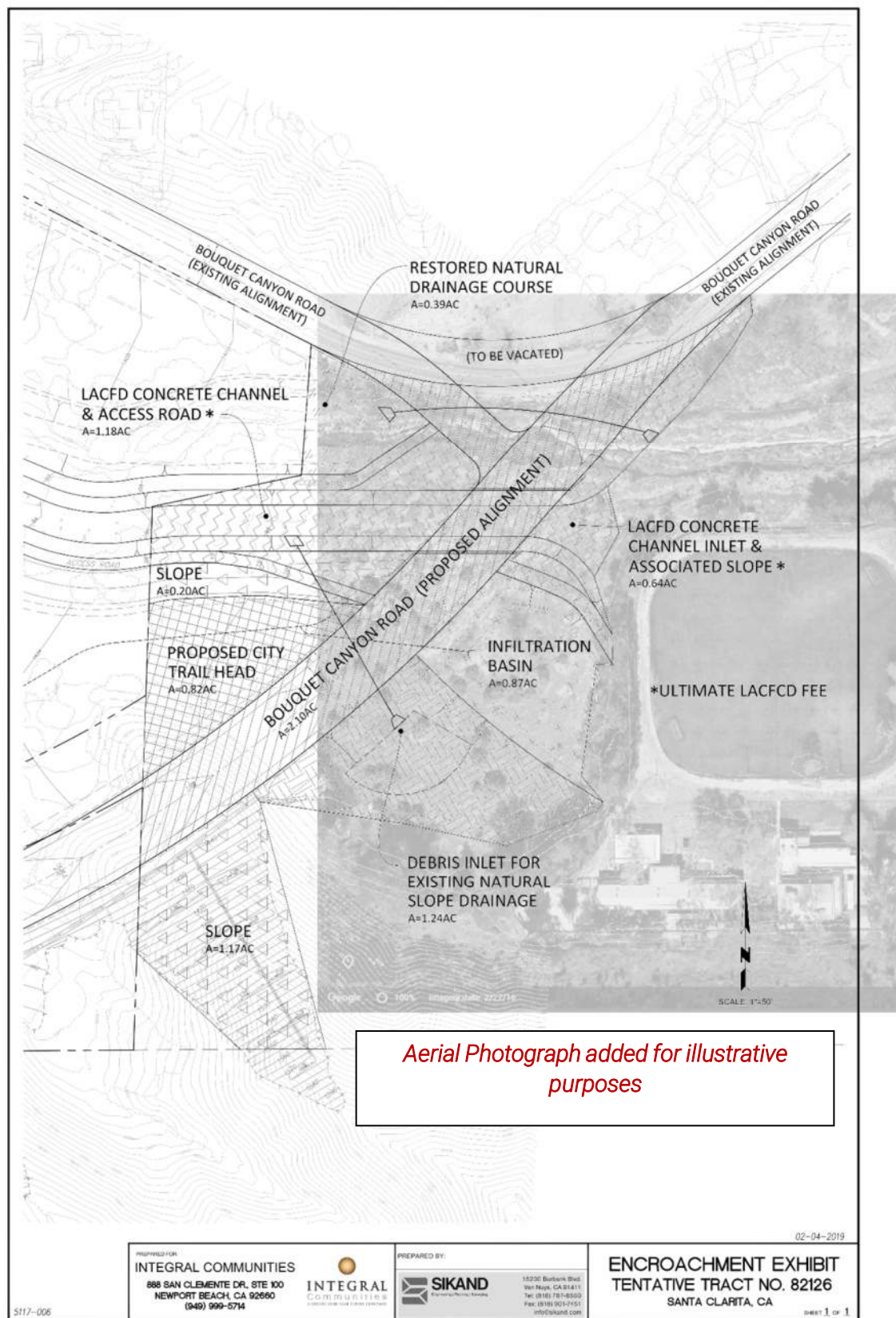
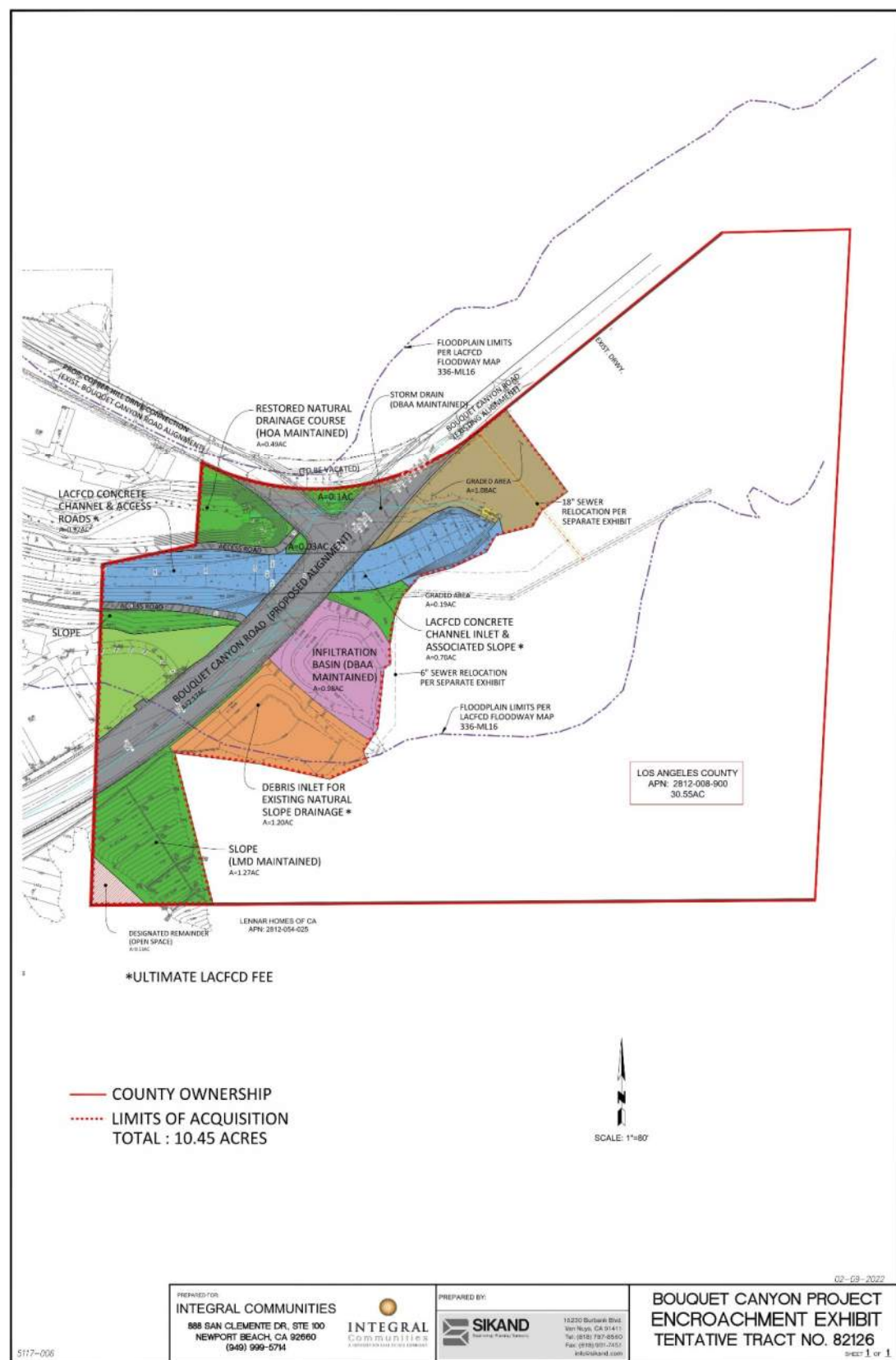
	Functional/ Program Suitability	Quality of Environment/ Response to LA Model	Physical Conditions	Security Systems/ Construction	Sustainability
Site 8.8 acres					
Administration Building 3,625 sf					
Kitchen/Dining 3,837 sf					
Office Trailer (DMH) 1,581 sf					
Staff Sleeping Quarters 3,600 sf					
Comfort Station 600sf					
Food Storage Building 300 sf		N/A		N/A	N/A
Dormitory Building 9,670 sf					
Hope Center 3,500 sf					
Recreation Building 3,510 sf					
Education Building 7,156 sf					
Classroom Trailers 2,191 sf & 397 sf					
Maintenance Shed 1,995 sf		N/A			N/A

# Site Impacts – Proposed Adjacent Development

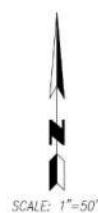
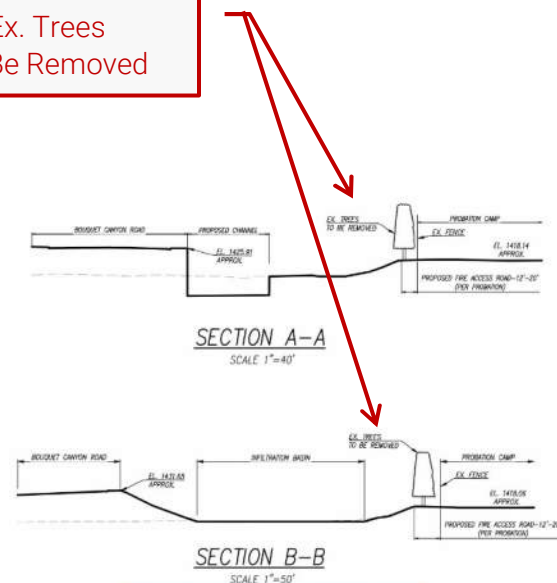
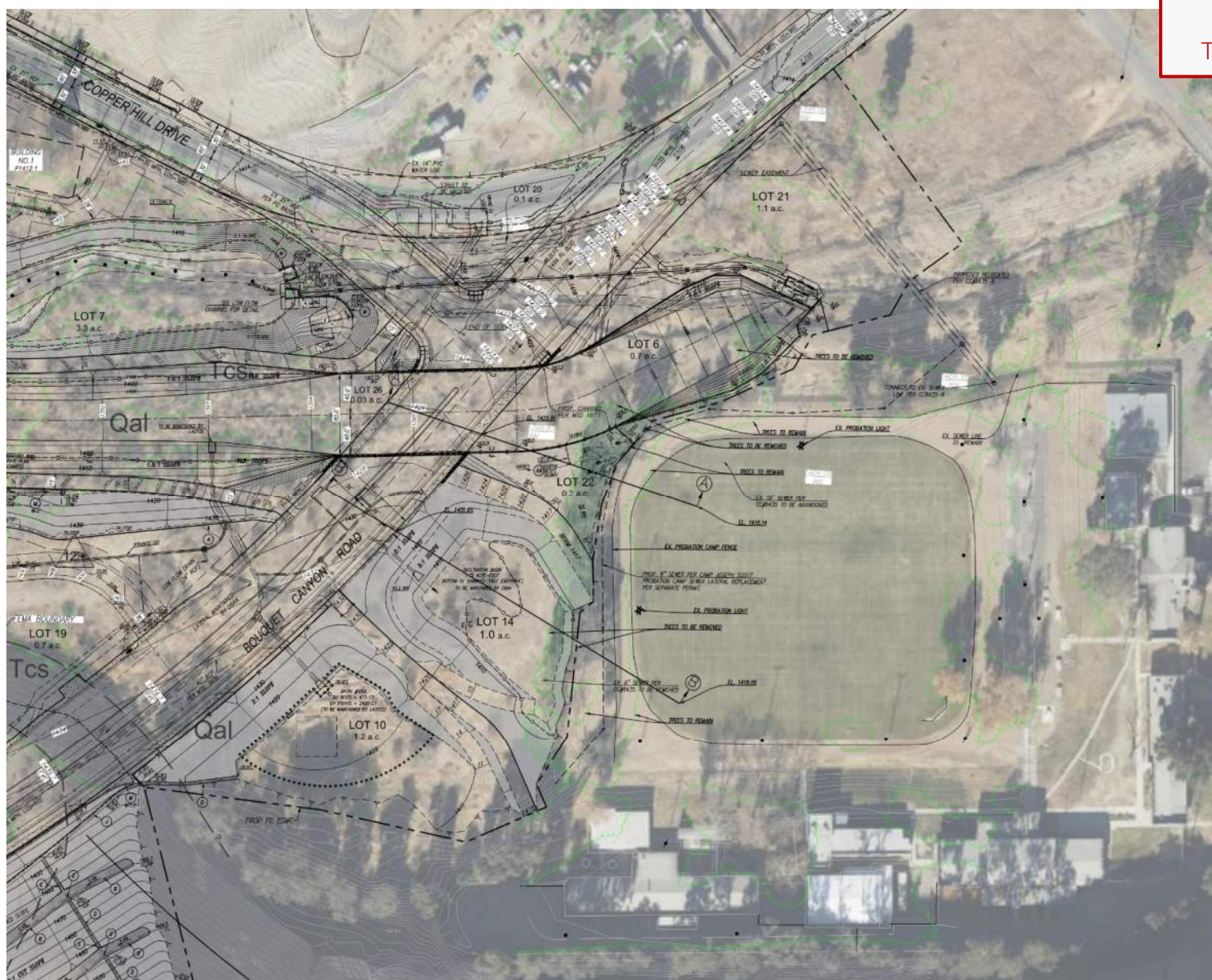
- Adjacent Planned Residential Development – 366 Units
- City of Santa Clarita has requested the transfer of 10.45 acres from LA County to the City to accommodate the realignment of Bouquet Canyon Road and to accommodate storm water management basins
- Transfer of property will require removal of vegetation that currently shields Camp Scott from partial view and improvements will come within 20'+/- of the existing fence line,



# Site Impacts – Proposed Adjacent Development



# Site Impacts – Proposed Adjacent Development

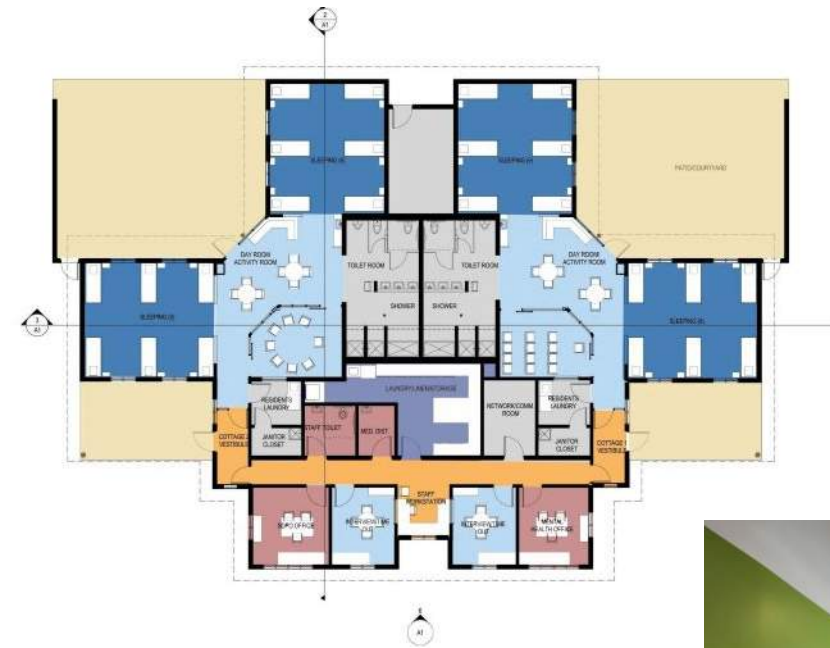


Views from Bouquet Canyon Road



# Idealized Program - *Best Practices to Create an Environment Supportive of Treatment*

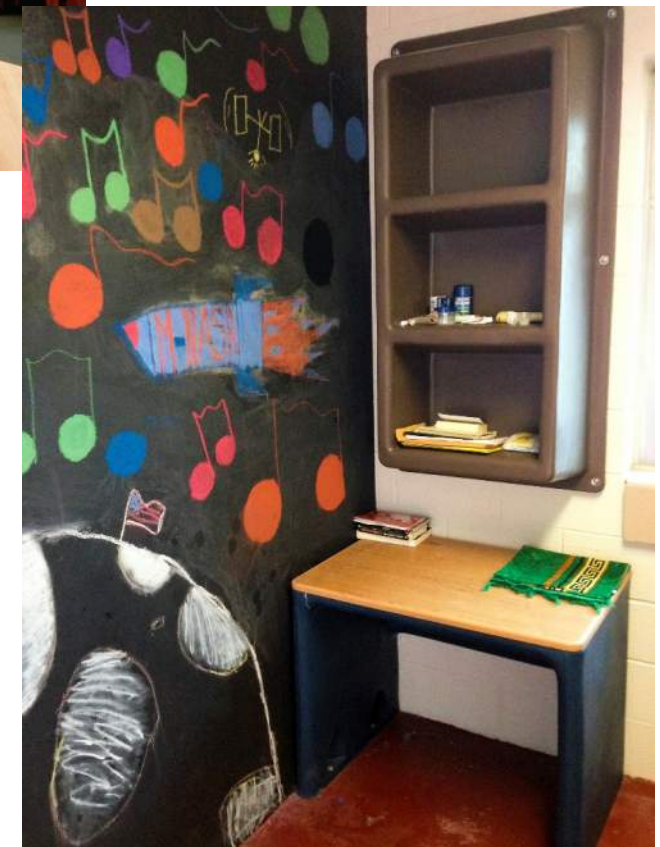
- Maximum facility size 150 youth (ACA 3-JDF-2b-02) Smaller Preferred
- Small, single level housing units
  - Maximum Unit Size 25 Youth (ACA 3-JDF-2b-02)
  - Units of (8 – 12 residents) Preferred, 16 Maximum
  - Recommend twinned for efficiency
- Single occupancy sleeping room preferred over dormitory housing
- Identify behavior characteristics and requirements for separation
- Housing units arranged in groups for shared services & staffing efficiency, **with treatment staff located on the unit**
- Open dayroom with attached sleeping rooms (improved supervision)
- **Single user showers/toilet rooms** (1 per 8 residents)
- **Dedicated outdoor space** – “backyard”
- 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))



