

Bar-O Boys' Ranch Board Report

May 4, 2017

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At the April 13 Board of Supervisors Special Session direction was given for Probation Department staff to further explore options and possibilities for increasing revenue coming in to the Bar-O Boys' Ranch or decreasing cost. Further, on April 24 the Bar-O Subcommittee gave direction to determine and report what marketing has taken place in the last several years along with the materials used in that marketing, and to continue outreach, particularly to southern California counties. The following report provides information reflecting the actions taken since these meetings.

Facts of the Matter...

Before I address the actions taken I would like to address the large amount of misinformation disseminated and perpetuated regarding the decline of ADP at Bar-O in recent years and specifically my role in it. Although I have provided information previously regarding my actions and general juvenile justice trends in my report and addendum to the Board, as well as in my public presentation and comments, I feel it imperative to reiterate these facts in the face of continued personal attacks.

In February of 2014 at the time of my appointment, that month's average daily population (ADP) was 14. This was on the downhill side of a population decline that had begun in August of '13 when the monthly ADP reached 24.9, the highest ADP since August of 2010. After February 2014 the population began to slowly climb throughout the rest of the year and the next until it peaked at 26.5 in June of 2015. ADP then began a precipitous decline that we have seen to the present time. Annual ADP according to the calendar year was 22.7, 16.8, 23.3, and 12.5 in 2013, '14, '15, and '16 respectively.

At no time since I have been appointed have I directed Deputy Director Burrow or his supervisors to not promote and market the Ranch. At no time have I discouraged Deputy Director Burrow from maintaining or developing relationships with Probation Departments or Courts in other counties.

Rather, on November 18, 2016, in Eureka at a Northern Region Chief Probation Officer's meeting I asked the chiefs, "Why do you or do you not send youth to Bar-O?" This question was posed with the intent of getting feedback from northern counties that had only utilized the Ranch sporadically for many months. The feedback from these Chiefs, as I have previously stated and included in my reports, was generally that there are no youth to send and, because of declining juvenile funding streams, no money to pay for the contract.

This conversation was preceded by my receipt on November 14, 2016, of an email from Contra Costa Chief Todd Billeci in which he stated that "...I would like to chat with you about our continued use of Bar-O." This was during a month when Bar-O housed 7 Contra Costa youth, a decline from their high of 21 youth at Bar-O in May of 2015. I followed up with a conversation with Chief Billeci during the first week of December at the quarterly state Chief Probation Officer's meeting. At this meeting Chief Billeci informed me that his department would not be making any new referrals to the Ranch, knowing that theirs were the only youth in custody at the Ranch at the time. He stated that he had serious concerns regarding the ability of the Ranch to continue to operate with a declining population and we had a conversation regarding the Ranch and declining juvenile population at that time.

The facts are, and have always been, that at no time have I ever undermined or dissuaded any county from placing youth in Bar-O Ranch. The limited conversations that I have had with other chiefs regarding the Ranch have been within the last 5 months, were not intentionally or unintentionally dissuasive to counties regarding commitments to the Ranch, and have only occurred when ADP was already at a record low of 7 youth.

Regarding the contention that these issues have been kept secret from the Board, the County, and the Juvenile Justice Commission, again, these are suppositions that are not supported by any fact and have been previously addressed in my statements. The population issues have been a central concern during each budget cycle and mid-year budget cycle as the ADP for each fiscal year that I have been chief has either come under the benchmark of 21 or just over; being 18.7, 21.8, and 18.4 for FY '13/'14, '14/'15, and '15/'16 respectively. With the population decline in '15/'16 this was of great concern both for the Probation and the County budget teams. This information was presented to the Bar-O subcommittee in 2016 as well as the information being provided to Supervisors as part of my evaluation process in 2016. Additionally information regarding population at the Ranch has been reported on a monthly basis to the Juvenile Justice Commission. At no time have these issues been kept a secret from anyone involved in this process, whether staff, Commission, Board, or County.

