

# CONSCIOUS TRANSFORMATION

RESIDENTIAL VOCATIONAL TRAINING CENTER  
THREE YEAR PILOT PROGRAM



## **Introduction**

The County is prepared to embark on a unique new Project ("Project" or "Program") – the conversion of a soon to be vacated youth detention camp to an open campus Residential Vocational Education Training Center with a committed pipeline to meaningful employment. The vision of repurposing deactivated juvenile detention facilities in Los Angeles County to support critical safety net initiatives can creatively support the goals of diversion, reentry support, supportive housing and programming for the County's high need youth. To envision such a program, a consortium of county agencies is proposing a three-year pilot program at Camp Gonzales to repurpose the facility from detention to a trauma informed, residential employment and life skills training center. This model will serve a pilot initiative to inform the county on opportunities to repurpose deactivated juvenile camps to serve and habilitate high need citizens.

For generations, Camp Gonzales has detained post adjudicated youth an average of 5-7 months as ordered by the courts. The repurposing of the facility to one that provides stable housing, life skills, vocational training and an employment track demonstrates a profound shift from incarceration to rehabilitation and skills development. The purpose of this document is to provide a conceptual understanding of the proposed Project and provide a status update on the actions taken to date to bring this innovative concept to fruition.

Los Angeles County Probation Department is currently serving as the lead agency, bringing partners from Board Offices, County Departments, Non-Profits, Educators, Community Based Organizations and Foundations to convert Camp Gonzalez into a residential vocational education training center. These amazing partnerships, which continue to expand, are committed to providing a pathway to gainful employment by providing a safe and transformative living environment anchored by the highest quality of training, career planning, life skills training, and employment commitment to propel young men (18—25 years of age) to success as they journey towards independence. The proximity of Camp Gonzales to Campus Kilpatrick also allows for the Campus Kilpatrick staff to conduct field trips to the new vocational training center to show the young men at Campus Kilpatrick the alternative available to them upon reentry.

It is well recognized that we have youth in our communities who need transitional support as they exit correctional facilities, foster care placements or find themselves tragically homeless. These young people want to be productive members of our communities but may lack the supportive community to stabilize them as they emerge to adulthood. They have incredible talents, hopes and dreams, and want to be successful, work to raise their families and help heal their communities. Yet, they struggle with finding sufficient support and resources to build the skills they need for long term success. Securing safe housing, vocational training, robust life skills development, reentry support connections and gainful

**Conscious Transformation**  
Residential Vocational Training Center  
Three Year Pilot

employment as they reach young adulthood are top priorities to divert them from behaviors that land young people in the criminal justice system, keep families in cycles of poverty, and create barriers for successful integration to the community.

In our communities, we have young people who require intensive wrap around services, safe and supportive housing, living wage trade skills, and dedicated employers willing to take a chance and leverage the commitment and talent that remains untapped with this group of young people. Leveraging the infrastructure of a decommissioned juvenile facility profoundly demonstrates the sea change approach in this County towards both diversion and reentry services by moving away from an approach of incarceration to one focused on building life skills and connecting young people to life time employment opportunities.

Emerging adults and transitional aged youth often experience barriers to employment due to their lack of job readiness training, life coaching, poor academic experiences, unstable or non-supportive home environments, or simply lack of opportunities. Time spent incarcerated can further reduce employability, diminishing hope and confidence in competing in the job market. Across California, individuals with low educational gains, poor home support systems, or criminal histories are often employed in low paying positions without adequate salaries and benefits and may engage in criminal conduct to simply survive. Simply put, they are unable to support themselves and their families and often cannot find a pathway to success.

