

**Los Angeles County Department of Probation & Department of Public Works
Feasibility Analysis & Implementation Plan – Adaptation of Camp Scott as SYTF
Scope of Work**

Background & Purpose:

In September 2020, Governor Gavin Newsom signed into law Senate Bill 823 ("SB 823") – the Juvenile Justice Realignment: Office of Youth and Community Restoration which directed the closure of the California Department of Juvenile Justice ("DJJ") and transferred the responsibility of the custody, treatment, and supervision of future DJJ youth from the State to counties. As part of this act, the state is providing funds under the Juvenile Justice Realignment Block grant program to assist counties in preparation for the reception of youth formerly housed by JJC.

Concurrently, Los Angeles County has been engaged in the transformation of Juvenile Probation with an emphasis on trauma informed care through small group treatment and community engagement. In preparation for the return of youth from JJC, the County initially identified Camps Scott and Scudder as the likely resource for housing returning youth as part of developing a new model for a Secure Youth Treatment Facility (SYTF), which reflects the values and philosophy of Los Angeles county's adopted vision – Youth Justice Reimagined.

In October of 2021, DLR Group as a subconsultant to GGA Architects completed an analysis of Scott and Scudder, Campus Kilpatrick, and other identified candidate camps for conversion as an interim or permanent resource as an SYTF to house those youth that would have otherwise been housed in the state operated DJJ facility. At the time of this study, there was not agreement on the ultimate need for capacity for the SYTF, so it focused primarily on an interim solution related to providing forty beds with appropriate treatment, program and support space and did consider the potential for future expansion. The primary focus of the study was on identifying the preferred candidate for an interim solution with considerations for future expansion.

The results of the study were presented to the Los Angeles Juvenile Justice County Coordinating Council, Juvenile Justice Realignment Block Grant (JJCC-JJRBG) Subcommittee appointed by the Board of Supervisors and subsequently to the Board itself. At that time, a decision was not reached on the preferred option due to expressed community concerns in all of the host committees.

On March 15, 2022, the Los Angeles County Board of Supervisors adopted a motion designating Camp Scott and Campus Kilpatrick as the primary resources to house the SYTF population and directing the Department of Probation to work with the Youth Justice Transition Advisory Group (YJTAG), and the Los Angeles Juvenile Justice County Coordinating Council, Juvenile Justice Realignment Block Grant Subcommittee (JJRBG) along with related stakeholders to undertake :

" . . .further exploration of the potential future identification of 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 by requesting the report back information herein; in addition, support further exploration of the potential future identification of County's juvenile halls as the permanent locations for youth awaiting disposition or transfer to a disposition only, unless otherwise necessitated by a Court order, emergencies, and medical and mental health necessity . . . "

And more particularly related to facilities:

“ . . . 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;”

Given DLR Group’s depth of experience in developing trauma responsive youth facilities and our prior involvement in the planning and design of youth facilities for Los Angeles County (design of Campus Kilpatrick, master planning for Central Juvenile Hall and leadership for the initial evaluation of facilities to house the SYTF), the Department of Probation acting through the Department of Public Works requested DLR Group’s assistance in responding to the Board’s direction related to adapting these facilities to house the intended SYTF population.

It is important to note that all architectural programming, space planning and scoping decisions will be made in accordance with the Los Angeles Model for youth treatment which focuses on individualized and small group trauma responsive treatment in a normalized environment. While maintaining safety and security for youth, staff and the community is paramount treatment programs will be delivered in a safe and secure environment without the vestiges of a punitive jail or prison like setting. It is important that all – youth and staff alike have an environment supportive of the programmatic goals

As requested by the department of Public Works, this proposal for professional services relates specifically to the adaptation of Camp Scott to house the SYTF population with and emphasis on meeting the values and vision of the Youth Justice Reimagined initiative, best-practices for trauma responsive care and treatment and with consideration for the needs of all stakeholders, the community and the staff who provide direct treatment to youth on a day-to-day basis¹.

The proposed scope of work consists of the following tasks and activities:

Task I Base Information (2 weeks):

I.1 – Initial Kick-off Meeting – An initial kick-off meeting will be held with the representatives of the Department of Public Works and Department of Probation to review the workplan and schedule, identify key resources and contacts and establish key meeting and milestone dates.