Staff Solutions

The staff of the Bar-O Division conducted several brainstorming meetings at which ideas for increasing revenue or decreasing costs were discussed and presented. The following is a compilation of those possible solutions as prepared by Deputy Director Burrow. Staff presented these solutions as both short term solutions to deal with the immediate need to balance the Bar-O budget, as well as long-term solutions to help defray both operating expenses into the future and deferred maintenance costs that are rapidly reaching a critical juncture.

SHORT-TERM SOLUTIONS

Bar-O Boys' Ranch Board Report

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- Of primary importance will be the continued solicitation of referrals from current contracting counties and continuing to campaign to get new counties on board with the Ranch. This outreach will be accomplished by reaching out to juvenile court judges and encouraging other judges who are familiar with the Ranch program to speak on our behalf at their brown-bag lunch gatherings. Aside from the personal phone calls to potential new counties, marketing would utilize the listserve email lists of Chief Probation Officers of California (CPOC) affiliates such as California Association of Probation Service Administrators (CAPSA). Producing and distributing a current brochure/mailler with updated information regarding the Ranch and also update Ranch information on the county website would also be steps taken. It will be imperative to make personal contact with other counties and Chief Probation Officers throughout the state at the quarterly CPOC meetings, regular affiliate meetings (CAPSA/CAPIA) and follow-up conversations where interest in indicated.
- Del Norte Probation should once again pay for wards placed at the Ranch. Staff do not believe it fair to the Ranch, a non-general fund department, to be taken advantage of by the County for services received from the Ranch. Currently one local ward is committed to the Ranch at a total loss of revenue of \$3,500 per month, or \$42,000 annually.
- Staff is proposing temporarily restructuring Ranch staffing in order to cut the operating budget. Transitioning some positions to part-time and/or extra-help employees at the Ranch and using them to partially fill vacancies at the Juvenile Hall could be a possibility until the financial landscape begins to change for Bar-O. One cook working a 40/60 split between the Ranch and Juvenile Hall would reduce the Ranch salaries & benefits expenses by approximately \$27,325. Partnering with the County Office of Education to fund the culinary cook's salary or eliminating the program temporarily would save approximately \$18,400 in salary annually. Additionally, unfunding 2 vacant positions at Bar-O and continuing operations with a skeleton crew through at least one fiscal year could also cut operating costs by \$98,804 in salaries & benefits. If these changes can be made it could be possible to save a total of \$144,000 in salaries & benefits.
- The Yurok Tribe has contacted the Department and Ranch suggested that a Tribal coalition partner with the County in order to keep the Ranch open. Statements have been made that the tribal coalition will do whatever it takes to keep Bar-O open, even if it requires Bar-O being put under their jurisdiction. While it is unclear what this looks like in terms of implementation at this time, a walkthrough of the facility has been scheduled for May 5 and further information can be provided to the Board at the next meeting.
- Rural Human Services has expressed an interest in taking over the Ranch program entirely while still maintaining it as a custodial institution. This transition would include grant-funded

resources, the addition of farm to fork programs and Health Career Pathways to expand programming into medical field. Director Feller has the endorsement of his board to move forward with logistics of transition and further explore this option.

- Staff have proposed that the Ranch could be contracted as a distributor for a solar power vendor. A certain number of staff and the youth committed to the Ranch would undergo training and certification to conduct energy analysis for clients as well as installation of the solar power equipment up to but not including connection to main power supplies. This would be offered as an educational program for the youth, training them in vocational skills as well as bringing in revenue for the Ranch.

LONG-TERM SOLUTIONS

- Staff has suggested submitting necessary forms to qualify as a 501(c)(3) charitable organization. Having the classification would enable the Ranch to receive grants. These grants could potentially offset costs for future programs taken on by the Ranch as part of its mission. Going this direction would require a grant researcher/writer whose role would be solely to seek out grants that would make sense for the Ranch and provide financial benefit in the broader picture. Having a 501(c)(3) classification would also require an oversight committee which is already being researched. While staff believe this would be a good direction to go to seek some alternative sources of funding there is no estimation of revenue to present at this time.
- One idea presented is to expanding construction projects through our vocational programs in order to offset the cost of needed facility improvements into the future. The barracks bathroom would be the priority.