As a unique new approach, the County Project Team along with private partners, proposes the conversion of the current Camp David Gonzales into a Residential Vocational Training Center. Camp Gonzales is projected to close in early 2018 and following some minor renovations to create a more normative environment, can be reopened as a residential campus. If approved, the new residential vocational training facility at Camp Gonzales will provide what is estimated to be an average 6-month residential vocational training program to initially prepare candidates in the following fields: building trades, culinary arts, facility maintenance generalist and technology. Each of these vocational training programs will be specifically designed and timed with a commitment for employment at the end of the program, assuming program completion and the youth's readiness and commitment to work. These are just examples of the programs that will be initially provided as discussions are on-going concerning fire suppression, film trades, animal trades and a myriad of other living wage, high need industries in the county. The training programs will be rotational to ensure that no one job market is satiated with employees and a variety of trades will be provided to peak the interests of a diverse workforce. The residential component of the program will be supported with reentry and aftercare support.

## **The Partners**

A team of dedicated leaders across the County have been meeting to further refine this concept. This group has been meeting every two weeks for the last several months and serves as the Executive Governance team. It is proposed that if approved, this facility and associated programs, will be facilitated by educational and community based organizations, with support by County departments and with blended public funding approach. The collaborating partners include:

- Board Offices
- Chief Executive Office
- Los Angeles County Probation Department (Probation)
- Los Angeles County Fire Department (Fire)
- Workforce Development, Aging and Community Services (WDACS)
- Los Angeles County Public Defender
- Los Angeles County Alternate Public Defender
- Los Angeles County Public Social Services
- Los Angeles County Office of Diversion and Reentry
- Los Angeles County Office of County Counsel
- Los Angeles County Department of Mental Health
- Los Angeles County Public Health Department
- Los Angeles County Internal Services Department
- Los Angeles County Department of Children and Family Services
- Los Angeles County Public Works Department
- Los Angeles County Department of Human Resources (DHR)
- Los Angeles County Office of Education (LACOE)
- Los Angeles Community College District (LACCD)
  - East Los Angeles Community College (ELACC)
  - Los Angeles Trade-Technical College (LATTC)
  - Los Angeles Mission College (LAMC)
- Various Community Based organizations

This list will continue to grow over time as the program is further defined and program providers, funders and employers are expanded.

## **The Clients**

The target population for this pilot initiative are 18 to 25-year-old young men. Assuming the proposed program model proves successful, the team will be exploring similar proposed programs for young women which can be provided at another closed juvenile camp. The program will be voluntary and all participants must agree to abide by the rules of the program. This program is not a court ordered sanction or court diversion program because it will not solely target individuals based on their involvement in the criminal justice system.

Participants can be referred through DCFS, DPSS, WDACS, Probation, or homelessness initiatives and the stigma of a criminal justice, homelessness or DCFS history will not be permitted to permeate in the program. The students will redefine themselves as student and not their difficult pathways. The program requires that the males are considered high need youth who have a commitment to self-development and are seeking and committed to working in a living wage job. Program participants will not be accepted and participants cannot remain in the program if they are currently involved in gang, drug, or criminal activity. The environment will not mimic that of institutionalized environment and efforts are underway to create a more normative, homelike/campus like environment. The program will be trauma informed and designed to break the stigma of justice involvement, homelessness and DCFS involvement. We will build on the strength and resiliency of the students, not wallow in their past mistakes.

It is anticipated the facility will house approximately 60 young men but that number may be changed over time as time, experience and researched outcomes guide the refinement of the Program. The facility may physically house up to 80 young adults but to create a normative and healthy environment, it is important that individual space and various group spaces be available and that crowding does not inhibit quality programming. Experience will dictate as the pilot is evaluated and refined.

The participants can be referred from any County Agency but the referred students must also apply to enroll and sign a waiver and acknowledgement currently being finalized in partnership with County Counsel. All students must reside on campus Monday through Friday with the ability to leave campus on the weekends or any time the participant wishes to withdraw from the program. Transportation to and from the program will be arranged for those who need support. Participants will not be charged for the services but must comply with a strict set of program rules, including random drug testing. It is recognized the clients will make mistakes and may wish to quit when the program seems too hard, the providers will work with them with the goal of skill building but ultimately the student's behavior cannot create an unsafe or disruptive environment for the other participants.

