



# COUNTY OF LOS ANGELES PROBATION DEPARTMENT

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June 14, 2017

**FOR DISCUSSION PURPOSES ONLY**

## **CAMP CONSOLIDATION PLAN**

This is to advise you that effective Sunday, June 18, 2017, Camp Michael Smith will be closed due to a reduction in youth assigned to this camp. For several years, the Academics With Athletics Reaching Excellence (AWARE) program has provided a positive opportunity for camp youth to participate in competitive interscholastic sports activities.

With the current trend in declining camp orders, the number of minors who meet the profile for the AWARE program at Camp Smith no longer exists. Consequently, Camp Smith will be closed and the AWARE program will be suspended. In lieu of the AWARE program, we intend to expand sports activities at the remaining camps through an intramural program.

With a continued reduction in our camp population, the number of youth that meet the profile for the AWARE program at Camp Smith has diminished significantly. Camp Smith currently has fewer minors assigned to it than any other male camp in our system. By closing Camp Smith, the Department will have adequate resources to backfill the staff that will be assigned to Campus Kilpatrick, a 120-bed facility, and will also mitigate the need for overtime.

More importantly, as reflected in the attached graph, the average daily population of youth in our Camps has decreased by approximately 51% over the last few years (from 983 in FY 2012-13 to 482 in FY 2016-17, and is currently 370). This year alone, we have seen a 10% decrease since January 1, 2017.

In addition to the reduced number of youth being sent to camp, the Department will be opening the newly built and state-of-the-art Campus Kilpatrick on July 3, 2017. The opening of Campus Kilpatrick will serve to further reduce the demand for bed space in the remaining camps, including the Challenger Memorial Youth Center (CMYC). The combination of these facts provides an opportune time to continue the process of consolidating camp operations. Over the past year, the Department has:

- Closed Camp Munz;
- Relocated Camp Mendenhall to the CMYC;
- Closed Camp Miller; and
- Closed Camp Scudder (to reopen in 2019).

Prior to the above closures, the Department also closed Camp Routh and Camp Holton. The closure of Camp Smith is the next step in our larger, comprehensive plan, to consolidate camps. Our goal is to enhance programming, increase efficiency and realign and maximize resources by reducing our Residential Treatment Services Bureau's facilities costs and redirecting savings to operational priorities.

To the extent fiscally feasible, the County of Los Angeles is committed to changing the philosophy of working with youth in camps, making them more "home-like", therapeutic and rehabilitative, thus the birth of the "LA Model". It is the Department's long-term vision to seek funding to renovate the remaining camps into small cottages, one camp at a time, thereby creating the correct physical configuration to support the LA Model. Ultimately the mission of each facility will be the small group, family-like, therapeutic, LA Model. This will ensure better outcomes for our highest risk population, equal treatment and access for all youth, and consistency of programming throughout the system.

In addition to the opening of Campus Kilpatrick, the Department, along with the Department of Public Works (DPW), has begun plans to renovate Camp Scott into a small cottage LA Model facility. Construction is scheduled to begin on July 1, 2017. This project will be the prototype to reconfigure the remaining facilities. If the number of camp orders for girls continues to trend down, it is the Department's intention to integrate Campus Kilpatrick with our female population (currently 25 youth), thereby, normalizing Campus Kilpatrick to be more like a high school campus and permanent co-ed facility.

Such integration would also increase overall efficiency and reduce costs by not housing such a small population in a large facility. Camps Scott/Scudder would then be converted to male camps and would serve the relocation of some youth from the CMYC. Our long-term plan is to close CMYC as indicated further ahead.

There is a renewed focus on ensuring that camps are utilized as a last resort for only youth that are assessed as "high-risk/high-need". In addition, the Department believes consolidating camps will result in a significant cost savings to the County that can be redirected to our operational priorities. Listed below is the tentative schedule and timing of closing future camps, in conjunction with expanding Campus Kilpatrick and reopening Camps Scudder and Scott.

**SCHEDULE OF CAMP CLOSURES**  
*(Tentative)*

<b>Date</b>	<b>Camp Population Impact</b>	<b>Camp Closure</b>
July 3, 2017	Campus Kilpatrick (120-bed facility) (open with 24 youth)	• Camp Smith (CMYC)
January 30, 2018	Campus Kilpatrick (expand to 48 youth; convert permanently to co-ed)	• Camp Gonzales • Camp Scott (female camp) temporarily closure for renovation
October 1, 2018	Campus Kilpatrick (expand to 96 youth)	• Camp Scobee (CMYC) • Camp Jarvis (CMYC)
April 1, 2019	Re-open Camps Scudder and Scott (expand Campus Kilpatrick to 120 youth)	• Camp McNair (CMYC) • Camp Onizuka (CMYC)

If current trends continue, within two to three years, we believe we may be able to consolidate to only six remaining camps, as follows:

- Campus Kilpatrick
- Camp Afflerbaugh
- Camp Paige
- Camp Rockey
- Camp Scott
- Camp Scudder

These camps were chosen in the best interest of our youth based on their proximity to where they live, thereby, enhancing our family reunification efforts. These facilities were also selected because of their lower, ongoing maintenance costs, along with their proximity to where our staff reside. The Department will work with the Chief Executive Office and the various bargaining units on this proposed camp consolidation plan.

Over the next several months, the Department will be developing a comprehensive plan to meet our goal of consolidating to six facilities that will include the closure of the CMYC within the next two to three years. Due to the institutional nature of the facility, the CMYC is not conducive to youths' needs pursuant to the "LA Model". Some of our male population at the CMYC would be relocated to Camps Scott/Scudder. Closed sites could be used for our training and other needs, as well as for other County programs. As we create and unfold our comprehensive plan, we will keep you apprised of our progress.