Chief's Actions

The following are a list of actions I have taken since the March Board meeting, continuing to gather further information and seeking alternative solutions to closure of the Ranch or, should the Board take action to close the Ranch, future alternative uses of the Ranch.

1. Following the March meeting I spoke with most of the CPOs of contracting counties at the CPOC quarterly meeting, March 20-22. I asked if they had any youth they could send and encouraged them to contact the CAO. I asked the body at large to consider Bar-O for commitments for appropriate youth. Several Chiefs (Solano in particular) asked for literature. No literature has been used in previous presentations to counties, and in response a brochure is in the process of being produced.

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2. I contacted Jay Trost, the juvenile probation Director in Curry County, Oregon. I learned that Oregon counties transfer jurisdiction for long custodial commitments to the State. Contracting with Oregon would have to be with the state of Oregon. Currently the Oregon Youth Authority is facing budget cuts. OYA is shutting down a facility in Astoria and currently has sufficient capacity to absorb all these youth in other state facilities.
 - a. I met with County Counsel and discussed holding OR wards in Ranch. Establishing the Joint Powers Authority with Curry County for Juvenile Hall was legally challenging and Counsel are currently unsure what legal challenges would have to be overcome for something similar regarding OYA.
 - b. I subsequently spoke with the director of the Oregon Youth Authority, Jim Kramer. After explaining what the Ranch it became clear to Director Kramer that the Ranch is very similar to the Behavior Rehabilitative Service providers that the State currently contracts with, serving youth under the age of 19 and often used as a step-down from more restrictive custody environments. Although Director Kramer did not dismiss the idea of a partnership, he did indicate that it would be unlikely that the State of Oregon would utilize our facility on a regular basis. He stated that the Ranch would be considered on a case-by-case basis after other options, such as the already contracted BRS placement, had already been exhausted.
3. I contacted the Orange County CPO, Chief Steve Sentman, and asked what Orange County's interest would be in committing youth or contracting for commitment at Bar-O. Chief Sentman indicated that he had directed staff to look into the Ranch program after he received a preliminary email from me. His staff followed through and also contacted Deputy Director Burrow regarding the Ranch. It became clear to me during the conversation that OC Probation staff and Chief Sentman were unaware that the Ranch is a custodial institution. When I clarified this point he stated that it was unlikely that OC would commit youth to the Ranch as they have a number of other options closer to their own county, as well as a consortium of southern counties that work together to find out-of-custody placement for youth that has been very successful and beneficial. He expressed appreciation for the outreach and wishes us well.
4. I contacted Chief Mark Hake from Riverside County via email to inquire what interest they would have in committing youth or contracting for commitment at Bar-O. Chief Hake indicated that Riverside has no interest in committing youth to the Ranch. He wrote that Riverside is on the cusp of opening a 160-bed facility that is funded by SB 81 funds received in the first round of disbursement back in 2008-09.

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5. I contacted Chief Terri McDonald from Los Angeles County, also to inquire what interest they would have in committing youth or contracting for commitment at Bar-O. Chief McDonald stated that LA County has no interest in committing youth to the Ranch as they have significant capacity within their own Ranch system for all their needs.
6. I was contacted by Judge Abinati from the Yurok Tribe regarding an interest by a Tribal coalition in a partnership to house youth in Bar-O. She stated grant money was involved, but was not clear regarding what population of youth. She provided no details regarding either the funding available to the Tribe nor the youth the coalition envisions committing to the Ranch. After attempting to re-contact her by phone throughout the following week, I was able to connect via email and scheduled a meeting with staff of the Yurok Tribe. Meanwhile Yurok staff scheduled a walkthrough with Deputy Director Burrow to tour the Ranch on May 5.