## **The Proposed Program Model**

The public and private partners have been diligently working together to define the program model and referral mechanisms to target highly motivated young men who, despite their motivation, remain high need due to lack of opportunity and/or an unstable support system in the community. The program is being proposed as a 3-year pilot program to provide sufficient time to develop the program and research outcomes.

The program will be provided by community based organizations in partnership with learning institutions, employers, and foundations. In addition to learning a trade or skill that will lead to a living wage career, the community based partners will work with each student to provide life coaching and develop the critical skills needed to support employment. County partners, such as the Department of Mental Health, will provide tailored services to ensure and meet the students' needs. This intensive, wrap-around approach will create an informed learning environment with services provided by people with lived experience having faced the criminal justice system, been homeless or been in the foster services system.

If approved, the students will receive high quality vocational training from one of the County's leading educational institutions Los Angeles Trade Tech College. The duration of the training program will depend on the employer's needs, but generally each program will require 3-6 months of intensive trauma informed life skills and career technical education (CTE). The students will learn useful workplace skills during the training and explore various trades to develop skills related to career readiness, self-determination, time management, organization, leadership, and their own interest in the desired field. Each day will be filled with not only educational endeavors but also life skills development and healing groups.

The students will participate in student driven activities providing learning opportunities for the development and enhancement of social skills. Instruction will include a combination of one-on-one mentoring sessions, weekly focus groups, and structured social and peer planned activities. The course work will be provided by accredited institutions with credits being transferable and designed to help the participants see themselves as college students and lifelong learners. The difference with this vocational school is that life coaches and staff will take the time to learn about each student's strengths, needs, interests, and goals. The staff will support them in exploring their potential and options in achieving their personal goals and independence.

Once the students successfully complete the training program, they may be qualified to be hired as a full-time apprentice or entry level position with Public Works, Internal Services, and other County Agencies and partners. County Fire is also refining a pathway to employment to Fire Suppression Aid when a program can be developed at this camp

or one of the other vacated juvenile facilities. Various programs will be available during the course of a year, so if a student finds one program is not the right fit but is committed, the program will seek to find a more appropriate clear path.

## **Proposed Program Providers**

As a new model and pilot, the team is seeking the support of community based organizations (CBO) that have a proven track record and will be seeking the authority of the Board of Supervisors to engage in sole source contracts with these organizations. The team is committed to activating the program immediately upon deactivating Camp Gonzales as a juvenile camp, so providers are needed who have the experience and infrastructure to accept intake to the facility in early 2018. The County Project Team has identified three community based providers currently working with reentry populations who have the infrastructure, requisite experience and relationships to begin the project and support the students from intake through reentry. All three organizations are well-respected in the community and have community centers to serve as reentry hubs and provide safe continuity as the students join the workforce.

The appropriate CBO's to quickly implement this program model are the New Earth Organization, the Anti Recidivism Coalition (ARC), and the Los Angeles Trade Technical College (LATTC). These well established educational organizations and community based organizations have a proven track record of success. They are leaders in working with high risk and justice involved youth and are ready, willing and able to play a role in this innovative and creative project.

Both New Earth and ARC currently provide services in juvenile halls and are reentry providers. New Earth provides programming in Los Angeles County juvenile facilities and has two established educational and vocational employment centers in the community to serve youth age 18-25 years old during reentry to the community. New Earth was recently named the 2017 California Non-Profit of the Year. ARC additionally provides housing, access to employment, and connection to educational systems for justice involved individual's reentry into the communities from a variety of pathways. These two organizations, working together with the LATTC, have the requisite skills, existing infrastructure, community connections, and experience to make this program a success.