I.2 - Base Information Camp Scott - This task will include:

¹ Consulting and CEQA planning for Campus Kilpatrick is excluded from this proposal as ISD and LADPW are moving forward with security improvements based on recommendations in the October 2021 Report. Implementation Assistance can be provided as an additional service.

- Collection of available as-built drawings for site and buildings at Camp Scott; (Note that DLR Group collected individual schematic site plan and building drawings as part of the initial study but needs any detailed construction documents available especially related to site utilities.)
- Collection of recent funded improvements (e.g., replacement of electrical service, etc.)
- Identification of any current requested or budgeted facility improvements
- AutoCAD base drawings will be prepared for the site and each individual building to facilitate conceptual planning and project scoping.

I.3 – Confirm Existing Conditions – While a general site review was completed as part of developing the initial analysis of facility suitability for adaptation as an SYTF, the initial study completed in October of 2021, relied primarily on site and facility condition information documented in the Strategic Asset Management System study completed by the CEO in 2016 and a subsequent study completed by PSOMAS in 2016 related to the impacts of El Nino and flooding.

Using this information as an initial touch point the Planning Team will investigate the following areas to update the baseline assessment of site and building conditions as a basis for planning:

- Site conditions related to access, parking, utility capacity and conditions, environmental hazards including flooding and impact of the defined flood plain.
- MEP systems at a site and building by building level, with an emphasis on areas where renovations or modifications may be anticipated based on the initial study.
- Structural conditions with an emphasis on areas where renovations or modifications may be anticipated based on the initial study.
- Security systems including perimeter security/detection (both for escape and approachability of the site related to contraband), existing camera coverage, and identify potential areas for improvement.
- Life safety systems including fire alarm and fire alarm adaptability related to controlled emergency egress.

This information will be used to develop a baseline for facility improvement based on existing conditions and deferred maintenance. Improvements will be categorized as immediate need or future 5-10 year and 10 year and beyond need. Eventually this information will be combined with the proposed renovation and new construction plan to establish a recommended minimum project scope and budget. Longer term improvements which could be deferred will be listed as optional scope and cost. The cost differential for completing potential deferred items while occupied (vs. as part of the initial project while vacant) will also be identified to allow for informed decision-making.

We anticipate that this will require two days on site which will include:

- On-site review by design professionals
- Meetings between design professionals and maintenance counterparts at Los Angeles ISD who are knowledgeable of existing conditions and known problem areas.
- Meetings with Probation specifically related to shortfalls related to the idealized program developed for the initial assessment as updated.

I.4 Department of Probation & Public Works Review Meeting – Overview of findings related to existing conditions and defined constraints and opportunities will be shared with representatives of the Department of Public Works and Department of Probation in a review meeting.

Task II Concept Development (4 weeks):

II.1 – Program Test-Fit– Based on the program confirmation of existing conditions and preliminary workshops initial concepts will be prepared on a block and stack bases (Major areas without individual room layouts) illustrating how the program can be accommodated through renovations & additions to Camp Scott. Key elements may include:

- Perimeter improvements including the potential for adding a security wall in lieu of fencing at the north and west boundaries to limit views from the existing community and the proposed housing development, including provision for lighting without light pollution, perimeter detection and camera coverage.
- Renovation of the dormitory into four smaller housing units individual dayrooms and wet-cores, and office space for staff assigned directly to the housing unit – social workers, counselors, credible messengers and unit management staff, changes to exterior doors and provisions for controlled emergency egress.
- Renovation and refresh of single room housing including door control system to provide for access to toilet rooms and controlled emergency egress.
- Renovation/expansion of Administration Building including possible conversion of sleeping rooms to offices, office expansion (if needed), new public lobby with restrooms.
- Staff Quarters – general renovation/refresh and potential additional modular staff housing unit.
- Education Buildings – General Renovation/Refresh of existing buildings, conversion to or addition of CTE (vocational Education) space.
- Medical Services – Construction of Medical Clinic/Temporary infirmary.
- Food Service/Dining – Renovation/Refresh including normalized furniture, provision of moveable partition to allow portion to be used for programs and visiting and provision of youth and visitor restrooms.
- Gymnasium/Recreation General renovation/refresh, change all double doors to single doors and provisions for controlled emergency egress.
- Site improvements as required based on existing conditions and to accommodate renovations and additions.