I subsequently met with Bessie Shorty (Tribal grant writer) & Jessica Carter (Tribal Court) of the Yurok Tribe. They stated there is no specific grant they are considering but there are always grants available. They were unaware that the Ranch is a custodial institution and requires a Court to make a custodial order to commit youth to the facility. I specifically asked what population of youth the coalition is envisioning committing to the Ranch and both were unsure of what population of youth they would want to commit. We discussed the need for a cultural component for any partnership and commitment of youth, whether custodial or should the Tribe want to take over the facility if the Board chooses to close the institution. They did state through the course of the conversation that the coalition is interested in a drug and alcohol rehabilitation facility.

7. After the most recent subcommittee hearing I followed up with Deputy Director Burrow regarding the previous production of a marketing DVD. He informed me that such DVD was created in the past but that the production quality was less than satisfactory. He indicated he would work on finding a copy of the DVD if possible.
8. I contacted Deputy Chief Holly Benton of San Bernardino County via Chief Brown. Chief Benton stated that they are interested in learning more about the program and it is possible that the Ranch would fill a niche for certain youth in custodial commitments. She stated a commitment such as Bar-O which focuses more generally on behavioral issues and uses a physical, vocational, and work-based program could be a good fit for some of their youth in custody. She indicated that she would have a placement supervisor follow up directly with Deputy Director Burrow to further evaluate the Ranch program.

Further Information

Bar-O has had 1 new referral within the last week from Amador County that is currently being screened and possibly one other Amador referral. Deputy Director Burrow has had conversations with staff from Solano, Orange, and Napa regarding future referrals.

Current population is 5, 2 from Contra Costa, 2 from Napa, and 1 from Del Norte.

Current FY ADP is 8.4.

Analysis

After receiving staff's report and possible solutions there are several challenges that would be necessary to overcome in order to implement some of them.

Regarding marketing the Ranch I completely agree that should the Board choose to keep the Ranch open redoubling our efforts to market the institution will be of primary importance.

Regarding the recommendation that Del Norte County Probation resume paying for wards in custody, there are several other considerations that must be weighed in this decision. Such direction from the Board would require an increase in the Probation Division's budget in order to pay for any commitment of youth to the Ranch which would be a direct general fund cost. Further, there are several operational costs of the Ranch that are currently borne by the Probation and Juvenile Hall divisions. The Ranch currently does not pay any administrative costs to offset work by the Chief Probation Officer or the Staff Services Manager. This cost is approximated at \$50,000 annually. Also, as the Ranch does not have vehicles that are serviceable to conduct out of county transports or training staff regularly utilize vehicles from these divisions adding to wear and tear and maintenance expenses.

Regarding restructuring the staff one of the challenges that would be faced is that maintaining the current staffing level would restrict population to a cap of 15 wards. Without the possibility of bringing additional staff on to fill vacancies if the population were to rise, Title 15 regulations would limit the amount of wards in the Ranch to comply with ward to staff ratios. Additionally, with this minimal level of staffing there is no staff that are able to relatively easily cover sick time, vacation, or training. The overtime budget would need to be maintained, if not increased.

Alternatively, it could be possible to unfund 1 vacant position, delay filling the 2nd vacant position, and maintain 9 full-time YGCs. This would result in a lesser cost savings, but would maintain the possibility of adding additional staff based on a possible growth in population. It would also, at least until population grows to a certain point, allow for more flexibility in providing needed time for vacations, sick, and training.

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Regarding the Tribal coalition interest in the facility, it is unclear what the Tribe is currently considering and whether they envision it remaining a custodial facility or intend on using the facility after a closure. It is concerning to me that they were unaware that it is currently operating as a custodial institution, essentially a jail for kids.

Regarding RHS involvement in the Ranch although great benefit might be derived from a partnership with a non-profit organization in relation to programming, the operation of the Ranch is governed by statute and clearly cannot be turned over to another entity. New revenues might be realized by conducting programming that RHS is interested in or by RHS subsidizing current programs within the institution, however the day to day operations is not likely to be offset to any large degree.