There is no doubt the Los Angeles Trade Technical College (LATTC) has the capacity, commitment and experience to provide the on-site CTE programming at the campus, create a space for lifelong learning in the amazing network of educational systems in Los Angeles and has a network of employers post completion. The LATTC also has experience providing services remotely with a standing relationship with the Los Angeles

**Conscious Transformation**  
Residential Vocational Training Center  
Three Year Pilot

jail system and provides services currently with the reentry population in partnership with ARC. The partnership with LATTC also allows the program to leverage existing funding to provide services at the Gonzales campus.

These amazing partners focus on mentorship, education, and employment and build upon each organizations strength. All of them believe that the youth's successes are based on stable housing, a trauma informed environment, education, employment opportunities, and mental support services to work through past traumas. These community based organizations focus on the strength of the young people rather than their negative experiences and recognize the profound needs that many of their students bring to the program. LATTC, New Earth and ARC have demonstrated their ability in transforming lives by working with young men and women to restore hope, build skills and confidence and assist reentry citizens in become contributing members of society. This is the core belief of this Project.

While the team is working with County Counsel to begin the sole source process, the following will provide an overview of the rationale for selecting New Earth and ARC to assist with this pilot with support from LATTC as the primary on-site CTE provider.

The intention is for New Earth to serve as lead contractor for on-site programming and on-site supervision with a subcontract with ARC for services negotiated between New Earth and ARC. New Earth was established in 2004 by Mr. Harry Grammar, who has lived experience in the criminal justice system and extensive experience working with justice involved, high risk youth residing in low income and diverse communities. Today, New Earth serves approximately 700 young people per week in probation facilities and community placements in Los Angeles and Orange Counties. New Earth also operates two community centers in Los Angeles County. The organization has a proven track record with this population, a commitment to evidence based and research informed programs and has a broad network of partners to support their clients.

New Earth designs their curricula based on the California Language Arts Standards where students explore writing, music, poetry, performance and arts, which creates a trauma informed approach to support the LATTC CTE technical program. Currently New Earth operates charter schools providing high school education, job training with an existing pathway to employers in a variety of job markets. New Earth operates two community sites in Culver City and Gardena, providing services to hundreds of the counties highest need youth, providing services such as: college preparation, high school education, CTE programming, arts, case management, life skills, employment connection, healing trauma, wilderness expeditions. New Earth provides a broad network of programming that meets the youth where they are and explores with their clients their hidden potential. The New Earth team recognizes the profound needs of their clients as



**Conscious Transformation**  
Residential Vocational Training Center  
Three Year Pilot

evidenced by the fact they even feed the youth in their accredited charter schools to ensure none of the clients are unable to focus due to lack of a healthy diet.

To support New Earth, ARC has an existing partnership known as the Los Angeles Re-entry Workforce Collaborative. This partnership consists of Los Angeles County Federation of Labor, the California Labor Federation, the Los Angeles and Orange County's Building and Construction Trades Council, and Los Angeles Trade Technical College. This cross-sector partnership aims to build career training opportunities for formerly incarcerated individuals in Los Angeles County by establishing a pipeline for this population into guaranteed union apprenticeships that lead to long-term careers.

ARC developed and piloted the Second Chance Union Training Program, specifically designed to prepare formerly incarcerated individuals for union apprenticeships in the building and construction trades. The 12-week program incorporates both technical education and supportive services, and places graduates directly into apprenticeships. Utilizing its relationships, ARC secured guaranteed job placements in the building and construction trades for this program.

The program includes an initial professional and soft skills training component. The goal is to ensure that participants succeed in apprenticeships and become competitive candidates for employment in target occupations. Research shows that the development of non-technical skills or competencies, such as professionalism, collaboration, communication, and problem-solving, are crucial for our highest risk young people to achieve success in the workplace. The program will also include a pre-apprenticeship training course, offered through Los Angeles Trade Technical College, using the Multi-Craft Core Curriculum (MC3), created by the National Building and Construction Trades Council. Program participants have numerous opportunities for career exploration through scheduled visits to job sites and meetings with leaders from the building and construction trades.