# Idealized Program - *Best Practices to Create an Environment Supportive of Treatment*

## *Quality of Environment Matters ... to youth & staff alike*

- Abundant Natural Light
- Acoustical Control
- Reduce the Apparent Density
- Normative Furnishings
- Clear Sightlines and Enhanced Casual Observation
- Spatial Variety
- Connection to the Outdoors
- Materials, Colors & Textures
- Integrate Public & Youth Art



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- Connection to the Outdoors
- Materials, Colors & Textures
- Integrate Public & Youth Art



# Idealized Program

- Key considerations of the program
  - Single Rooms Preferred – but if a dormitory model provide individual cubicles, but some single rooms will be required
  - Housing Units of 10 or no more than 12 youth
  - Treatment staff located on the unit
  - Robust Academic, Community College and CTE Program
  - Indoor & Outdoor Recreation
  - Visiting Center with provisions for family related services
  - Art, Music and a range of therapeutic activities
  - 24/7 Medical/Mental Health
  - Robust staff facilities – administration, staff support & where required housing
  - Full Support facilities
- Concepts in Idealized Program are the basis for evaluation of potential locations

## Original Base Program - Evaluation of Existing Camps for SYTF Population

### Program Summary

#	Component	Net SF	Grossing Factor	Gross SF
<b>200</b>	<b>Administration/Visiting/Intake/Transfer</b>			
210	Public Access	975	1.40	1,365
220	Administration	1,246	1.40	1,744
230	Staff Support	1,550	1.40	2,170
240	Administration Building Support	1,036	1.40	1,450
250	Intake	770	1.40	1,078
260	Visiting	3,030	1.40	4,242
270	Security	470	1.40	658
	<b>Total Administration</b>	<b>9,077</b>	<b>1.40</b>	<b>12,708</b>
<b>300</b>	<b>Staff Housing</b>			
310	Staff Housing	3,485	1.50	5,228
320	Staff Housing Support	550	1.40	770
	<b>Total Staff Housing</b>	<b>4,035</b>	<b>1.49</b>	<b>5,998</b>
<b>400</b>	<b>Medical/Behavioral Health Services</b>			
410	Medical	1,740	1.60	2,784
420	Behavioral Health	910	1.50	1,365
430	Health Services Support	1,370	1.60	2,192
440	Health Services Building Support	400	1.40	560
	<b>Total Medical and Behavioral Health Services</b>	<b>4,420</b>	<b>1.56</b>	<b>6,901</b>
<b>460</b>	<b>Food Service/Laundry</b>			
460	Food Service	8,460	1.25	10,575
470	Laundry	730	1.30	949
480	Food Service & Laundry Building Support	650	1.30	845
	<b>Total Food Service &amp; Laundry</b>	<b>9,840</b>	<b>1.26</b>	<b>12,369</b>
<b>500</b>	<b>Education</b>			
510	Academic Education	5,320	1.30	6,916
520	Education Administration	2,718	1.35	3,669
530	Library	620	1.35	837
540	Vocational Education	4,620	1.35	6,237
550	Education/Vocational Building Support	450	1.40	630
	<b>Total Education</b>	<b>13,728</b>	<b>1.33</b>	<b>18,289</b>
<b>580</b>	<b>Recreation/Multi-Purpose</b>			
580	Recreation	9,240	1.25	11,550
590	Programs Building Support	500	1.40	700
	<b>Total Recreation / Multi-Purpose</b>	<b>9,740</b>	<b>1.26</b>	<b>12,250</b>
<b>600</b>	<b>Youth Housing</b>			
610	Youth Housing - Dormitory	9,500	1.60	15,200
620	Youth Housing - Treatment Staff	1,970	1.60	3,152
630	Youth Housing Support Spaces	800	1.40	1,120
650	Housing - Individual Rooms	2,535	1.60	4,056
660	Individual RoomsYouth Housing Support Spaces	1,890	1.60	3,024
670	Individual Rooms Support Space	800	1.40	1,120
	<b>Total Youth Housing</b>	<b>17,495</b>	<b>1.58</b>	<b>27,672</b>
<b>700</b>	<b>Facility Services</b>			
710	Warehouse	6,450	1.20	7,740
720	Maintenance	3,268	1.30	4,248
730	Warehouse/ Maintenance Building Support	480	1.30	624
	<b>Total Facility Services</b>	<b>10,198</b>	<b>1.24</b>	<b>12,612</b>
	<b>TOTAL FACILITY BUILDING SQUARE FOOTAGE</b>	<b>78,533</b>		<b>108,799</b>

# Application to Camp Scott

## Original Base Program - Evaluation of Existing Camps for SYTF Population

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540	Vocational Education	4,620	1.35	6,237
550	Education/Vocational Building Support	450	1.40	630
	Total Education	13,728	1.33	18,289
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600	Youth Housing			
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650	Housing - Individual Rooms	2,535	1.60	4,056
660	Individual RoomsYouth Housing Support Spaces	1,890	1.60	3,024
670	Individual Rooms Support Space	800	1.40	1,120
	Total Youth Housing	17,495	1.58	27,672
700	Facility Services			
710	Warehouse	6,450	1.20	7,740
720	Maintenance	3,268	1.30	4,248
730	Warehouse/ Maintenance Building Support	480	1.30	624
	Total Facility Services	10,198	1.24	12,612
	TOTAL FACILITY BUILDING SQUARE FOOTAGE	78,533		108,799

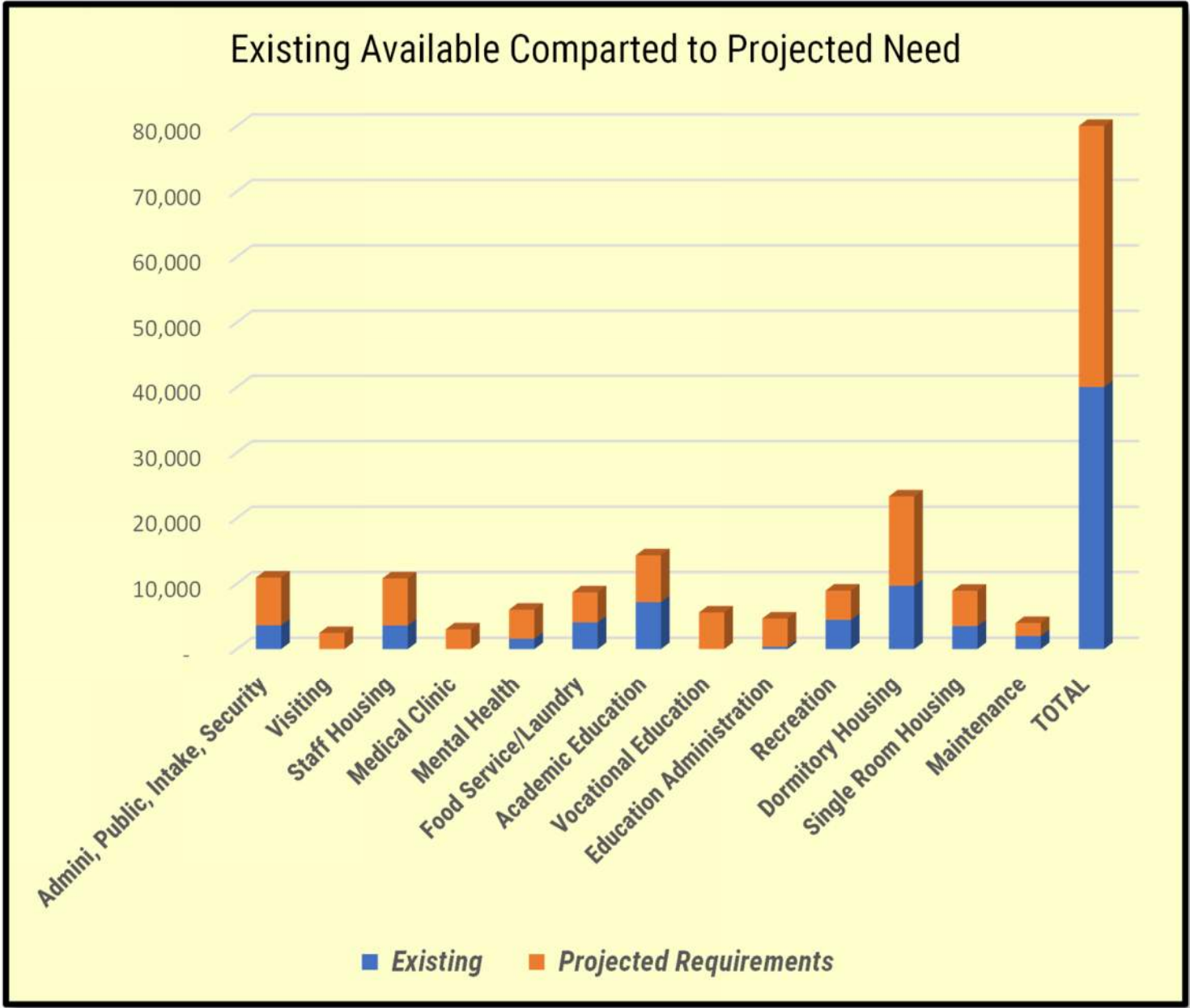
## Adjusted Program Reuse and Additions, Camp Scott

### Program Summary

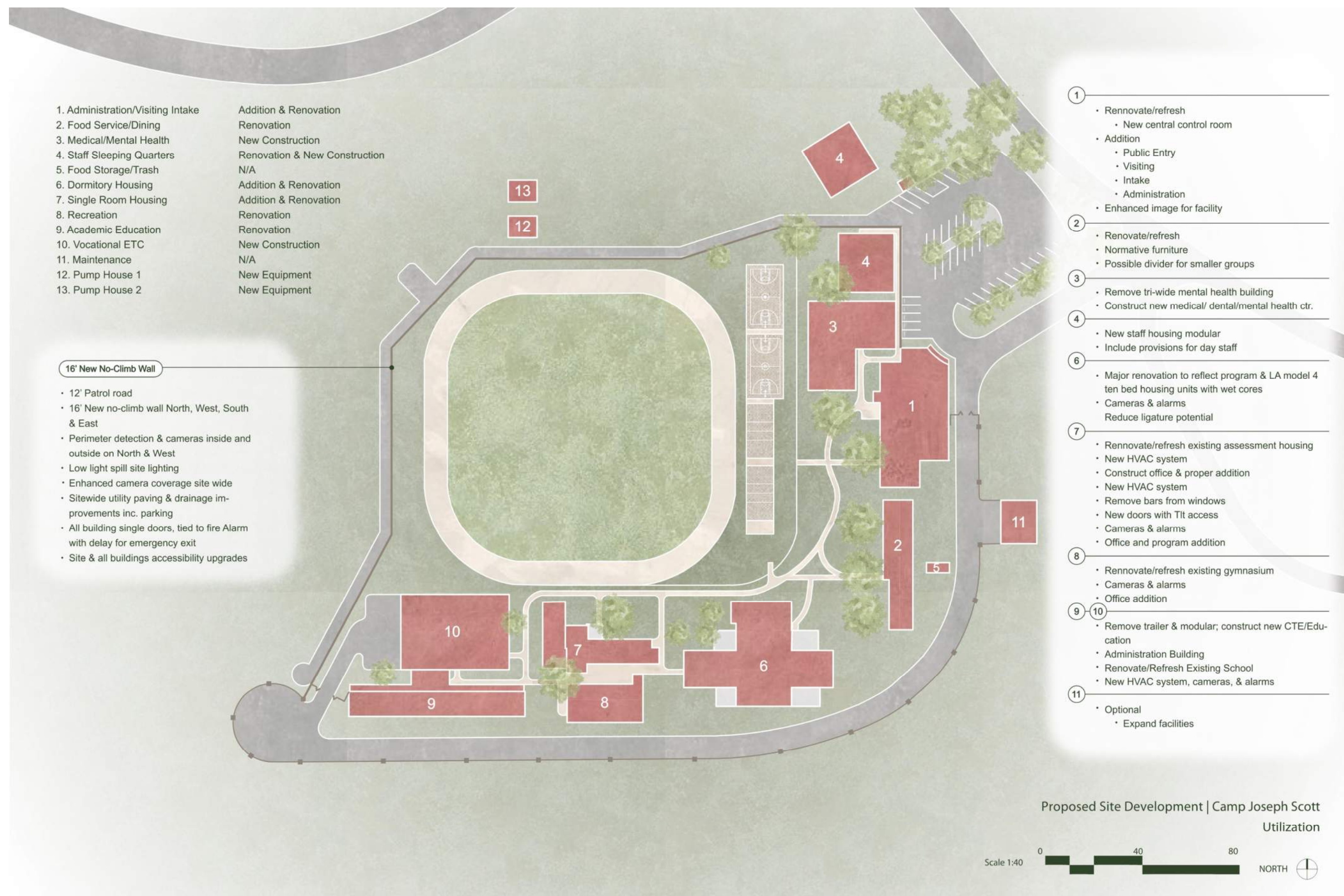
#	Component	Net SF	Grossing Factor	Gross SF	Reuse/ Renovate	Addition	New Construction
200	Administration/Visiting/Intake/Transfer						
210	Public Access	1,095	1,369	1,574			
220	Administration	1,086	1,412	1,694			
230	Staff Support	-	-	-			
240	Administration Building Support	816	1,061	1,273			
250	Intake	1,290	1,613	1,854			
260	Visiting	1,780	2,136	2,456			
270	Security	600	780	897			
	Total Administration	6,667	8,370	9,749	3,625	6,124	-
300	Staff Housing						
300	Existing Staff Modular Housing			3,600			
310	New Staff Modular Housing	-	-	3,600			
320	Staff Housing Support	Included in Grossing Factor					
	Total Staff Housing	-	-	7,200	3,600	-	3,600
400	Medical/Behavioral Health Services						
410	Medical	2,020	2,626	3,020			
420	Behavioral Health	1,240	1,612	1,854			
430	Health Services Support	1,730	2,249	2,586			
440	Health Services Building Support	Included in Grossing Factor					
	Total Medical and Behavioral Health Services	4,990	6,487	7,460	-	-	7,460
460	Food Service/Laundry						
460	Food Service	3,932	-	4,067			
470	Laundry	400	460	529			
480	Food Service & Laundry Building Support	Included in Grossing Factor					
	Total Food Service & Laundry	4,332	-	4,596	4,067	-	529
500	Education						
510	Academic Education	6,365	-	7,156	7,156		
520	Education Administration	3,006	3,758	4,321			4,321
530	Library	Included in 510 Ac Ed					
540	Vocational Education	4,620	5,082	5,590			5,590
550	Education/Vocational Building Support	Included in Grossing Factor					
	Total Education	13,991	8,840	17,067	7,156	-	9,911
580	Recreation/Multi-Purpose						
580	Recreation	3,545	4,062	4,468	4,468		
590	Programs Building Support	Included in Grossing Factor					
	Total Recreation / Multi-Purpose	3,545	1	4,468	4,468	-	-
600	Youth Housing						
610	Youth Housing - Dormitory	7,180	-	13,648	9,670	3,978	
620	Youth Housing - Treatment Staff	2,710	-	Incl Above	Incl. Above		
630	Youth Housing Support Spaces	Included in Grossing Factor					
650	Housing - Individual Rooms	1,968	-	5,407	3,500	1,907	
660	Individual RoomsYouth Housing Support Spaces	1,950	-	Incl Above	Incl. Above		
670	Individual Rooms Support Space	Included in Grossing Factor					
	Total Youth Housing	9,890	2	19,055	13,170	5,885	-
700	Facility Services						
710	Warehouse	Included in Existing Building Area					
720	Maintenance	Included in Existing Building Area					
730	Warehouse/ Maintenance Building Support	Included in Existing Building Area					
	Total Facility Services			1,995	1,995	-	-
	TOTAL FACILITY BUILDING SQUARE FOOTAGE	43,415		71,590	38,081	12,009	21,500

# Application to Camp Scott

Component/Building	Existing	Projected Requirements
Administration, Public, Intake, Security Administration	3,625	7,293
Visiting	-	2,456
Staff Housing	3,600	7,200
Medical Clinic	-	3,020
Mental Health	1,581	4,440
Food Service/Laundry	4,067	4,596
Academic Education	7,156	7,156
Vocational Education	-	5,590
Education Administration	350	4,321
Recreation	4,468	4,468
Dormitory Housing	9,670	13,648
Single Room Housing	3,500	5,407
Maintenance	1,995	1,995
TOTAL	40,012	71,590