Regarding the Ranch becoming a solar equipment distributor, though there would definitely be educational benefit derived from such a project, there could be some legal hurdles regarding a government entity becoming a distributor for a private company and the use of incarcerated wards of the court to carry out these operations.

Regarding the possibility of the Ranch attaining 501(c)(3) status, in my limited understanding of the Internal Revenue Service Code I believe government organizations to be disqualified from qualifying as a charitable organization.

Regarding utilizing the vocational programs to offset maintenance and repair costs I completely agree that this would be an ideal opportunity not only for the wards to learn a greatly beneficial skillset but also help to defray ongoing expenses of the Ranch.

Bar-O Boy's Ranch

Cessation of Use and Preliminary Closure Plan

The Bar-O Boys Ranch is a 15 plus acre parcel owned and operated by Del Norte County located on the north bank of the Middle Fork of the Smith River. The Ranch is a 42 bed facility that accepts court placements of teen male's ages 13-18 years (both Del Norte and primarily other contracting Counties) to promote accountability in a camp setting. Bar-O is one option as part of a system of care that provides an environment that promotes individual responsibility and accountability utilizing evidence-based practices. The County Office of Education provides the educational aspect of the program.

Site Conditions/land Use and Zoning

The Bar-O site is currently developed with a main barracks building, offices, gymnasium, residences and out-buildings. Access to the site is via private drive off Highway 199. The property is in a remote area of Del Norte County approximately 10 highway miles from the California/Oregon border. The property is generally flat with steep grades to the north and the Smith River to the South.

A residential neighborhood consisting of seven parcels is located adjacent to the Bar-O site. Residential structures are located on a majority of the site. Zoning for the Bar-O site is PO (Public Ownership) with a PF (Public Facility) General Plan land Use. Adjacent zoning is also PO which allows residential uses as well as a variety of uses that require a conditional use permit prior to development. The adjacent General Plan Land Use designation is RR 1/3 or Rural Residential – one dwelling unit per three acres. The site is served by electrical power, and the water supply is via on-site sources. Also on-site are above ground propane tanks. Bar-O and the adjacent private land is surrounded by USFS land.

Issues/Concerns

The Bar-O Boy's Ranch has demonstrated a fluctuating population over the past several years. Bar-O has previously run at a year-end deficit of \$348,000 which accrued over 8 Fiscal Years and continued over a span of 11 Fiscal Years. That deficit was absorbed by increased revenue received over a four year period and corresponded with the closure of competing ranches in the northern part of the state as well as through direct outreach to Counties by the department. Since that time, the population of the Ranch has declined quickly and a projected deficit of over \$500,000 is expected to be realized at the end of the 2016/2017 Fiscal Year. The declining population has unfortunately not

rebounded as we experienced previously, and a sampling of ten other Counties through conversations and questioning of Chief Probation Officers has determined that the trend will likely continue due to a variety of factors. This includes financing reductions, statewide population trends, and decisions of Counties to reduce out of County placements and provide services in-house and/or closer to home. Contra Costa County, a County that has in the past placed numerous youth at Bar-O, have stated that they will not renew its contract and will no longer be requesting placement at Bar-O. This is a significant factor in the ability of the Ranch to sustain itself without General Fund contribution.

Budget/Staffing

Bar-O Boys Ranch operates as an enterprise fund and as such is separate from the County General Fund. Revenue is received through State allocation and contracts with other Counties requesting placement of adjudicated youth in a non-custodial setting. Bar-O has an annual operating budget of \$1,365,590. Current allocated staffing totals 14 employees (Attachment A). Not included in this allocation are the teaching positions provided by the Del Norte County Office of Education. The current estimated deficit at Fiscal Year 2016/2017 year-end is \$541,500. As stated above the Bar-O budget is separate from the General Fund and as such there is no contribution from the General Fund or "payback" from Bar-O to the General Fund as was stated in previous public testimony. County service departments support Bar-O (Auditor/Controller, Building Maintenance, Administration (Human Resources, Risk Management) and Bar-O is charged for those services through the Countywide Cost Plan administered through the Auditor/Controller's Office. If the Ranch is closed those services would cease being required and budgets adjusted as appropriate.