ARC currently provides community housing for reentry populations and places graduates into apprenticeships. ARC commits to support participants with case management and re-entry services immediately following program graduation and serves as a life long support center for their clients. ARC life coaches connect participants to a range of services, which may include housing options, substance abuse support, mental health interventions, and financial literacy training. Life coaches also assist members in dealing with legal issues, obtaining identification, obtaining clothing and food, accessing public benefits, and addressing transportation needs.

New Earth and ARC will provide the life skills training and a variety of services throughout the week and will work with LATTC on the provision of CTE programs designed to meet the employer partners.

**Conscious Transformation**  
Residential Vocational Training Center  
Three Year Pilot

The LATTC is an excellent partner with a proven track record. The LATTC was founded in 1925 and is the oldest of the nine public two-year colleges in the Los Angeles, located in Downtown Los Angeles. In the last 5 years, roughly 75,000 students have participated in career-technical, workforce education and training programs at the campus. The campus is well positioned to provide support to lifelong learners with a one-stop center on campus for the students to visit when they complete the Campus Gonzales program. The LATTC has a long history, over 80 years, working with clients from the very communities that this new program will serve and the college has a network of relationships with employers, government partners and educational institutions to expand the opportunities and avenues for the students who exit the program.

The LATTC has existing relationships working with LASD onsite at the Pitchess Detention Center complex and is skilled at providing the very type of remote CTE programming proposed at Camp Gonzales. Additionally, LATTC has been a partner in the working group since the on-set of discussing opportunities and has helped the team determine how to leverage existing federal funding for the CTE programming. The organization has the vision, infrastructure, experience, commitment and network to provide quality programming based on the needs of identified employers, so that the CTE training is designed to meet the employers needs to improve the students' employability.

## **Operations**

It is anticipated by February 2018, the County team will officially propose to the Los Angeles County Board of Supervisors, the implementation of the Residential Vocation Training Program at Camp David Gonzales. The goal is to activate the facility by the summer of 2018. The following is a high-level overview.

Before starting the official course and during the CTE program being offered (i.e. building trade, culinary arts, information technology, facility maintenance) the students will live on campus for the duration of their training and job placement. The students are permitted to leave on the weekend or if they chose to exit the program but as a rule, the program week will begin Monday morning and conclude Friday afternoon. No student will be forced to exit over the weekend if they do not have a stable residence to return to and programming will be provided over the weekend as well. Transportation to and from the facility will be arranged in partnership with the CBO team.

As the program begins, Probation will maintain a presence by providing two full time employees on site twenty-four hours, seven days a week. Probation will also provide cooks and facility maintenance staff to ensure operations are supported. Probation's staff

**Conscious Transformation**  
Residential Vocational Training Center  
Three Year Pilot

presence may reduce over time with the placement of students into fulltime jobs at the facility but to support operations at activation, Probation will operate the physical plant and host the program. However, Probation will not be the program provider and the goal will be for the community based provider to begin to hire clients to remain on site for facilities maintenance and food services in the long run. The decision for Probation to remain a presence as a host will be re-evaluated every 6 months to determine if that service remains necessary or can better be provided by another entity.

The youth will be provided meals on site and provided all necessary sleeping and hygiene support. Any medical or mental health needs will be provided off site but students will be medically cleared before accepted into the program and will be enrolled for eligibility consideration for health care benefits under the Affordable Care Act.

The vocational training will be provided at no cost to the students and the model is being developed to provide an educational stipend and application for grants while enrolled if the students want to exit to further education, rather than exit to employment. The program, if providing a stipend, will require savings to provide the students support when they exit the program; money management will be an aspect of the program. Job skills, resume writing, interview techniques and employment readiness are also critical part of the program. Before being released to the community for employment, the program will work with the students on stable transitional housing, transportation and work to ensure the students have the clothing and equipment to report to work. Aftercare is a key component of the proposed program.