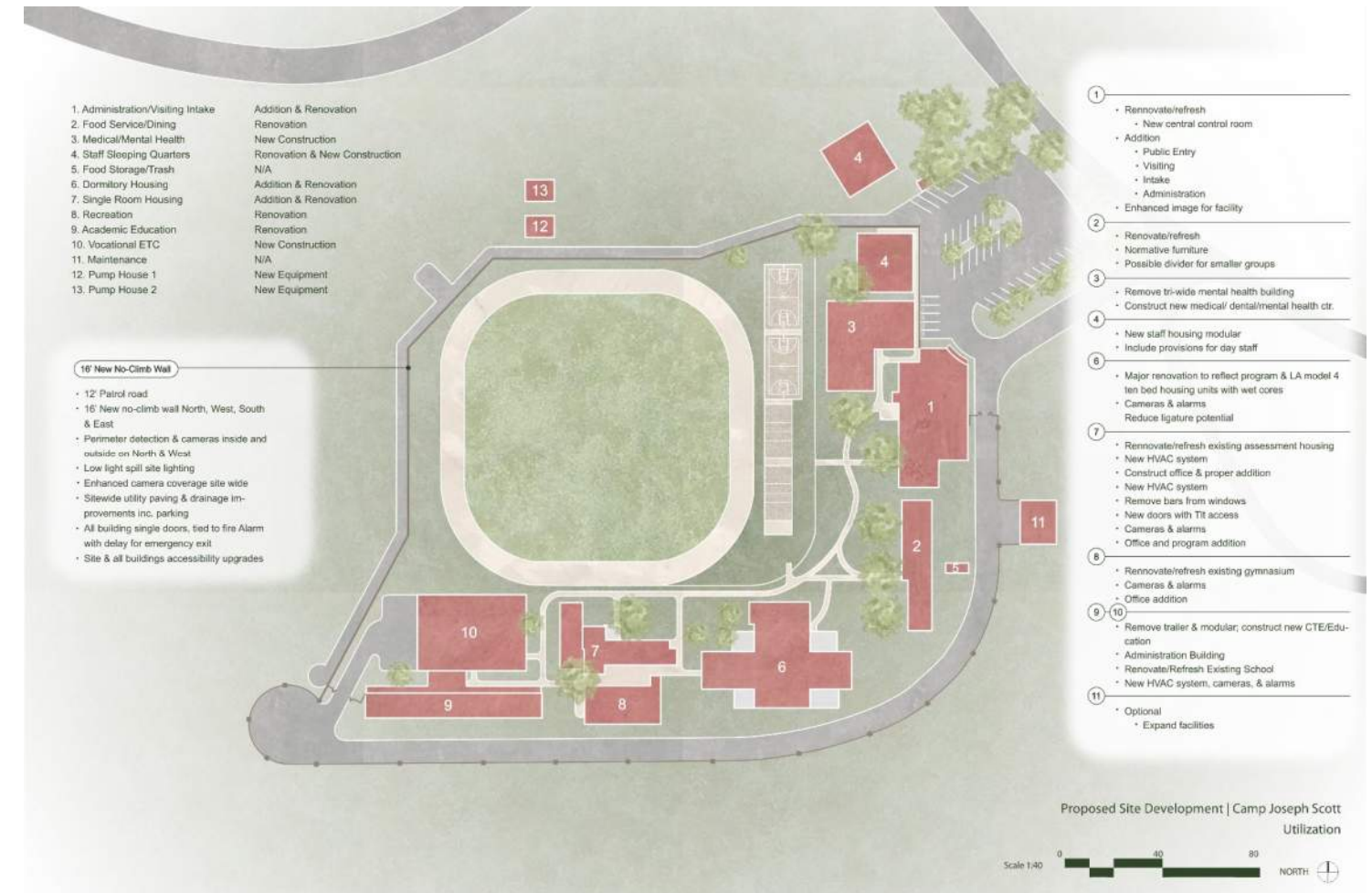


# Test fit - Adaptation of Camp Scott - Site



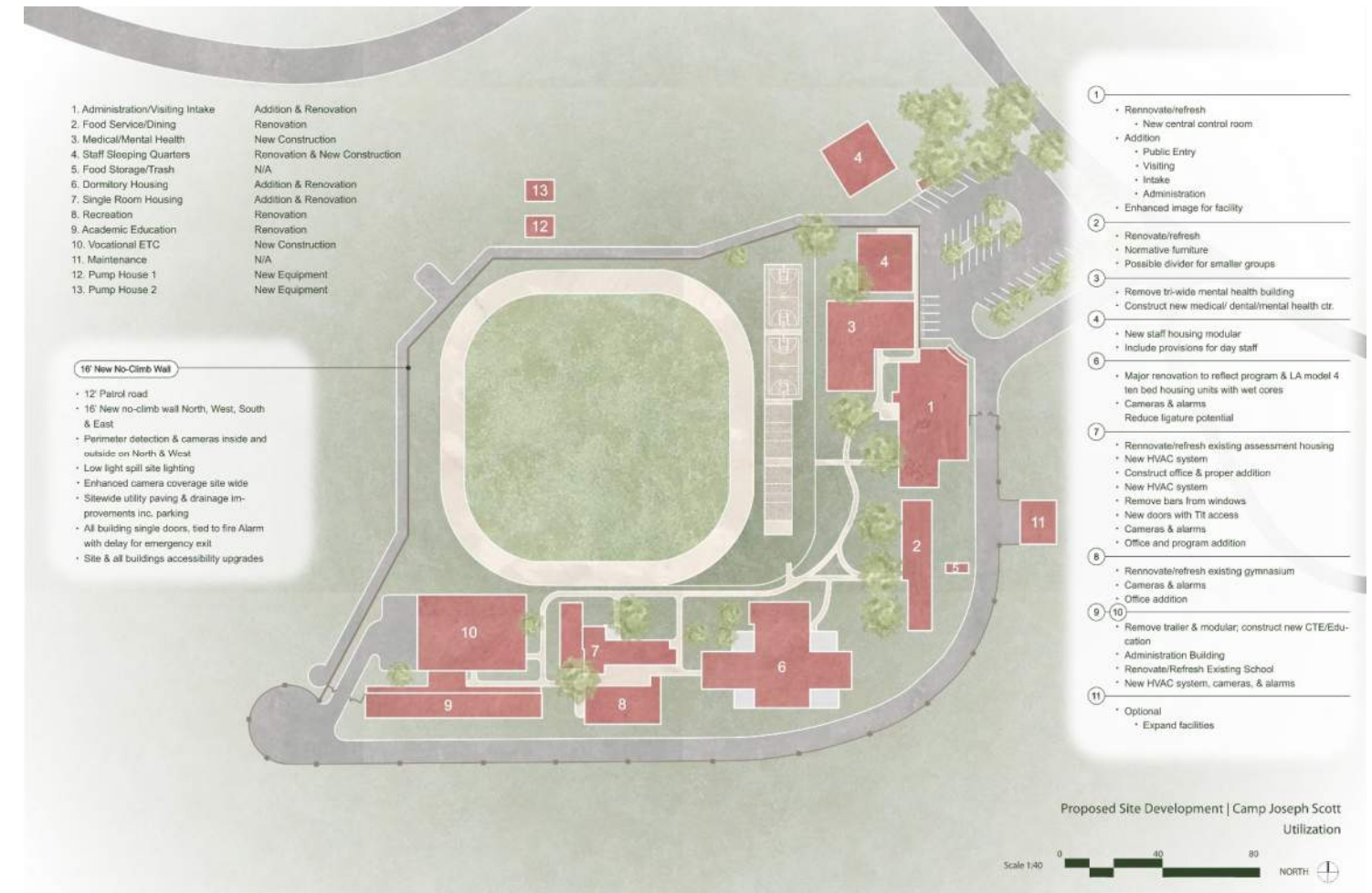
# Test fit - Adaptation of Camp Scott - Site

- Replace fencing on **North and west sides of Camp with 16' masonry wall** to limit visibility from Bouquet Road, the community and planned development.
- **Replace/Reconstruct fencing on South and East Sides** with non-climb fence including bottom rail.
- **Construct new vehicle sallyport with solid bifold doors** at entry to limit visibility and to enhance public face of facility.
- **Provide Perimeter Detection for entire perimeter** tied to perimeter lighting system with impact lighting that boosts footcandles in alarmed zone; normal lighting planned to limit light pollution to night sky and community.
- **Provide 12' patrol road, external detection**, and cameras along perimeter wall to reduce intrusion or introduction of contraband.
- Provide **full site CCTV coverage** with recording.
- Revise **walkway system to create more normative campus walkways**, remove walkways from edge of building and address current accessibility deficiencies, provide bollard style lighting for pedestrian paths.
- Provide **overall site lighting using 16' +/- standards with cut off fixtures** to eliminate light pollution to surrounding community.
- **Repave parking and all driveways including the internal fire/service road. Repair site landscape water sprinklers** (consideration should be given to replacing field grass with artificial turf as a water conservation measure).
- **General landscape and drainage improvements** as required to comply with County of Los Angeles Low Impact development requirements.
- **Site furnishings and landscaping at new main entrance to create welcoming image** for visitors and staff alike.
- Provide **accessible drop-off** and locate accessible parking with walkway per code requirements.

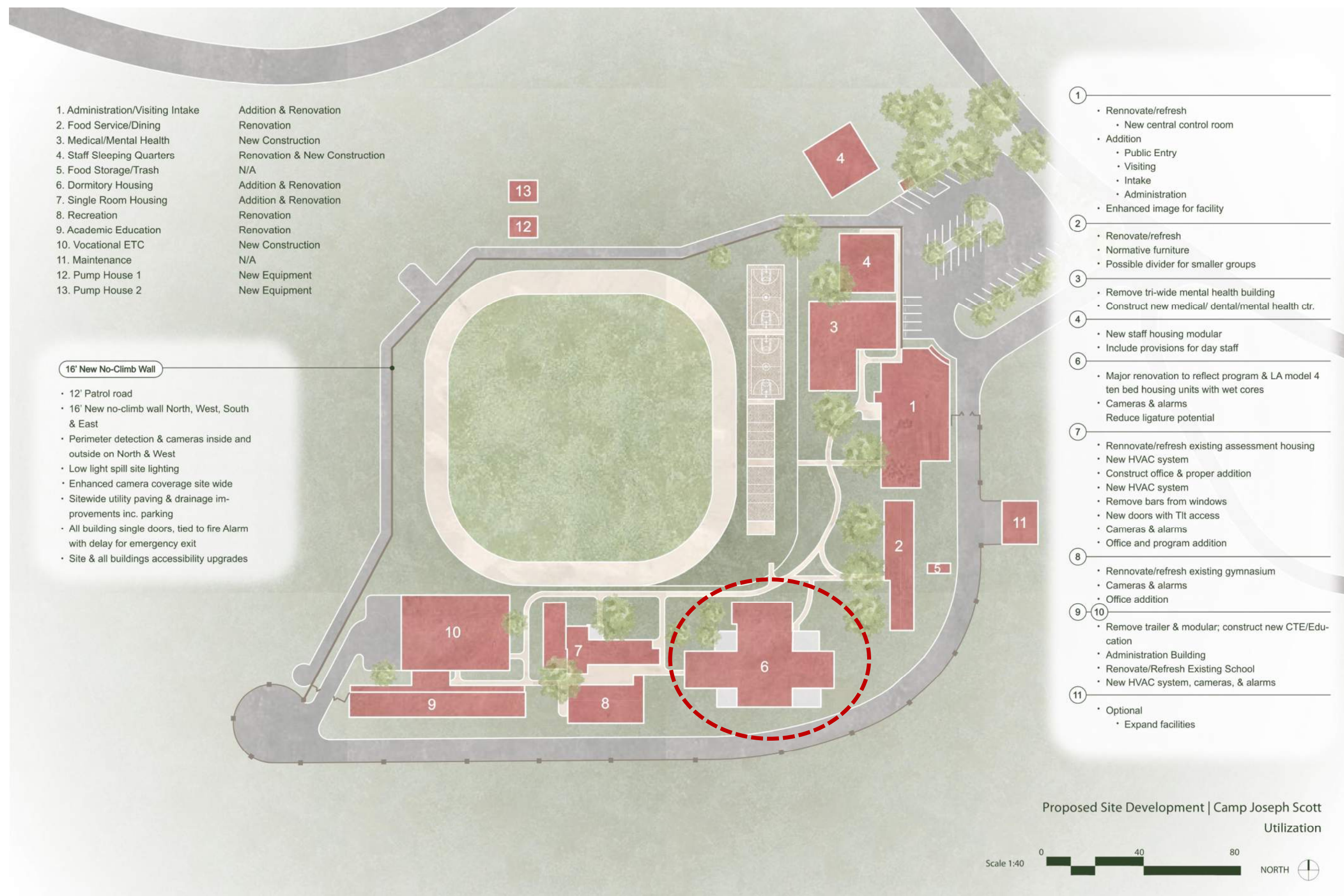


# Test fit - Adaptation of Camp Scott - Site

- Provide **overall site lighting using 16' +/- standards with cut off fixtures** to eliminate light pollution to surrounding community.

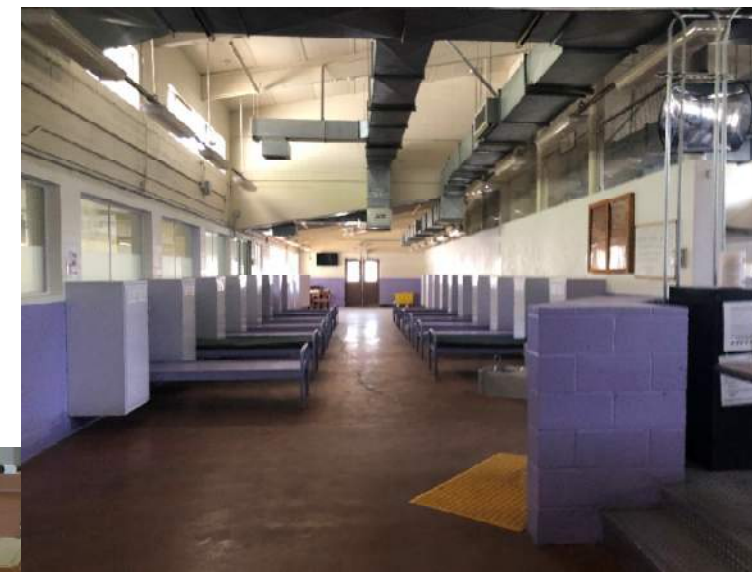
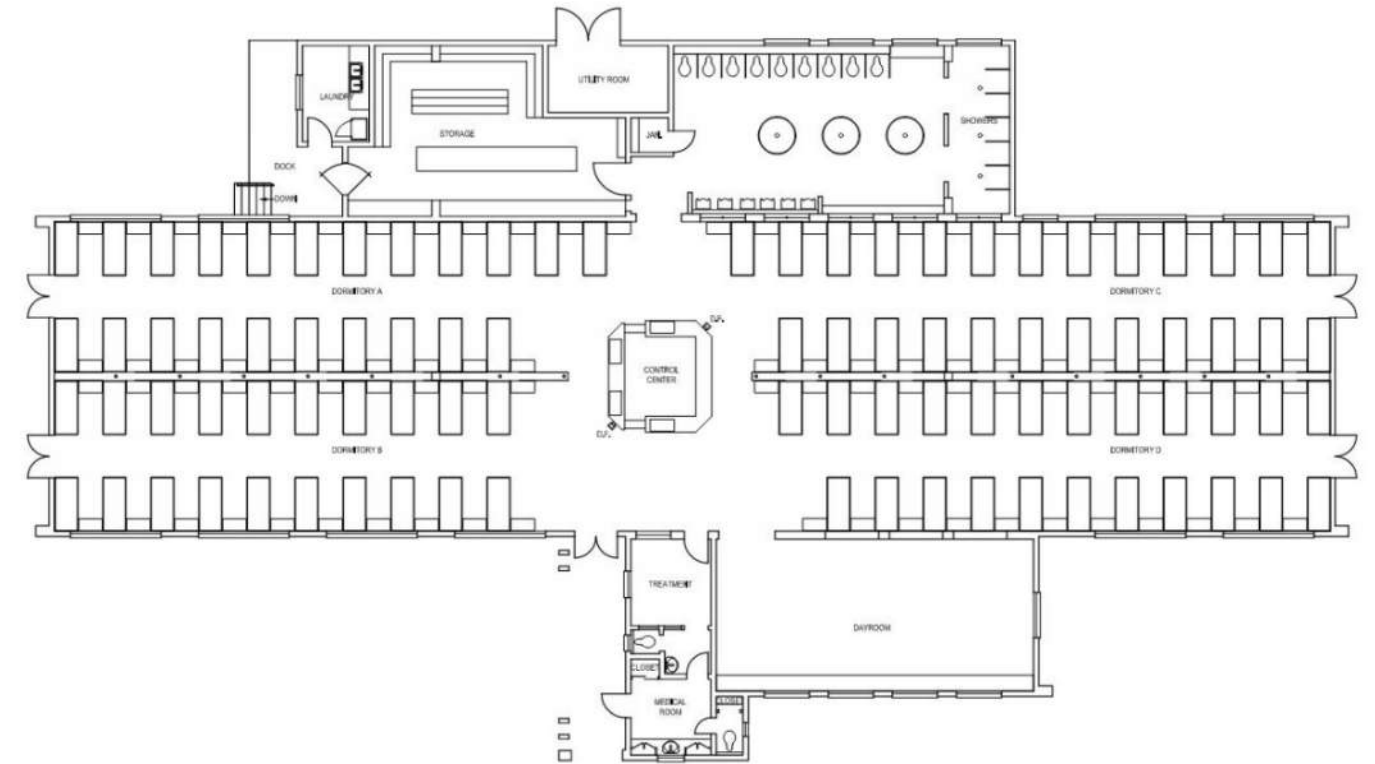