Closure/Cessation of Operations

Cessation of the Bar-O operation by the Probation Department facility would be initiated with a directive from the Board of Supervisors to discontinue Bar-O services resulting in a reduction in staff by directive to the Chief Probation officer. In addition, this direction would require securing and protecting the site and facilities which would require action by Administration and Building Maintenance.

If closure is directed:

Employees

- Probation, Administration and Human Resources would comply with the negotiated agreement for represented employees and meet and confer with the

Union over potential effects resulting from closure of the facility, elimination of the services, and subsequent elimination of positions at Bar-O. The discussion would be directed as to the impact on remaining employees.

- Lay-off notices would be prepared and served to all employees 14 days in advance of the lay-off date as outlined in the current negotiated agreement for represented employees.
- County Human Resources would prepare a seniority list and coordinate with the Probation Department to determine positions that are open and suitable for any employees impacted as a result of lay-off. Positions would be offered to qualifying employees in order of seniority.
- Human Resources will coordinate with impacted employees and other County departments that have unfilled positions in an attempt to place employees if qualified.
- The employees that will be impacted by lay-off, for which a position is not available will be subject to re-employment as outlined in the most current negotiated represented employee agreement.

Notice to the Del Norte County Office of Education

- Upon Board direction Administration would immediately contact the Del Norte County Office of Education in order to notify the Superintendent of closure to allow DNCOE to address staffing currently dedicated to Bar-O.

Site Security and Facility Maintenance

The Bar-O Ranch site is located in the remote eastern area of Del Norte County. The site requires 24 hour security in order to reduce the potential for theft and vandalism. The site is accessed from Highway 199 and a one lane drive to the various buildings. If closure is directed, gating the one lane drive would be advantageous to immediately restrict access by vehicle to the buildings.

County Building Maintenance has been tasked with reviewing the site and recommending additional site security measures as well as facility maintenance during any period of "down" time. Attached you will find a report from the Building Maintenance and Parks Superintendent generally outlining alternatives for site maintenance and security. In addition, if the Board of Supervisors directs staff to negotiate use of the property by the Del Norte County Office of Education (DNCOE), there may be additional steps in concert with the DNCOE that may be recommended. Specific details and future implementation will be discussed internally.

The cost of additional site security and maintenance will be a General Fund expense or an expense of the Building Maintenance Department.

Future Use

Any future use of the property that does not include current services would require additional discussion and direction from the Board of Supervisors. At this time the Del Norte Office of Education has presented the County with a letter of interest outlining ideas for the continuation of the site as a facility that would serve Del Norte County youth. Jeff Harris, Superintendent of Schools and the Del Norte County Office of Education has proposed utilizing the facility to foster youth, career and technical education, upper grade science, environmental education, art, and other like topics. Additional use could include partnering with the Del Norte County Recreation Department for youth camps during the summer break and possibly as a retreat for School District staff and/or County staff training.

At this time, the Del Norte County Office of Education's interest is the most viable future use of the property, consistent with the current use and directed at continuing the facility in the interest of Del Norte County youth. There is not a definitive use of the property and any other uses would require extensive research and outreach in order to determine viability. Many ideas have been discussed over the last few months and most require services that would be provided by contracted private companies or non-profits. Uses outside of those mandated of the County Probation Department would curtail the involvement of that department.

The Probation Department has very recently had discussion with two local tribes regarding the opportunity to continue the site operation to the benefit of both local and non-local children. The discussion is in its infancy and as such no details are available as of the writing of this report.