Initial two weeks will focus on architectural planning; second two weeks will overlay required

II.2 Interim Review – A preliminary over-the-shoulder interim review will be convened with the Department of Probation and the Department of Public Works to provide for input into the development of the concepts. Based on comments received the concepts will be further developed as outlined above.

II. 3 Review Meetings – Bi-weekly meetings will be held with representatives of the Department of Public Works and Department of Probation. The interim meeting will focus on the conceptual architectural development/space planning, and the final meeting will include a preliminary presentation of an outline scope of work related to engineering disciplines.

Task III Concept Refinement & Implementation Planning (4 weeks):

III.1 - Refine Concepts – Incorporate comments received and integrate work of all disciplines.

III.2 - Develop Scope of Construction – For the site and each building a scope of construction will be outlined as a basis for developing an order-of-magnitude statement of probable construction cost and project costs.

III.3 – Develop Implementation Schedule – with input from Department of Public Works representatives CEQA consultant develop an overall implementation schedule based on anticipated milestone events. Schedule will provide for concurrent or overlapping activities to the greatest extent feasible.

III.4 - Prepare Statement of Probable Construction Cost – An estimate of probable construction cost will be prepared on a cost per square foot basis for the various elements of construction. Probable construction costs will be based on current, today's dollars and then escalated based on estimated implementation schedule.

III.5 – Prepare Illustrative Graphics - Prepare graphics to illustrate character of proposed SYTF, focusing on overall site, housing and key program and support facilities and the intent to reimagine the facility to reflect a normative, therapeutic campus environment for youth.

III.6 - Prepare Draft Report & Appendices – Consolidate all information above into a single volume documenting study and conclusions and recommendations.

III.7 - Prepare Presentation – Develop PowerPoint presentation outlining above and detailing recommended Master Plan and next steps in implementation as a stand-alone document summarizing the planning effort for wider Use & distribution.

III.8 Interim Review – Interim Review Meeting with Department of Probation and Department of Public Works on Final Master Plan presentation.

III.9 Incorporate Comments – Incorporate comments from Interim Review in Executive Summary and Presentation.

III.10 Workshop Review JJCC-JJBRG – Presentation and review of findings and recommendations with JJBRG Subcommittee.

III.11 Prepare Final Report & Appendices – Consolidate all information above into a single volume documenting study and conclusions and recommendations.

Task IV CEQA Environmental Review (Concurrent with other tasks)

The CEQA effort as part of this initial study is focused on determining what approach is appropriate to arrive at a final determination regarding the project – either a mitigated negative declaration or a full EIR and inclusive public process. This evaluation will be based on interviews and discussion with the Department of Probation, Department of Public Works and County Counsel. As appropriate the input of Board offices will also be solicited.

IV.1 – County Agency Stakeholder Meeting – An initial meeting will be held with the representatives of the Department of Public Works, Department of Probation, and County

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Counsel to understand the County's environmental concerns, community concerns, and other factors that may influence the CEQA strategy.

IV.2 – Constraints-Level Environmental Conditions Documentation – Existing environmental conditions onsite and in the vicinity will be reviewed to determine potential environmental impacts. This will involve a brief site reconnaissance, research, desktop reviews of environmental databases, existing literature, and other information that may inform a cursory assessment of key environmental conditions that may inform the best course of action for CEQA compliance.

IV.3 – CEQA Strategy Memo – Recommendations on options for the appropriate CEQA strategy will be provided in a confidential memo to County Counsel. This will be based on results of stakeholder meetings, review of existing environmental conditions, assessment of potential impacts, as well as other important public-related issues that may be important to the County.

IV.4 Department of Probation & Public Works Review Meeting – Upon agreement by County Counsel, an overview of recommendations will be shared with Department of Public Works, Department of Probation, and County Counsel. The appropriate level of CEQA review will be discussed, and final recommendations and next steps will be determined.

IV.5 Develop Work Plan for CEQA Process – Upon receiving direction from the County on the appropriate CEQA strategy, a detailed work plan will be developed. This will include details on technical studies needed to support the CEQA process, as well as a program (work, hours, schedule) to prepare the CEQA document.

Optional Services

0.1 - Review with Board Office Representatives – Support to Department of Probation, Department of Public Works and JJC-JJBRG in presenting and discussing study effort, rank order of options and recommendations with Board of Supervisors representatives.