# Test fit - Adaptation of Camp Scott - Dormitory

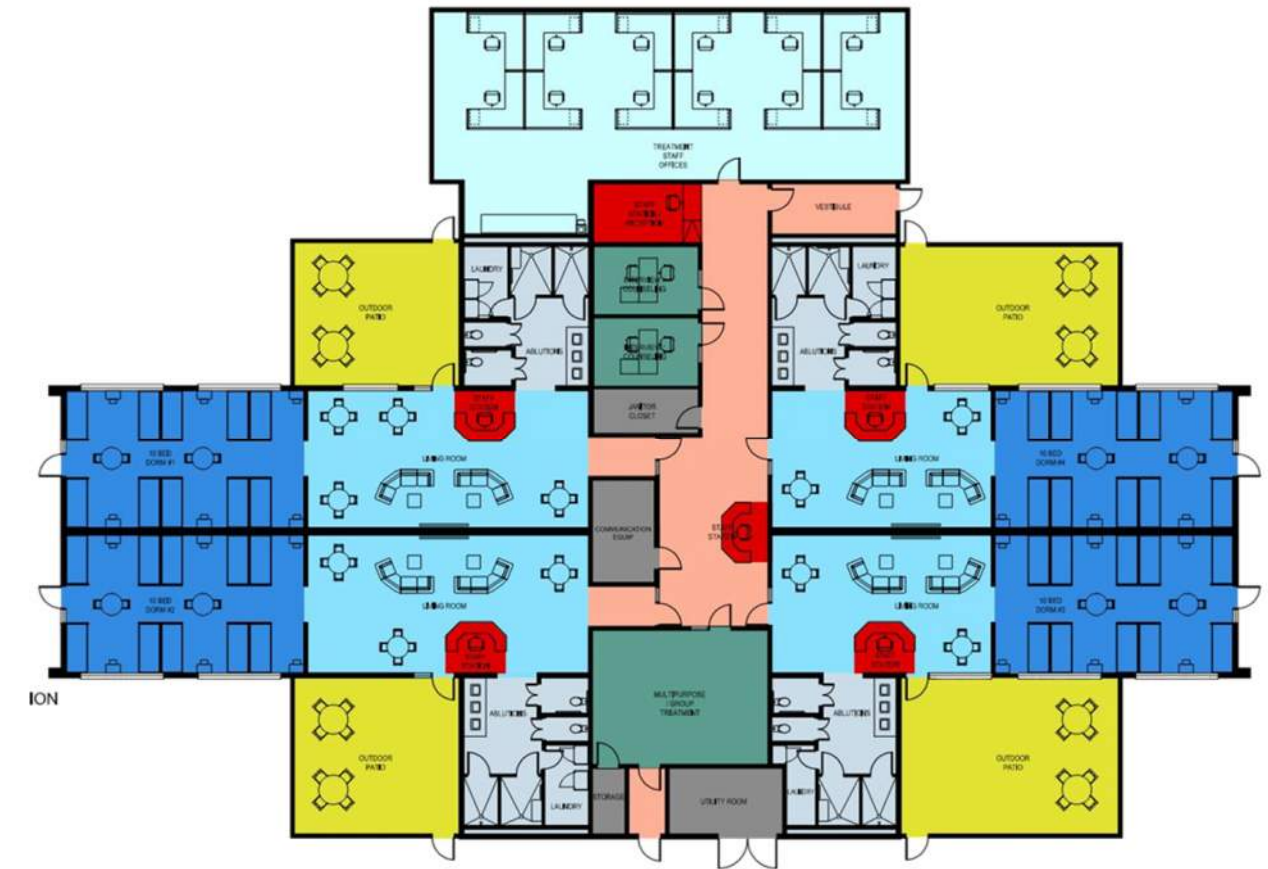
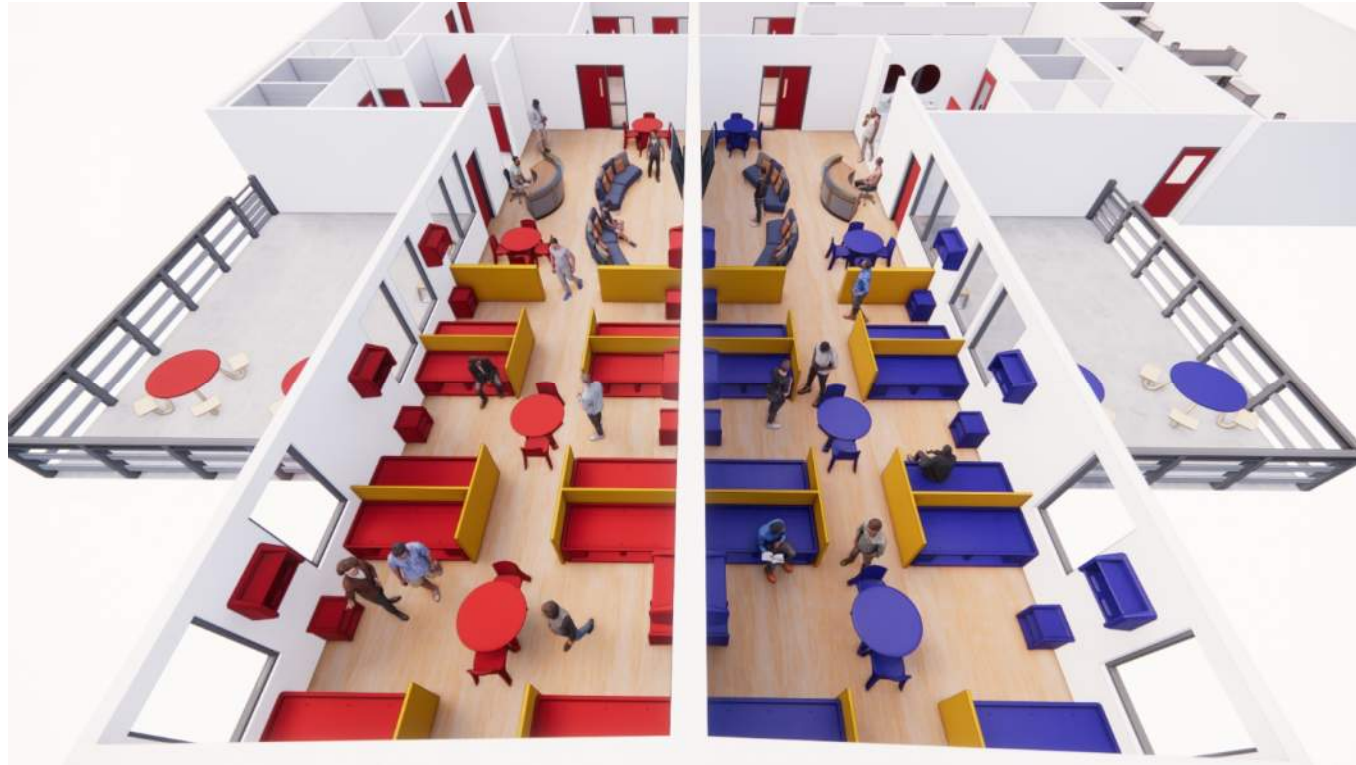


# Test fit - Adaptation of Camp Scott – Dormitory Housing

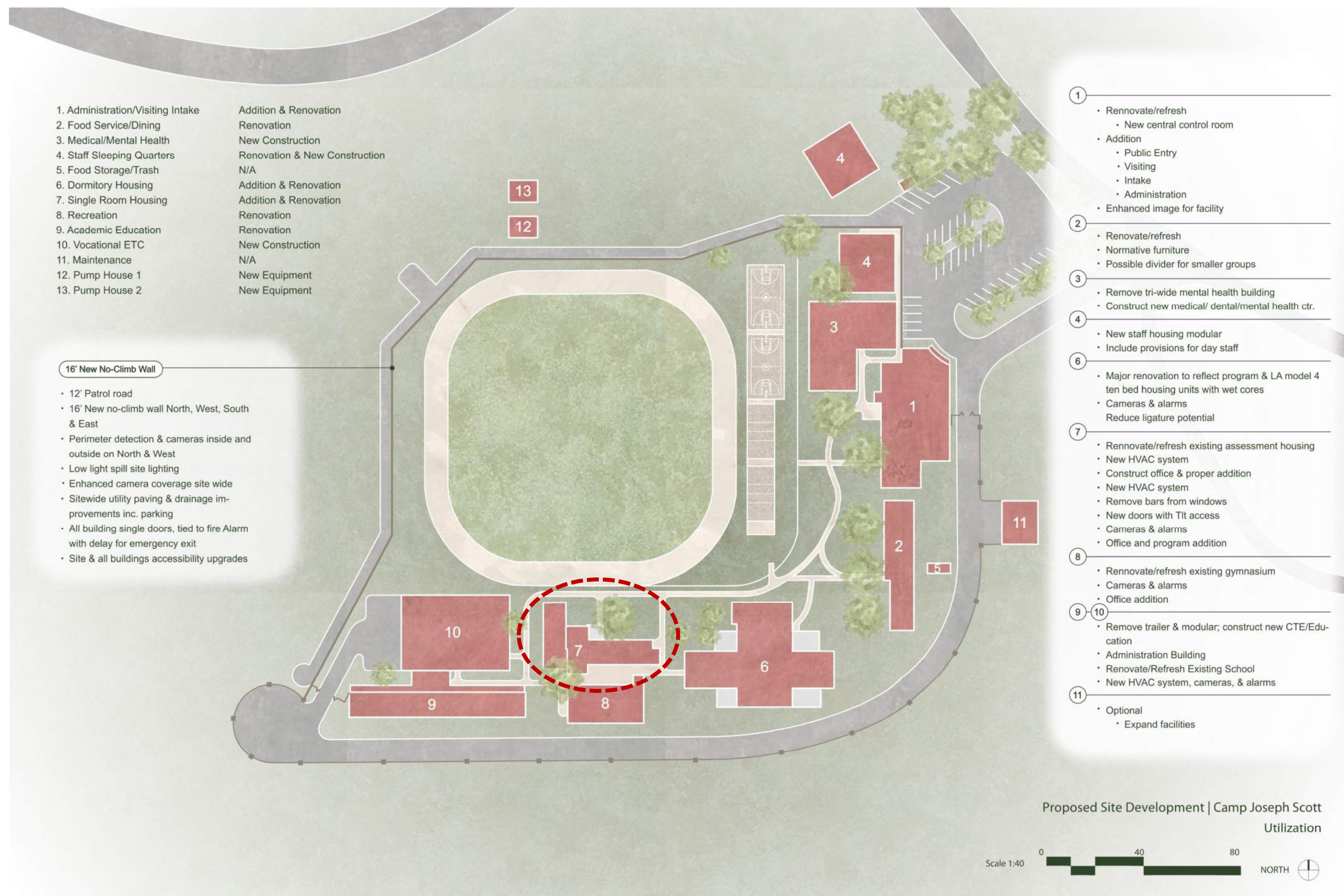
- **Subdivision of the existing building into four (4) ten person living units.** Each unit is subdivided into a sleeping area and a dayroom. Sleeping area is further broken up by low cubicles to provide a sense of privacy and ownership for each individual. Each housing unit has its own wet core including showers, toilets, and sinks (three in renovated space and one as a new addition). Wet cores are planned to provide privacy in accordance with PREA requirements while allowing for staff supervision. Each unit also has a defined outdoor patio.
- The **existing “gang” toilets and showers are renovated to provide multi-purpose space and the core area is renovated to provide interview rooms.**
- A **new addition at the front of the building will provide office space for the Unit Management Team, Program and Treatment Specialists and Credible Messengers.**
- **Programs and Counseling can occur within the housing units,** in the group multi-purpose rooms or on an individual basis in the interview rooms.
- **General gut renovation of the existing 9,670 SF dormitory building – remove all wiring and appurtenances that create risk for ligature.**
- Construction of **low partitions to subdivide sleeping area.**
- **Upgrade all finishes including** wood-look Luxury Vinyl Tile Floors.
- **New wet cores** with glass shower doors.
- New **individual patios**
- Replace **windows with new Thermopane 1/2’ tempered glass** (or security glass if required by BSCC) in order to remove the security screens added to original windows
- Replace all double doors with **single exit doors tied to fire alarm for time delay release.**
- Provide **CCTV cameras** and recording throughout.
- Replace **electrical distribution & lighting**
- Replace **HVAC system & distribution**
- Provide **card readers** throughout.
- Provide **normalized furniture** throughout.



# Test fit - Adaptation of Camp Scott – Dormitory Housing

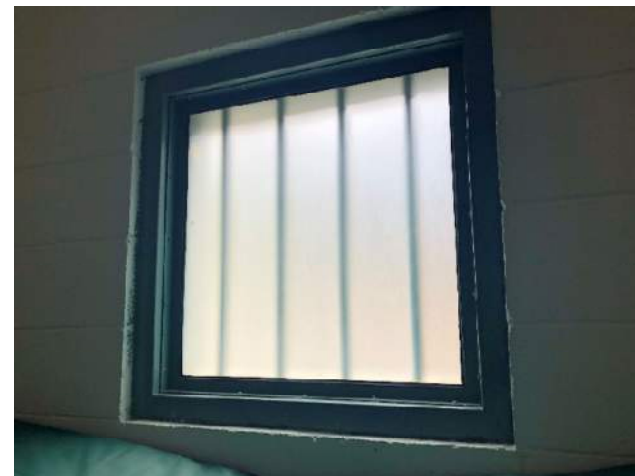
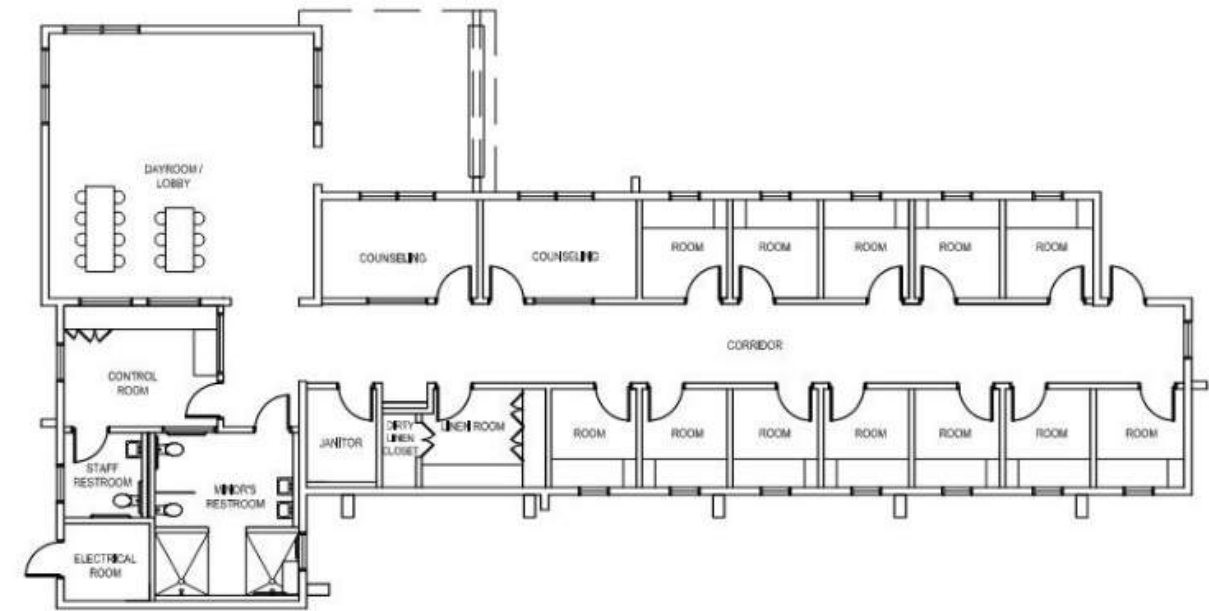


# Test fit - Adaptation of Camp Scott – Single Room Housing

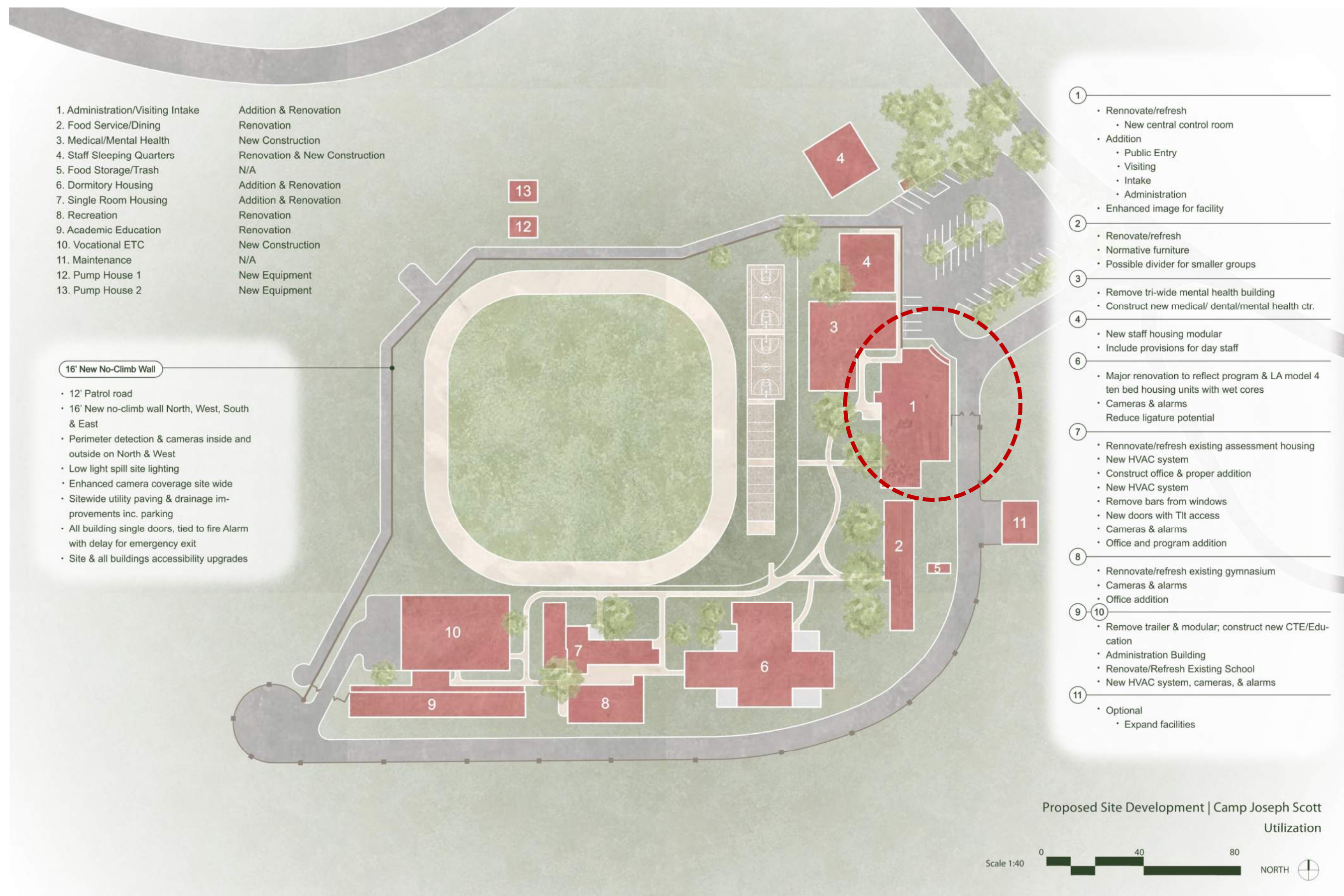


# Test fit - Adaptation of Camp Scott – Single Room Housing

- Install sliding wooden doors to 12 rooms with electric detention locks with remote and local control.
- Remove bars from exterior windows, patch & repair frames, adjust stops to accept security glazing.
- Install new intercom system in rooms.
- Replace non-conforming HVAC system and relocate smoke detectors to return air ducts.
- Remove cast in place concrete bunks and refurnish rooms with normative detention furniture.
- General refresh of existing building (3,500 SF) including new wood look vinyl flooring
- Remove glazing from control station and convert to open workstation.
- New electronic security system controls (CCTV, intercom, paging, door monitoring and controls)
- Replace windows in dayroom
- Construct new program/office addition, 1,907 SF +/-