After successful completion of the vocational training program, many students will be qualified to be hired on as a full-time apprentice or full-time entry level positions with Public Works, Internal Services Department and other County agencies. The Department of Human Resources will provide on-site job preparation training and assist students in applying for county jobs.

Employment will not be isolated to County jobs as WDACS, New Earth, ARC and LATTC will leverage and expand existing relationship with employers in trades, food services, and a myriad of employment opportunities in the communities. There will be a direct relationship between the what the employers need in their new employees and the CTE programs provided. The program is designed to identify employers at the front end and model the vocational program to meet the employer's needs. The opportunities in Los Angeles County are limitless, so the vocational training program will adjust over time and a variety of other program models are being explored if or when the pilot expands to other vacated camps.

If approved to provide services, New Earth will work closely with County Partners to develop the referral mechanism and then provide a "Prep-Program Period" at one of its

**Conscious Transformation**  
Residential Vocational Training Center  
Three Year Pilot

community sites to any participant who is not ready to immediately fast track to the Vocational Training School or is in the process of waiting for their start date at the school. This will insure that no one is turned away and there are services and training provided immediately to the participant upon referral to avoid a "cool down" period."

A variety of CBO staff will be available to support the CTE program, including job developers, life coaches, social workers, arts and enrichment staff, residential advisors, substance abuse support, spirituality support all under the guidance of program directors. Students will be engaged continually with the goal to help heal not only the students taking this time and environment to work to heal the family.

## **The Employers**

Employment is the primary goal of this project and is what makes this program unique as the employers are identified as partners before the actual CTE program begins. Because of the partnership with public and private entities, these collaborations open an array of employment resources and opportunities from both sectors. Through partnerships with Los Angeles Trade Tech Community College, Work Force Development Aging and Community Services (WDACS), New Earth and Anti Recidivism Coalition (ARC), , potential employers already exist and will be recruited to secure positions for hiring the program participants.

The County employers working on this pilot Project include the County of Los Angeles Fire Department, Internal Services, and Public Works. Furthermore, the Department of Human Resources is developing a hiring mechanism specifically focusing on this population. This will streamline the hiring process to meet the needs of the hiring goal. The philosophy and commitment of hiring the students into county jobs and to fill critical vacancies facing county employers is consistent with the Board of Supervisors' vision of fair chance hiring.

## **Physical Plant**

The facility will require minor renovation and furnishing replacements to create a more normative, less custodial environment. Creating privacy in the sleeping areas and restrooms is critical. Replacing custodial furnishing to furnishing more appropriate for a residential campus will also be essential, as will removing razor wire and control systems.

**Conscious Transformation**  
Residential Vocational Training Center  
Three Year Pilot

The project team continues to evaluate which proposed renovations are critical to activate the program and which renovations should be done in partnership with the clients after activation, allowing them to play a critical role in the look and feel of the facility and utilize the skills they are learning in the CTE program, while ensuring all building codes and county expectations are adhered to. The Project Team is actively engaged in those discussions.

The Project Team is also seeking partnerships with Foundations to assist in critical renovations in a partnership, not just as a funder. The Project Team is deeply committed to the philosophy that outcomes will improve with powerful and commitment public/private partnerships, and Foundations can play a critical role in defining the program model and providing a lifetime of support to the students and the communities they return to. The Project Team is in active discussions with a variety of potential partners.

### **Program Cost**

The Chief Executive Office (CEO) is working with the various County partners to determine in kind county costs, which are not anticipated to result in a request for additional net county cost funds. The Probation Department, Department of Mental Health, Department of Human Resources, Public Defender/Alternate Public Defender and Workforce Development, Aging and Community Services are examples of departments who will be providing in kind services. These services include onsite hosting, feeding, maintenance, job skills development, job skills placement, expungement of records and referral to community based health services.

Additionally, Probation has been working with the community based providers to determine the costs to provide this program. While not complete, the first-year costs for the CBOs and LATTC are expected to be roughly \$3 million a year, with an annual cost of living escalation to roughly \$3.5 Million on the third year.