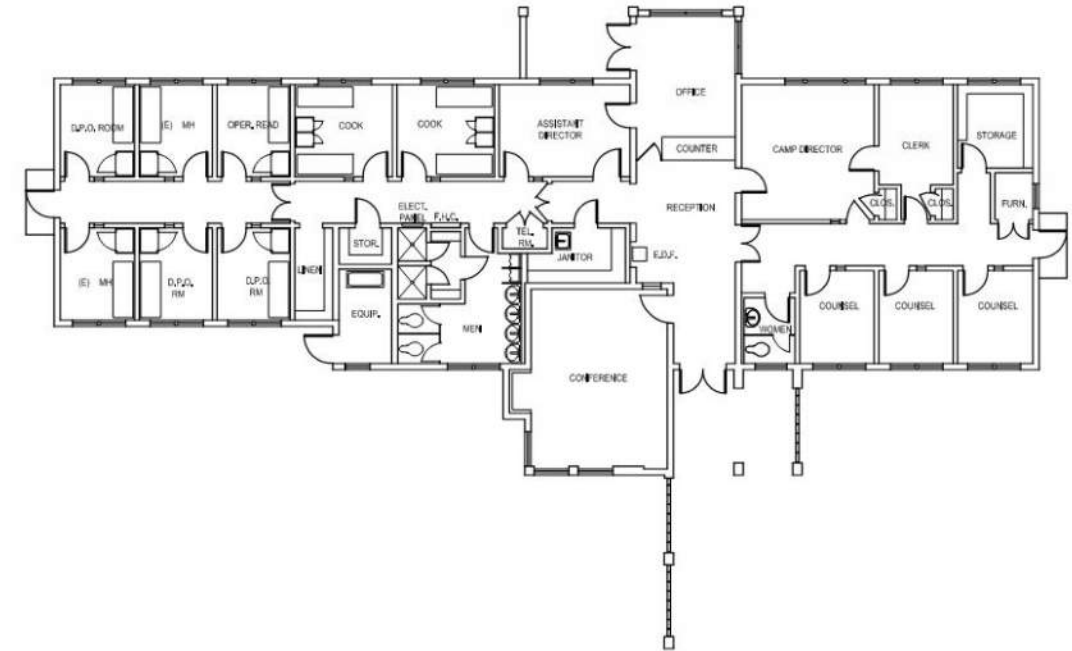


# Test fit - Adaptation of Camp Scott – Administration

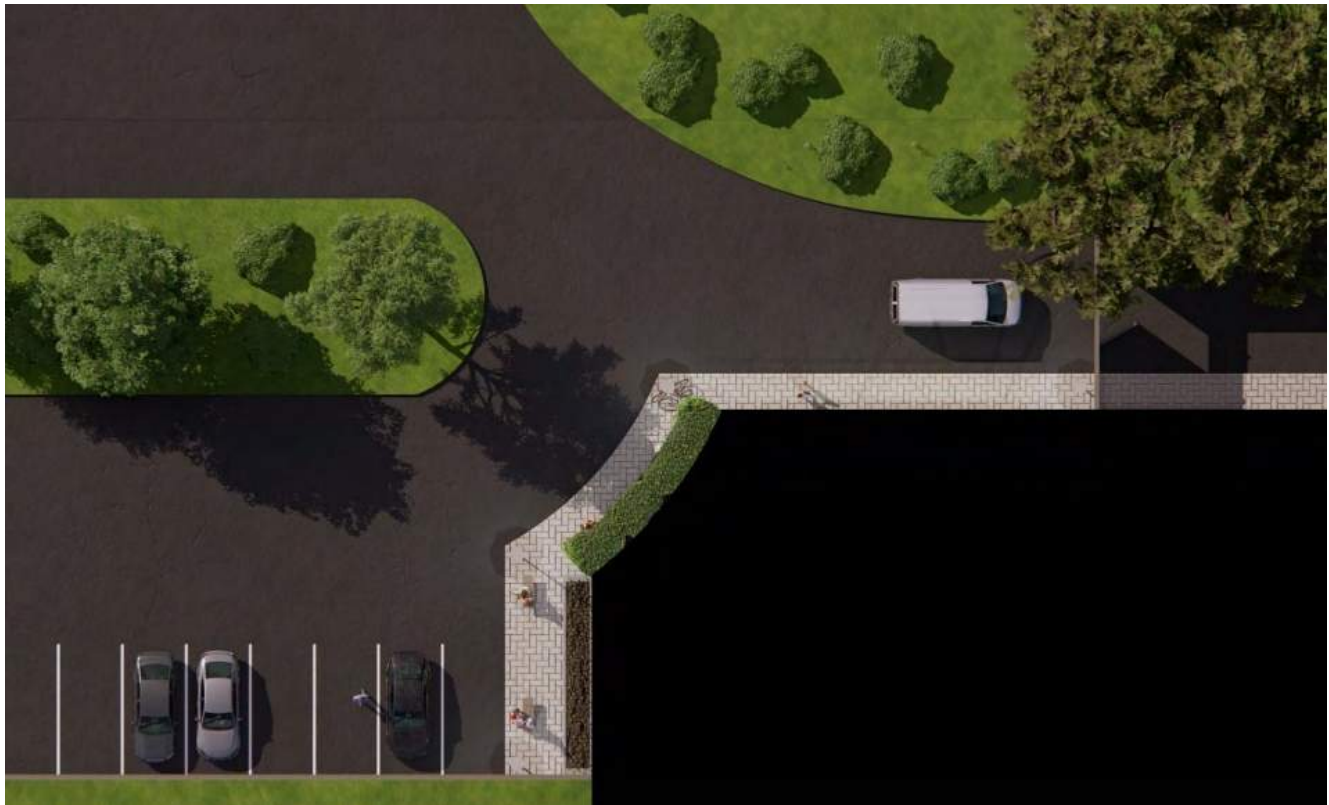
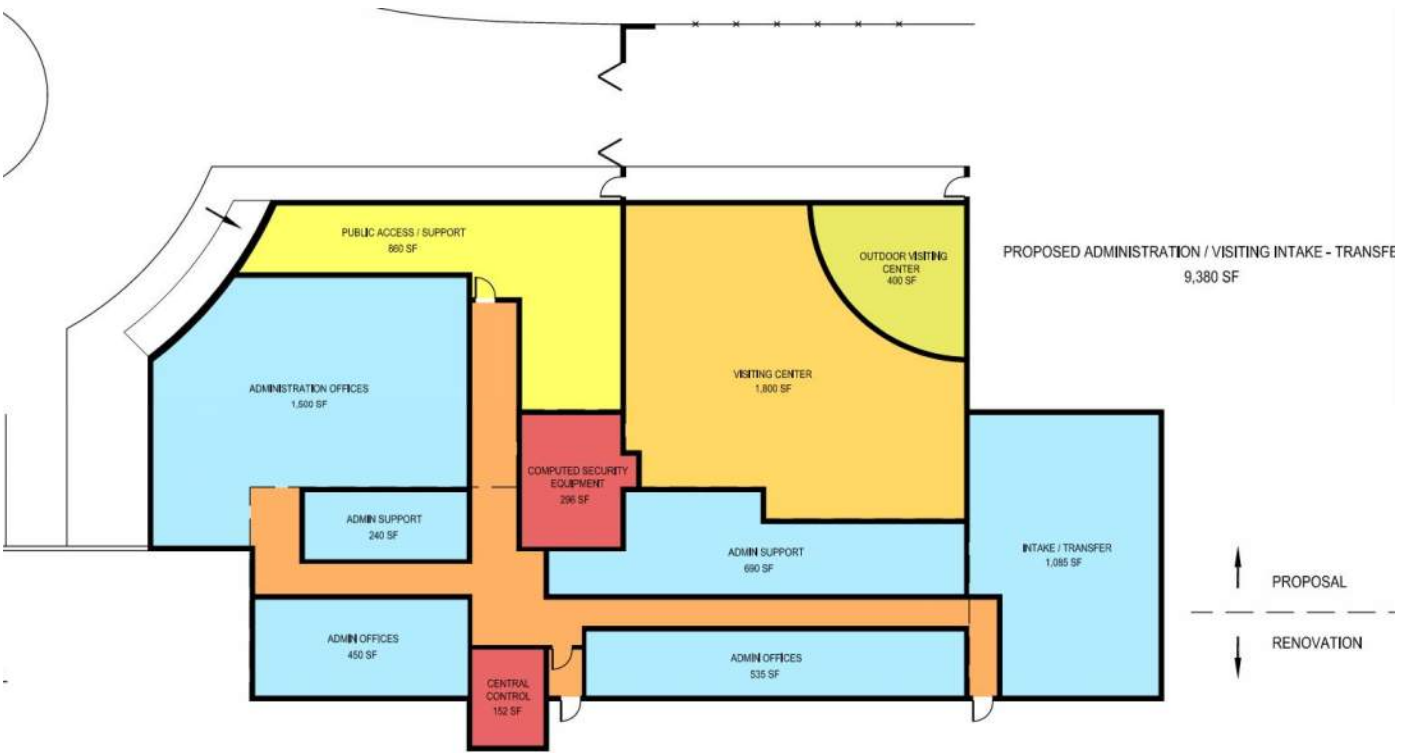


# Test fit - Adaptation of Camp Scott – Administration

- Adaptive use plan recommends renovation and expansion of the administration building to include:
  - Adequate office space for **facility administration and counseling staff**
  - Improved **public reception and accommodations**
  - Dedicated **Visiting Center**
  - Staging area for youth for **intake, transport** or visiting
  - New **secure control center** will be provided to monitor security systems.
- **General renovation/refresh** of the Existing Administration Building 3,625 SF.
  - Construct **new secure Main control Room** 152 SF and sallyport to access the Camp, including new detention hollow metal frames and security glazing on exterior and interior.
  - Convert current conference room into **secure security electronics and computer server room**.
  - **Replace windows** on the west elevation of the existing Administration Building.
- Construct **new addition** of 6,124 SF to include:
  - **Public Access and accommodations** including screening, accessible restrooms, and vestibule to visiting - 860 SF
  - **Administrative office expansion**, including accessible Toilet Rooms – 1,500 SF
  - **Visiting Center** – 1,800 SF
  - Intake/Transfer/Staging 1,085 SF
- Install **new Electrical and HVAC** system to serve existing building and Proposed expansion
- **Create new image for main entry**

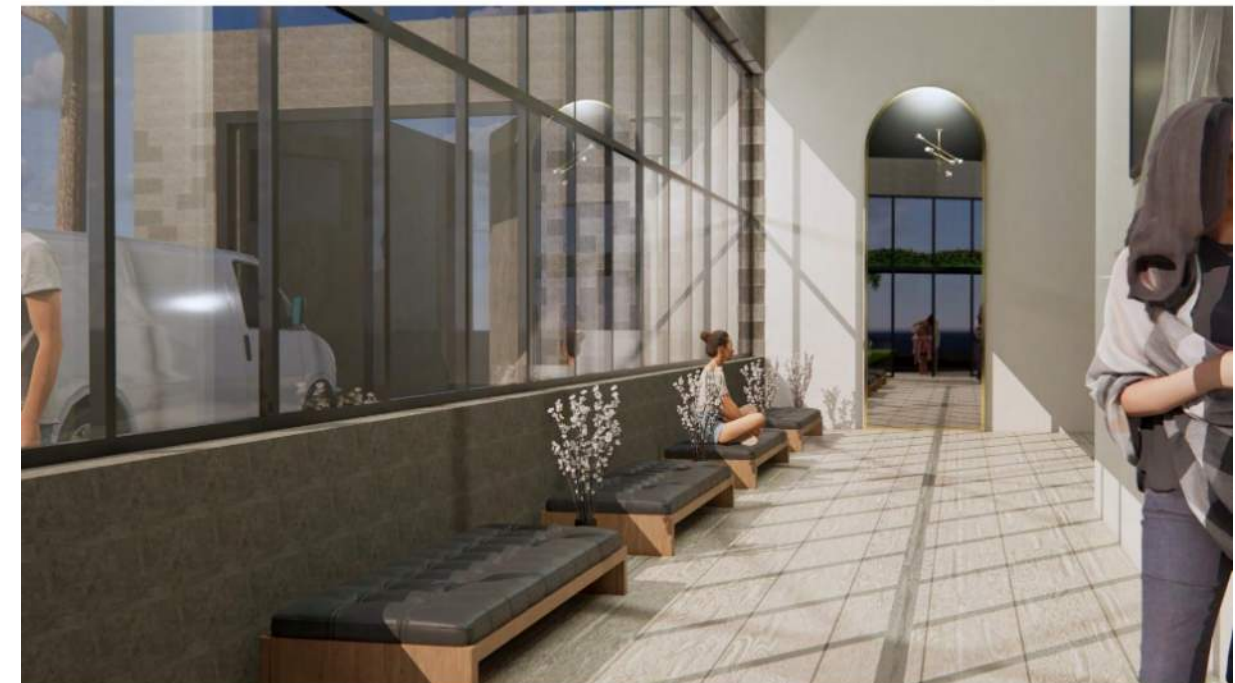


# Test fit - Adaptation of Camp Scott – Administration

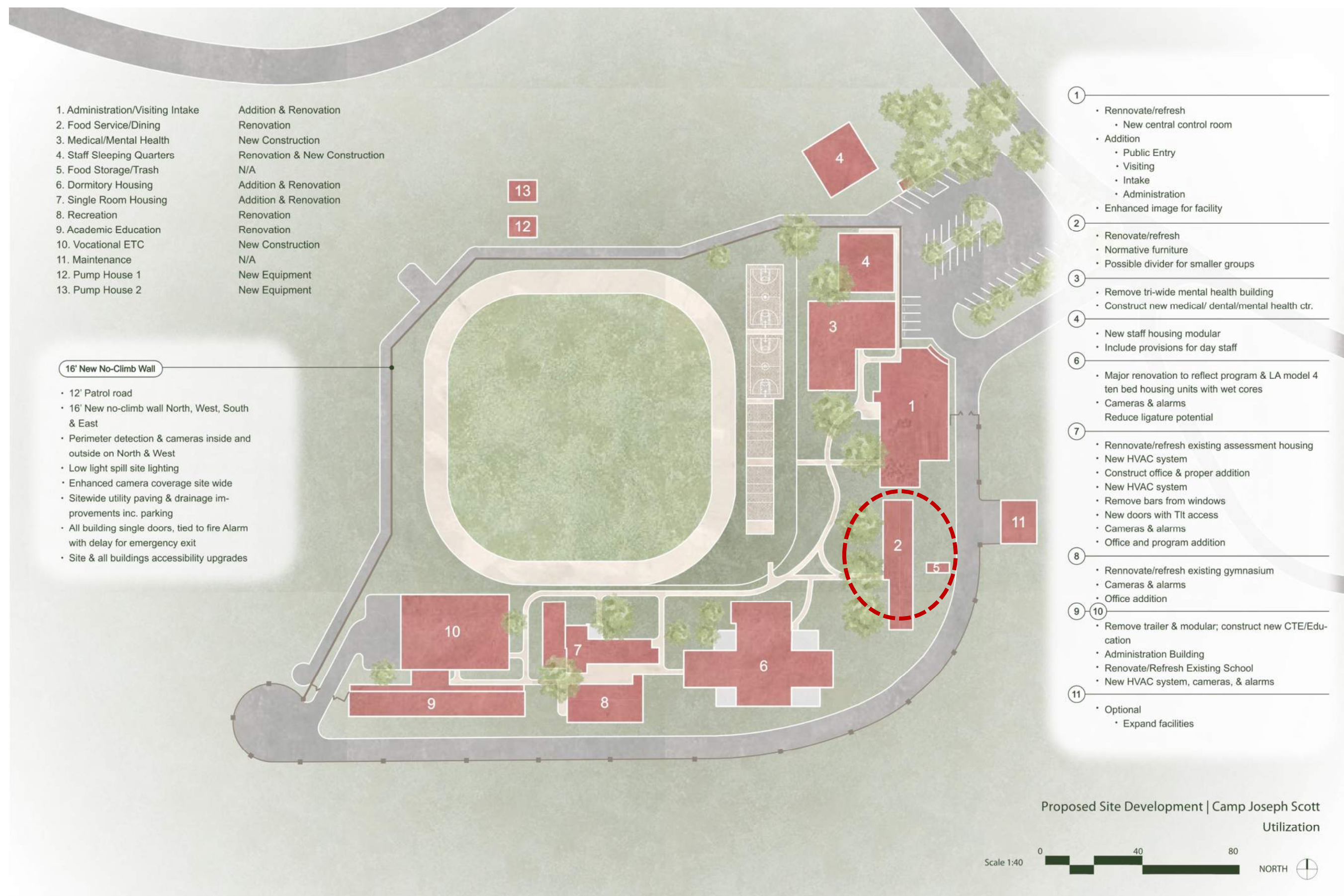


# Test fit - Adaptation of Camp Scott – Administration

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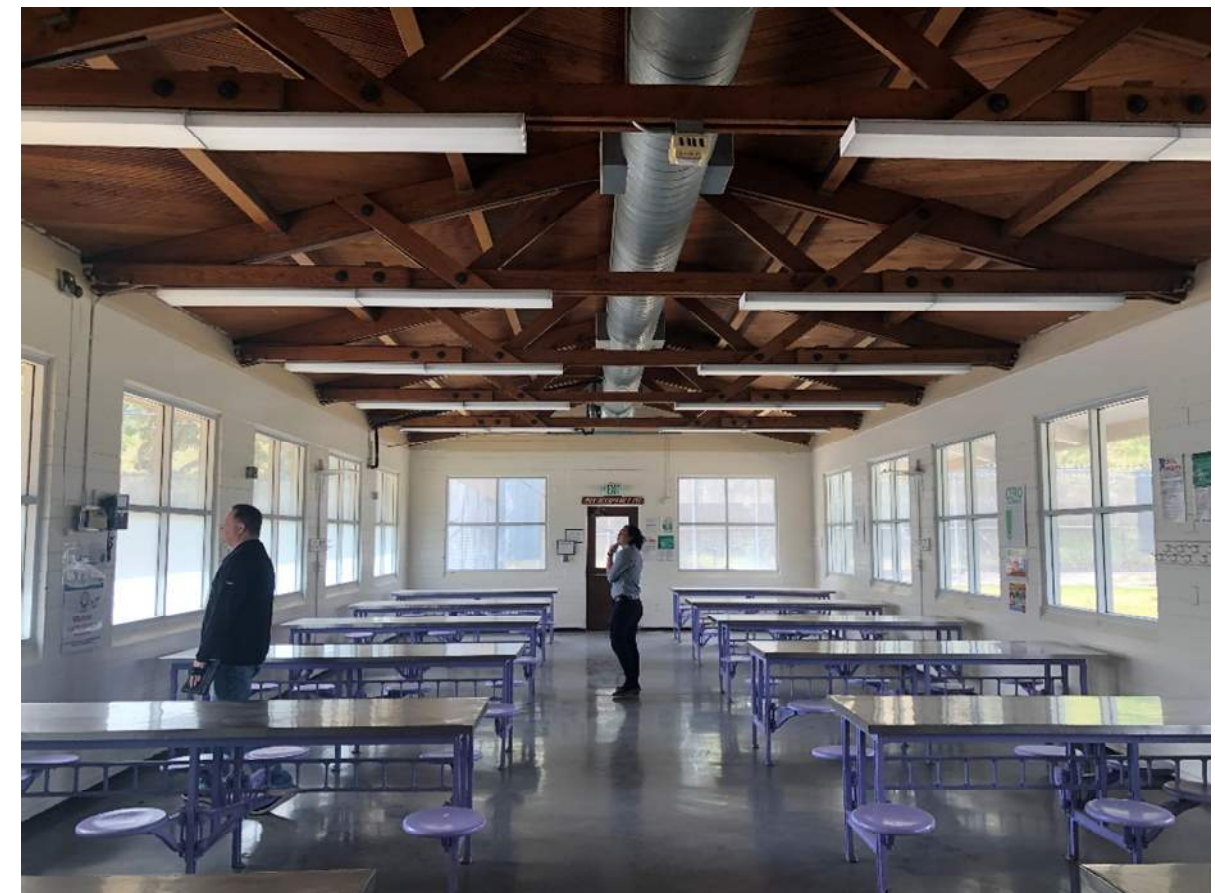
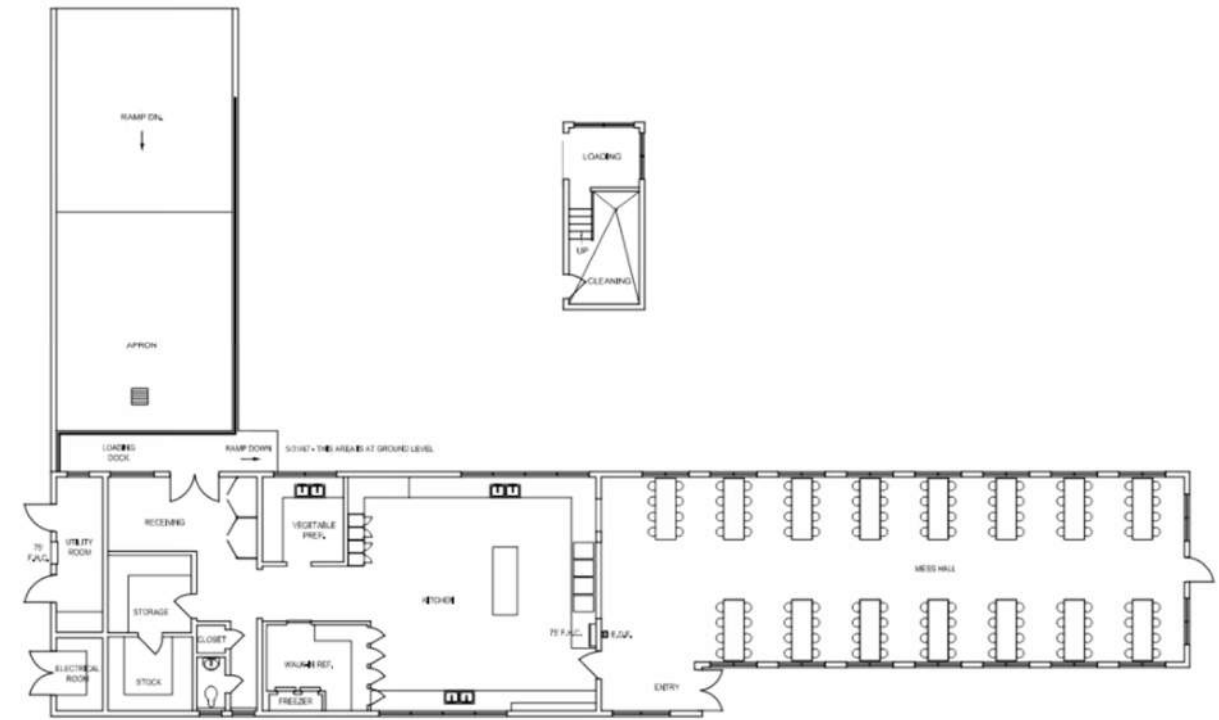
# Test fit - Adaptation of Camp Scott – Food Service Dining



# Test fit - Adaptation of Camp Scott – Food Service/Dining

The existing Kitchen/Dining Building will be renovated to be more reflective of a normalized environment. Existing stainless steel gang dining tables will be replaced with more normative furniture and finishes will be upgraded throughout. The intent is to create multiple seating areas divided by higher tables where staff can eat with youth and easily monitor behavior.

- Remove existing stainless-steel tables.
- Install wood look vinyl flooring.
- Replace windows with ½" tempered thermos-pane windows or security glazing if required by BSCC.
- Replace HVAC System using existing distribution.
- Replace electrical service.
- New lighting throughout with more normative fixtures (up and down lighting.
- Replace double doors with single doors tied to fire alarm for delayed release.

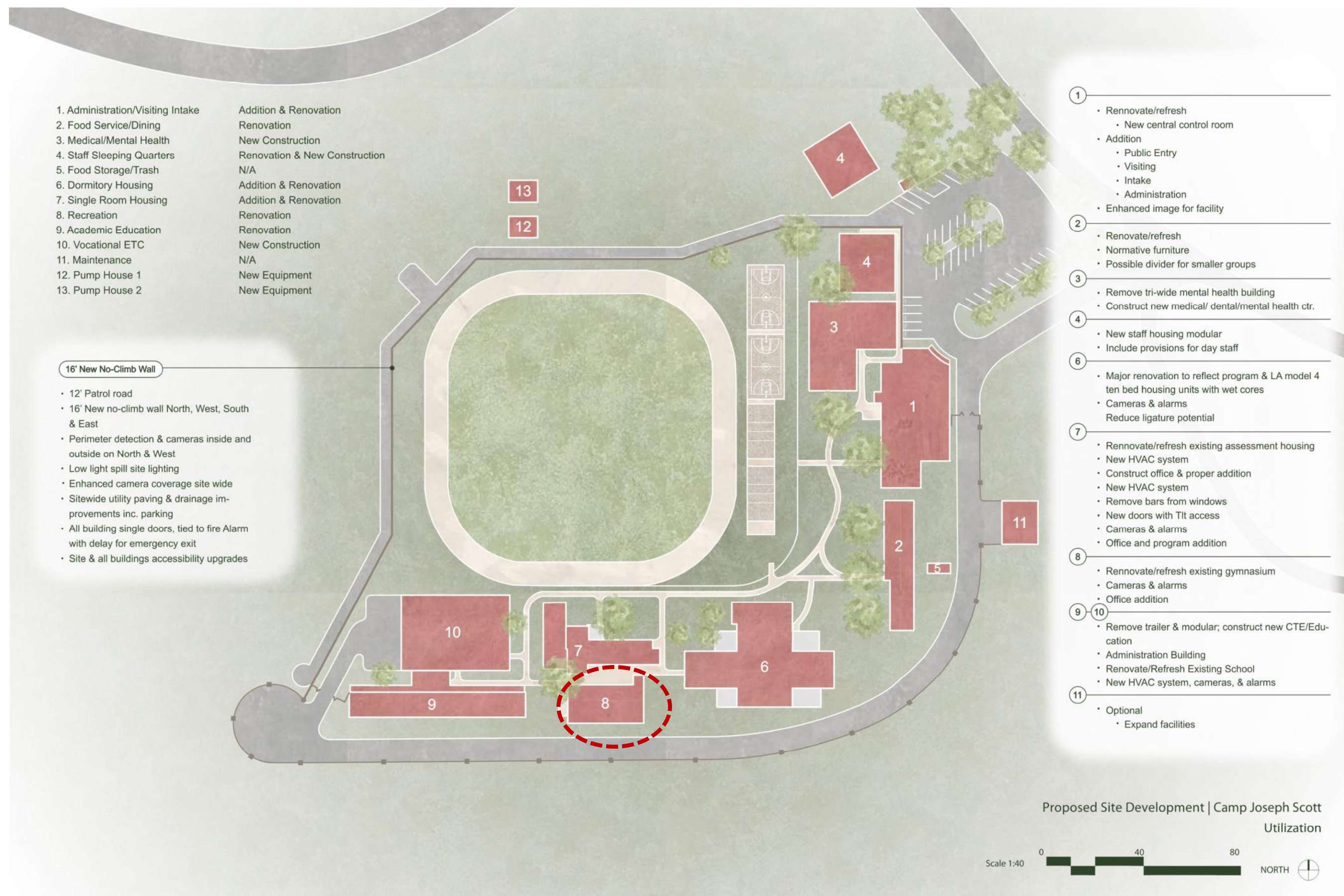


# Test fit - Adaptation of Camp Scott – Food Service/Dining

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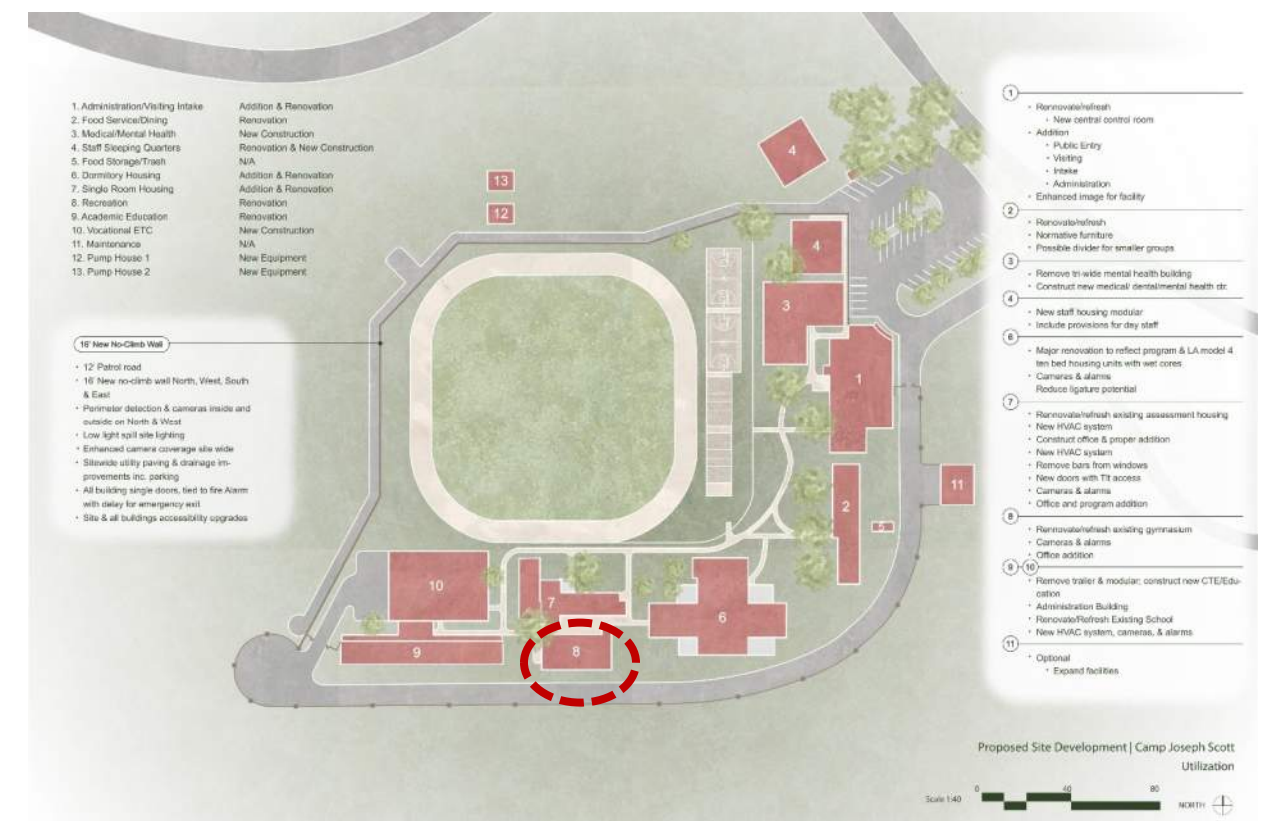
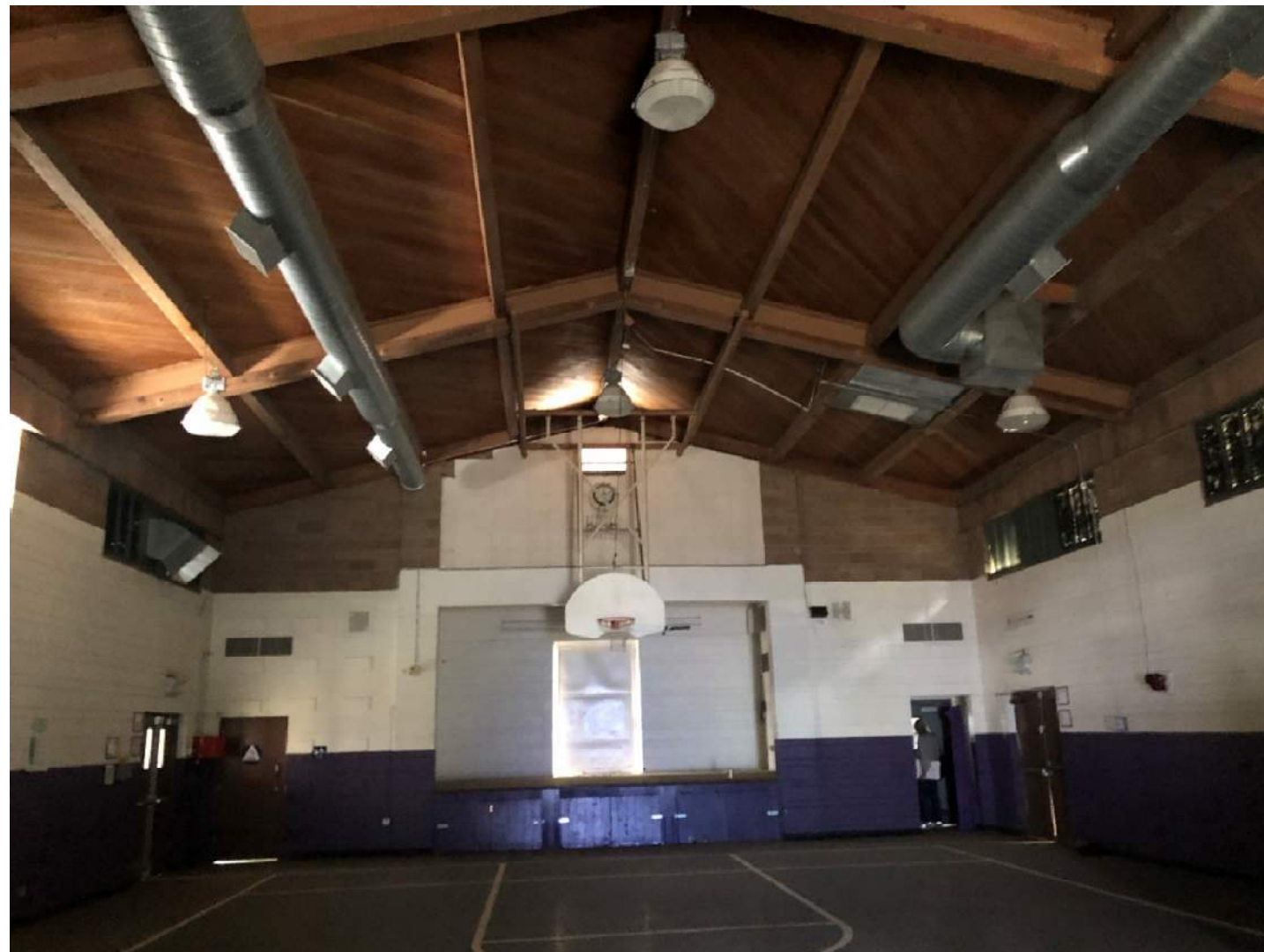
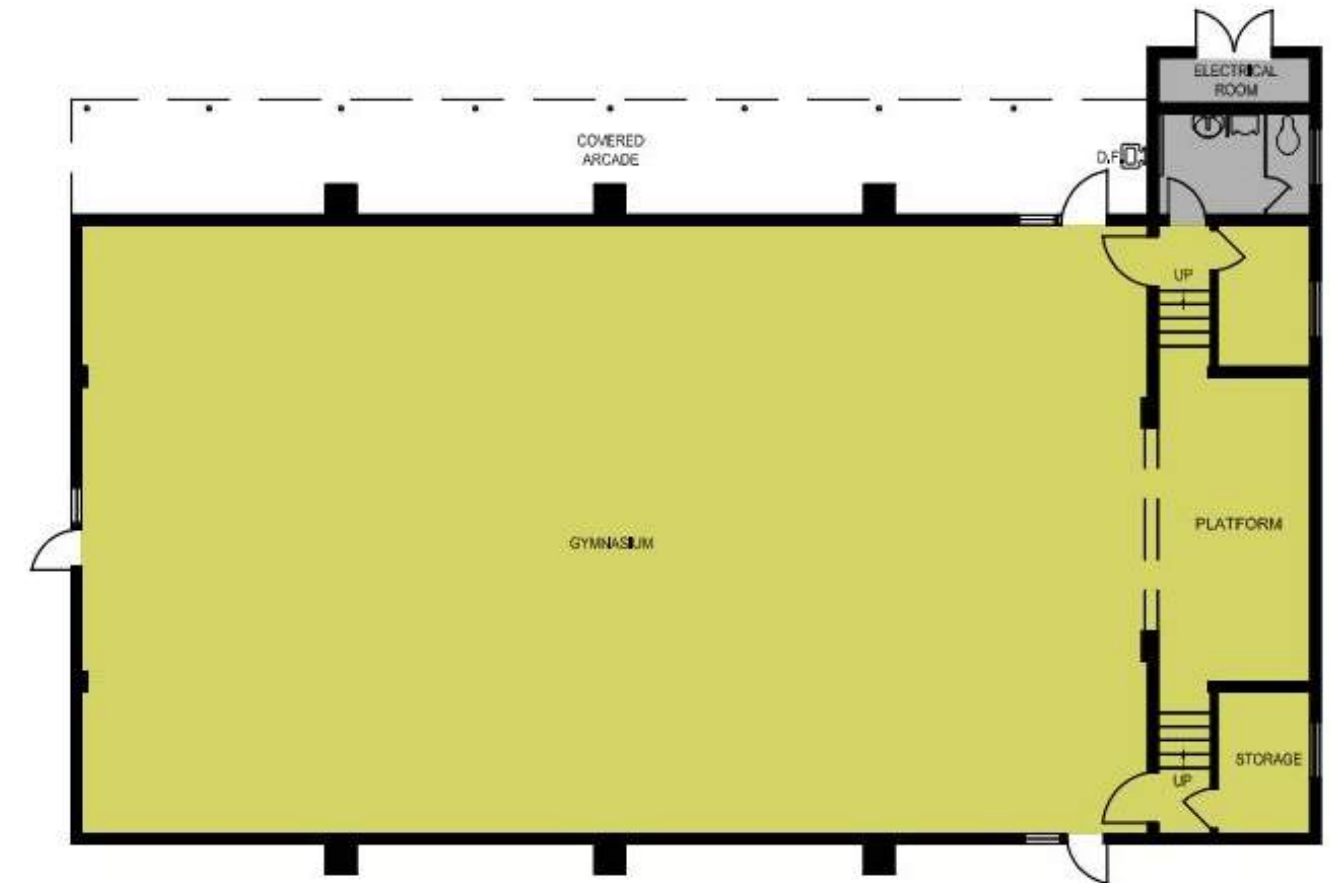
# Test fit - Adaptation of Camp Scott – Gymnasium