Once the various program providers submit their proposed budgets, the CEO will work with the departments to confirm the costs of the proposed program for the duration of the 3-year pilot program. A formal request to fund the program will be presented to the Board of Supervisors for consideration.

## Funding the Program

The County partners have been evaluating existing funds that can assist with this project. It is anticipated that between Probation, DMH, ODR, DCFS, WDACS, DPSS and the Homeless Initiative, sufficient funding exists to cover the costs of the pilot. Three county partners have each tentatively committed \$1 Million per year for three years to fund the CBO costs: ODR, DMH and Probation. Because those three departments are targeting \$3 Million a year for the CBO costs, it is not anticipated the program team will be requesting any additional net County costs to fund this program as the funds identified by other county partners will cover the annual escalation.

The program team is also proposing to apply for a \$2 Million grant from the State of California to operate the program and is also seeking partnerships with Foundations to assist with one-time costs to provide personal effects to the students to create a more normative and less custodial setting.

The County Team will work with the CEO's office to confirm the funding streams to present to the Board of Supervisors for consideration.

## Outcomes Study

It is critical that this proposed pilot program be evaluated for effectiveness and measure outcomes. Measures of success include program completion, employment or educational stability, access to stable housing, family reunification and whether there is future involvement with the criminal justice system. If the program is approved, funding will be set aside to conduct an analysis throughout the 3-year pilot, evaluating every 6 months so that the program can be adjusted during the pilot phase based on those current evaluations.

The team is working on a scope of work to contract for services but may seek a sole source approval for a researcher, such as Jorja Leap, UCLA, who have familiarity with the county so that the research design can be developed upon implementation. The Foundation Community has committed to fund a comprehensive evaluation of this program.

## **Legal Issues**

County Counsel has been closely involved with staff counsel serving as members of the program team. County Counsel is working with the client departments to address a myriad of legal questions that must be resolved before final submission to the Board of Supervisors for consideration. Those legal questions include but are not limited to: CEQA/EIR questions, use of sole source contracting for the desired CBO's, use of sole source for LATTC and a researcher, program participant agreement/liability waiver, memoranda of understanding between county partners, other legal contracts, use of various county funding streams, donations from Foundations and construction on county property by a non- county entity.

County Counsel will continue to work with the team to address questions as they arise and prepare any issues for consideration for the Board of Supervisors. At this point, there does not appear to be any critical challenges to cause the team to abandon the concept, but legal continues to review the program and requests as the project team refines the program.

## **Timeline**

This project has been in discussion for several months, initiated by representatives from Supervisor Hilda Solis' staff. The initial discussion involved creating a pipeline to County Fire jobs, then expanded to include multiple county partners and multiple employment streams. Because of the complexity of the County Fire pipeline, the project team will be starting with a trade generalist CTE program but will continue to evolve in the program design as employers are identified, including to County Fire.

The Project Team is focused on opening the facility in the spring of 2018. It is anticipated the program will begin with roughly 20 students, who will likely reside in the repurposed Hope Center as the team determines how best to renovate the large dorm that will house the bulk of the students. The program is designed to operate as a 3-year pilot and inform the county concerning how other vacated or vacating juvenile facilities can be used for similar efforts.

## **Vacated/Vacating Camps**

The Camp Consolidation project recognizes that as the county activates Campus Kilpatrick, other facilities will become available to consider for similar efforts. The Project Team is committed to the success of this program as a model for other vacated juvenile facilities. Currently there are two vacant camps in the northern area of the county (Munz and Mendenhall) and the camp consolidation program anticipates the closure of the camps maintained in the Challenger Complex in Lancaster. Each of these facilities, with focused vision and funding, can be repurposed to meet other critical needs.

Currently, members of the Project Team have been working with Supervisorial District 5 to explore and refine options for the camps located in that district. It is anticipated concepts will be further refined in 2018 and informed by the activation of the pilot program.

DRAFT