# Test fit - Adaptation of Camp Scott – Gymnasium

Anticipated Scope of work:

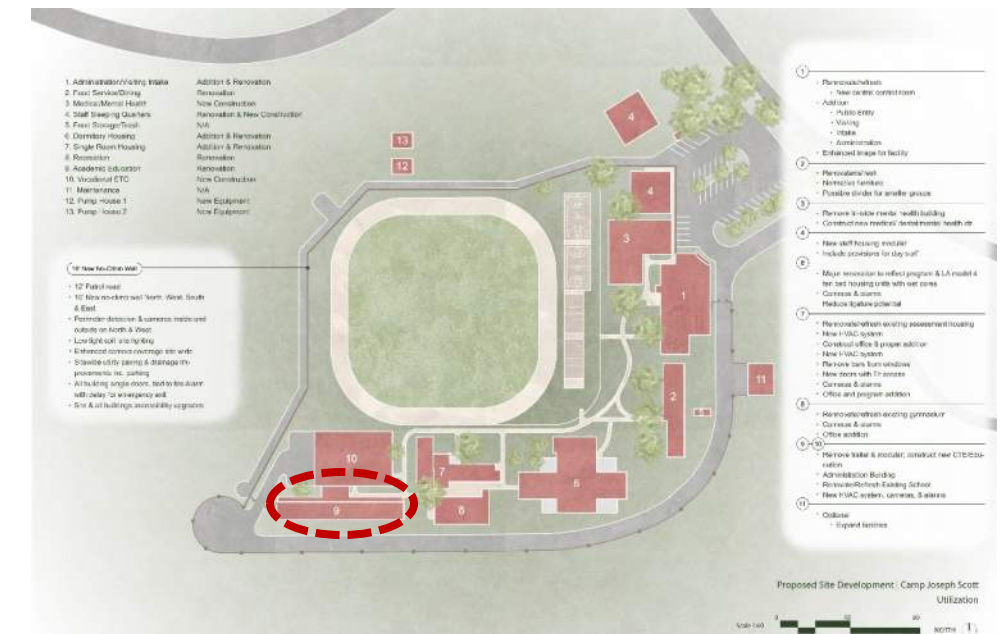
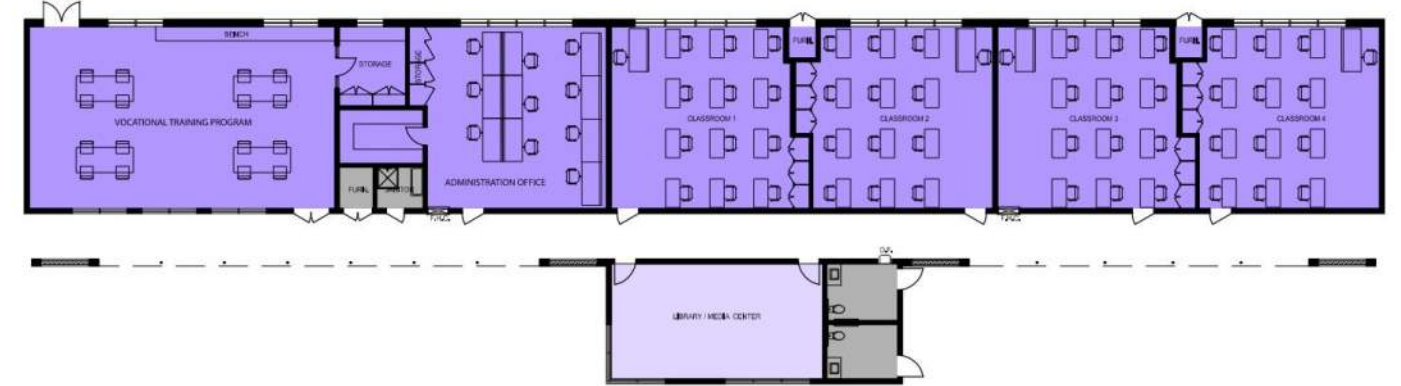
- **Removal of bi-fold** doors and infill with reinforced concrete masonry
- Replace all double doors with **single door tied to fire alarm** for delayed release
- Provide **folding partition or overhead door at stage** to allow use as separate program room from gymnasium.
- **Add CCTV Cameras** & recording



# Test fit - Adaptation of Camp Scott – Academic Education

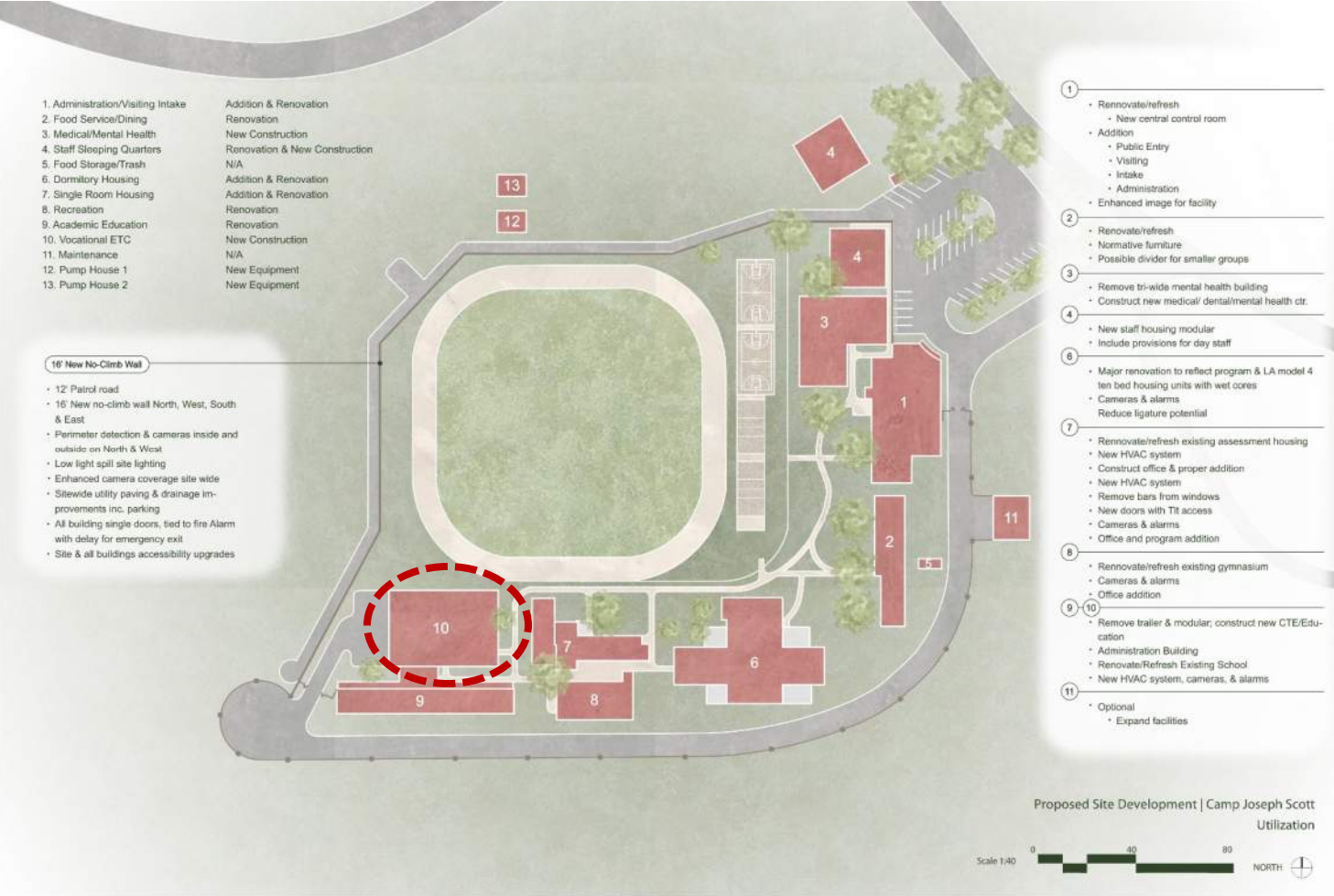
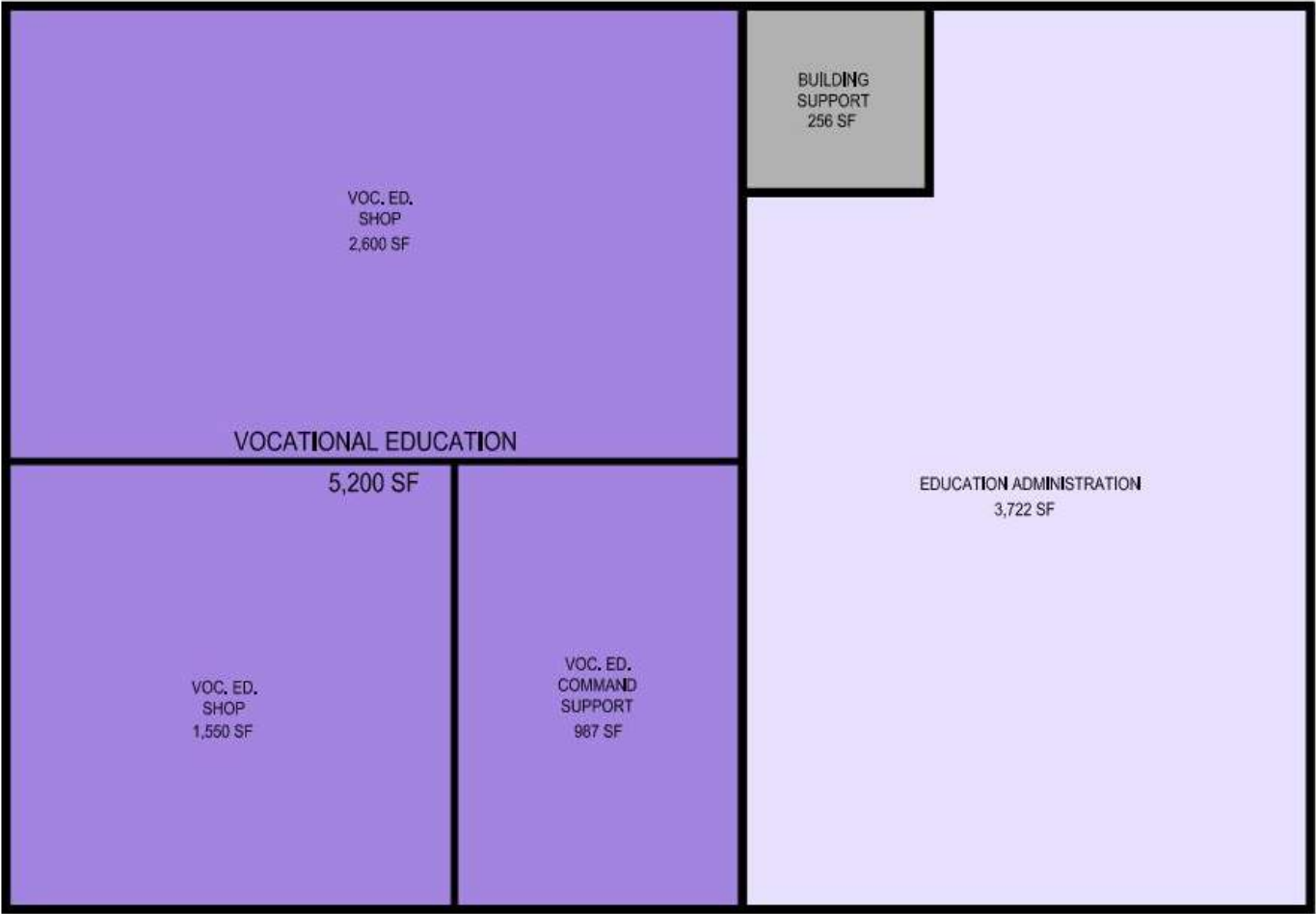
Programmatically, the Education building will provide sufficient space for the Academic Education program.

- **General renovation** of the 7,156 SF complex including new wood look flooring, painting & ceilings
- **New HVAC system** serving entire building including new distribution to allow zone heaters and window units to be removed.
- Update **Electrical distribution and lighting** as part of HVAC installation,
- **Replacement of all windows** with ½' thermos-pane windows or security glazing if required by BSCC to allow removal of rusted security mesh screening.
- Replace double doors with **single doors and provide electric locks for doors tied to the fire alarm system** for delayed release.
- **CCTV** and recording in all classrooms
- Conversion of **existing administrative office area to library/media center**
- Renovation of **existing gang toilets into two individual toilet rooms**.



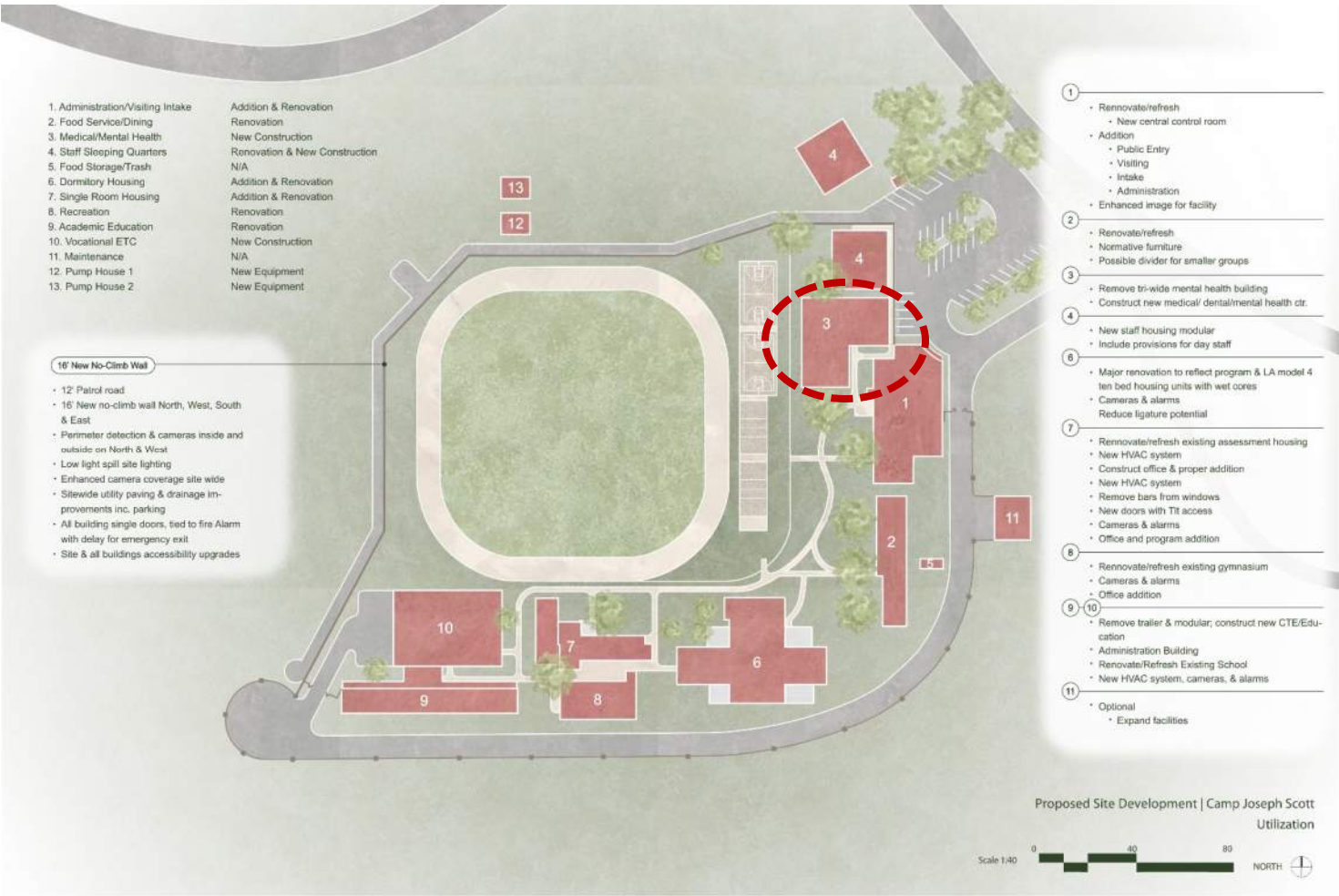
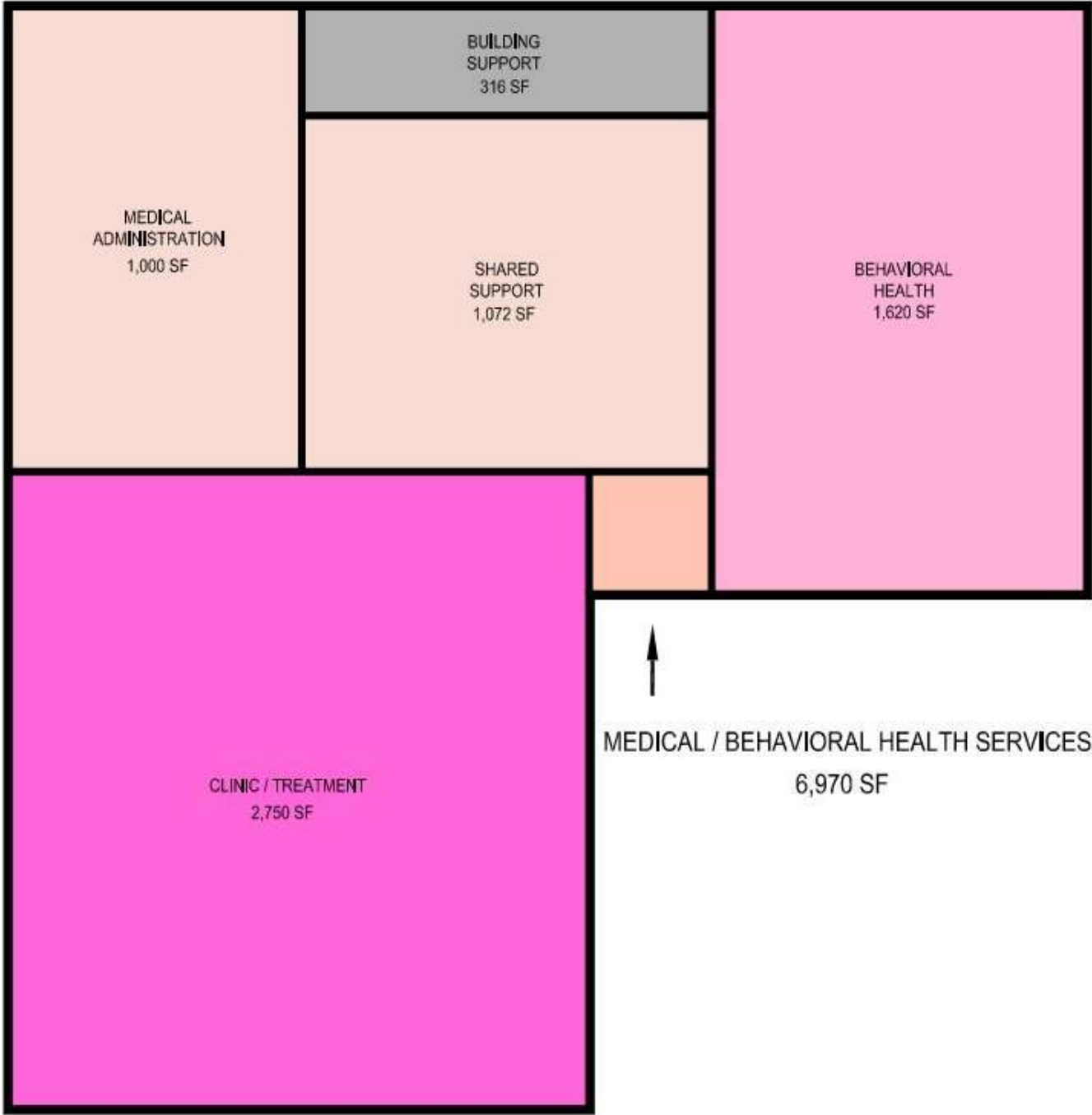
# Test fit - Adaptation of Camp Scott – Vocational Education

New 9,250 SF building housing two vocational education shop areas and space for expanded educational administration staff. Programmatically, the Education building will provide sufficient space for the Academic Education program. As specific programs are unknown at this time, shops will be equipped with power to accommodate a variety of programs and one shop will be equipped with a dust collection system.



# Test fit - Adaptation of Camp Scott – Medical/Mental Health

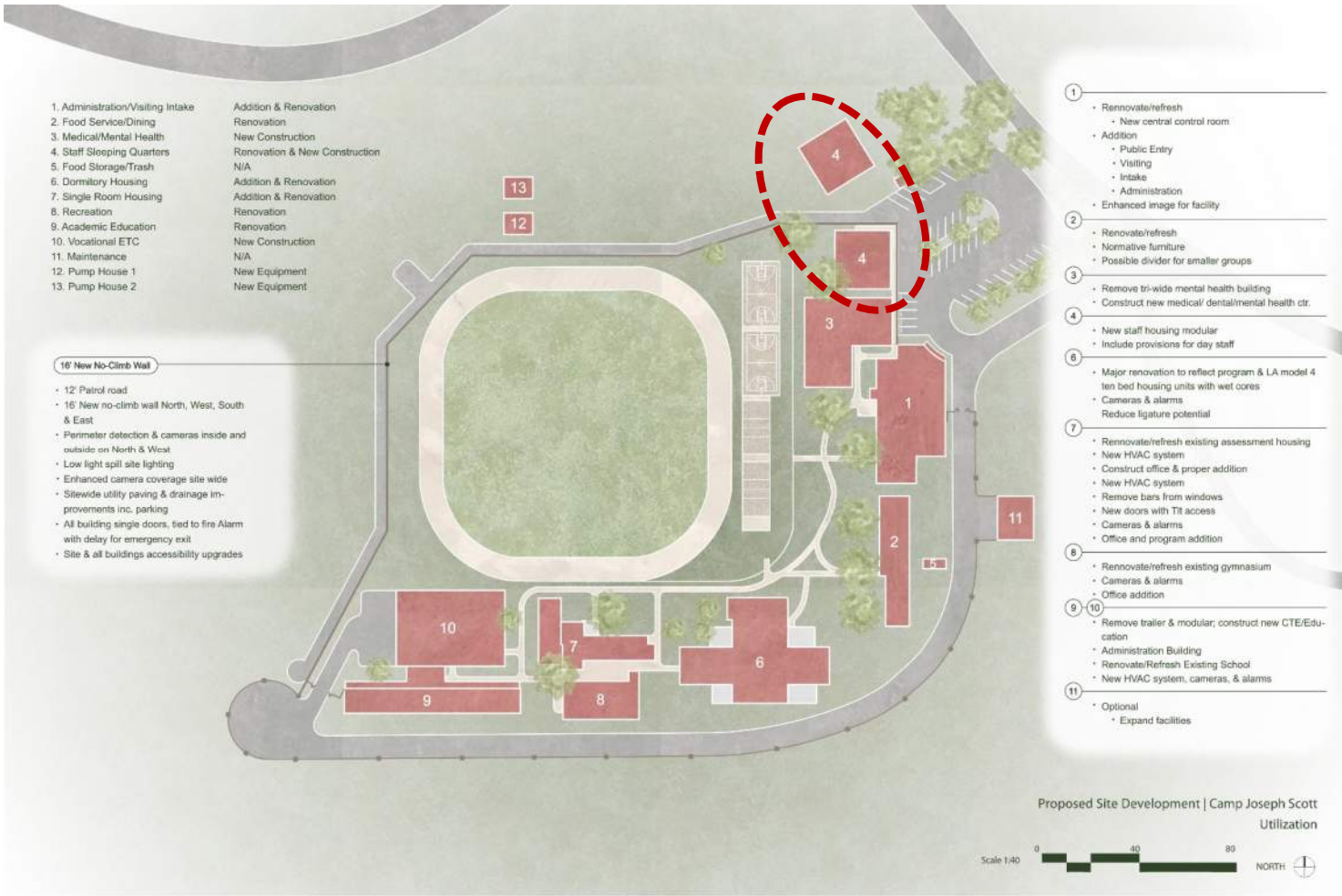
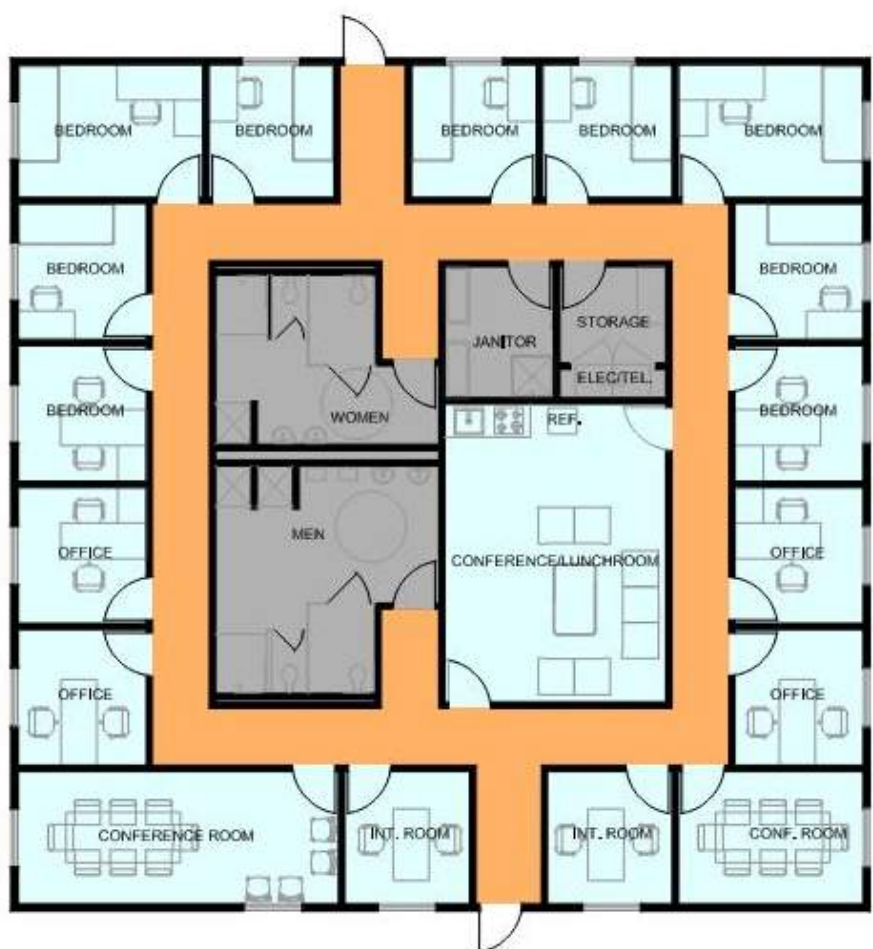
New 9,250 SF building housing two vocational education shop areas and space for expanded educational administration staff. Programmatically, the Education building will provide sufficient space for the Academic Education program. As specific programs are unknown at this time, shops will be equipped with power to accommodate a variety of programs and one shop will be equipped with a dust collection system.



# Test fit - Adaptation of Camp Scott – Staff Housing

Current **staff housing is a modular facility** that will require a general refresh as it has been vacant for some time.

Based on experience at Campus Kilpatrick, Probation believes that a second modular facility may be required.



# Implementation Time Frame

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## Key Elements Influencing Schedule/Time to Occupancy

• CEQA Determination	TBD
• Professional Consultant Selection/Award	4 months
• Scoping/Schematic Design	3 months
• Construction Documents	9 months
• Approvals	6 months
• Construction Procurement/Award	4 – 10 months
• Construction	24 months
• Close-out	2 months
• Transition/Activation	2 months

The Department of Public Works analyzed three delivery scenarios. Activities were overlapped to the greatest extent possible to provide the shortest estimated time to occupancy.

**Scenario 1 – Traditional Design/Bid/Build (D/B/B) – 50 months.**

**Scenario 2 – Construction Manager at Risk (CMAR) – 50 months.**

**Scenario 3 – Design/Build Delivery (D/B) – 57 to 60 Months.**

# Projected Budget Requirements

**Projected Costs** - Based on the scope as outlined in Section 4.0, a preliminary estimate of probable construction and project cost was developed as illustrated in the accompanying table. Estimate was developed on a cost/SF basis for renovations, additions, and new construction. Estimate is based on current dollars and Projected escalated to the midpoint of construction based on a 50-month time to occupancy as reflected in Scenarios 1 and 2.

**Base Construction Cost** - As illustrated, the total construction cost is estimated at **\$28,954,951**, with **renovations estimated at \$12,855,320** and additions and **new construction estimated at \$16,099,631**. Overall cost per square foot for construction is calculated at **\$422.23/SF**.

**Project Costs** - Project Costs related to professional services, project administration, contingencies, moveable furniture, fixtures and equipment and other related project costs were budgeted at **30% of construction costs**, resulting in a total estimated project cost of **\$37,641,436**.

**Potential Project Cost Savings** - Two items were identified for potential cost savings:

- 10% Reduction in new construction** **(\$ 1,699,787)**

**Alternatives** - For comparison, two alternatives were identified for consideration in adapting Camp Scott for SYTF Housing.

- New Single Room Housing** **+ \$7M to \$9M**
- New Facility Reconstructed in-situ** **\$59.8M to \$77.8M**

Adaptive Use Camp Joseph Scott as SYTF ROM Estimate of Probable Cost - 50 months to Occupancy											
	Renovations			Additions/New Construction			Total Construction			Project Costs	
	SF	\$/SF	Subtotal	SF	\$/SF	Subtotal	SF	\$/SF	TOTAL	@ 30%	TOTAL
Site Improvements	11.2	acres	\$ 3,700,999	11.2	acres	\$ 1,850,500	11.2	acres	\$ 5,551,499	\$ 1,665,450	\$ 7,216,948
Dormitory Building	9,670	\$ 335.09	\$ 3,240,325	3,978	\$ 415.11	\$ 1,651,316	13,648	\$ 358.41	\$ 4,891,640	\$ 1,467,492	\$ 6,359,133
Single Room Housing	3,500	\$ 325.09	\$ 1,137,807	1,907	\$ 415.11	\$ 791,619	5,407	\$ 356.84	\$ 1,929,426	\$ 578,828	\$ 2,508,254
Administration	3,625	\$ 250.07	\$ 906,495	6,124	\$ 440.12	\$ 2,695,288	9,749	\$ 369.45	\$ 3,601,782	\$ 1,080,535	\$ 4,682,317
Kitchen Dining	4,067	\$ 270.07	\$ 1,098,386	-			4,067	\$ 270.07	\$ 1,098,386	\$ 329,516	\$ 1,427,902
Gymnasium	4,468	\$ 75.02	\$ 335,190	-			4,468	\$ 75.02	\$ 335,190	\$ 100,557	\$ 435,748
Academic Education	7,156	\$ 285.08	\$ 2,040,011	-			7,156	\$ 285.08	\$ 2,040,011	\$ 612,003	\$ 2,652,014
Vocational/CTE	-			9,900	\$ 390.11	\$ 3,862,042	9,900	\$ 390.11	\$ 3,862,042	\$ 1,158,613	\$ 5,020,655
Medical Clinic/MH	-			6,970	\$ 585.16	\$ 4,078,551	6,970	\$ 585.16	\$ 4,078,551	\$ 1,223,565	\$ 5,302,116
Staff Housing Refresh	3,600	\$ 110.03	\$ 396,107	-			3,600	\$ 110.03	\$ 396,107	\$ 118,832	\$ 514,939
Staff housing New	-			3,600	\$ 325.09	\$ 1,170,316	3,600	\$ 325.09	\$ 1,170,316	\$ 351,095	\$ 1,521,411
TOTALS	36,097	\$ 356.13	\$ 12,855,320	32,490	\$ 495.52	\$ 16,099,631	68,576	\$ 422.23	\$ 28,954,951	\$ 8,686,485	\$ 37,641,436

**Los Angeles County Probation Department**  
**Feasibility Study: Adaptive Use of Camp Joseph Scott as Secure Youth Treatment Facility**



**JJCC-JJRBG** – Planning Update SYTF Planning