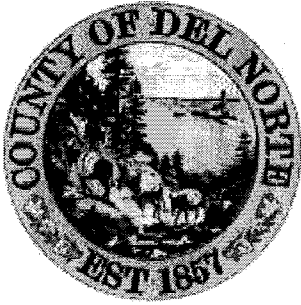
BAR-O BOYS RANCH - 240

		<u>Union Code</u>	<u>Salary Range</u>	<u>Benefit Class</u>	<u>Positions Allocated</u>	<u>Funded</u>
K1	Deputy Director	ASST	M52	M	1	1
K4	Youth Program Coordinator	GENERAL	M44		1	1
K4	Senior Youth Group Counselor	GENERAL	M39		2	2
K4	Youth Group Counselor I/II/III (1-Perm/PT)	GENERAL GENERAL GENERAL GENERAL GENERAL GENERAL GENERAL	M26/32/37 M26/32/37 M26/32/37 M26/32/37 M26/32/37 M26/32/37 M26/32/37		7	7
K6	Account Clerk	GENERAL	M24		1	1
K7	Supervising Cook	GENERAL	M29	S	0.2	0.2
K7	Supervising Cook	GENERAL	M29	S	0.8	0.8
K7	Cook I/II/III	GENERAL	M20/24/26		1	1
Total Bar-O Boy's Ranch					14	14

*5 positions designated as ranch resident positions:

Deputy Director (1) - Burrow

Youth Counselor I/II/III (2) - Taylor, Smith



COUNTY OF DEL NORTE

Building Maintenance and Parks

840 9th Street, Suite 11
Crescent City, California 95531

Phone
(707) 464-7230

Fax
(707) 464-5824

April 28, 2017

TO: Jay Sarina
County Administrative Officer

FROM: Allen Winogradov
Building Maintenance Superintendent

SUBJECT: Bar-O-Boys Ranch Closure Options

I have been doing some research into the different options to ensure the security of the Bar-O Ranch facility should the Board of Supervisors choose to close the doors.

1. Allow the existing tenants to remain (should they wish to). By allowing the existing tenants to stay, the County has a group of individuals that are intimately familiar with the facility. There would be no learning curve and there would be no break in facility occupancy.

The County would have to enter into an agreement (similar to the camp host agreement) with the individuals, having expectations of services that would be performed in exchange for the ability to stay in their current location.

2. Bring in caretaker(s). This option would provide the County to advertise and pick (hire) individual(s) to come to the property with their motorhomes or travel trailers.

Bar-O is a nice location and I feel that there would be a lot of interest. However, I also feel that we would need to bring on multiple care takers in order to ensure that the facility is not left unattended. I think that this option can work only if we require the individuals to bring their own residences. With an uncertain length of stay, most people would not be willing to do the work to move into any of the current dwellings

The County would have to enter into an agreement (similar to the camp host agreement) with the individuals, having expectations of services that would be performed in exchange for the ability to stay in their current location.

3. Hire a Private Security Firm. Hiring a private security firm is going to be the most expensive option. However, by doing this the County would not need to make any changes, or expend any funds on security upgrades. This would provide 24/7 security to the grounds and would be the most effective deterrent to individuals wishing to damage or remove items from the facility.

I have made a number of calls for pricing, the best estimate is \$30,000 per month.

I have been in contact with local fire and Search and Rescue hoping that we might be able to work something out. To date, Search and Rescue has shown some interest however they will not have an answer of a level of commitment until the end of the month. .

Additional options and security measures that we can provide, would be installing a gate (\$2,000.00) plus parks time to put it in the ground, install a security camera system (approx. \$400.00 per camera x4).

Should any maintenance issues arise during this time I can have staff available to do repairs as needed.

Allen Winogradov
Building Maintenance Superintendent

DEL NORTE COUNTY OFFICE OF EDUCATION • DEL NORTE COUNTY UNIFIED



JEFF HARRIS
County and District Superintendent

Email: jharris@delnorte.k12.ca.us

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Board Members:	Don McArthur	Angela Greenough	Frank Magarino	Roger Daley	Jamie Forkner
	Area 1	Area 2	Area 3	Area 4	Area 5

January 23, 2017

Letter of Interest

Mr. Sarina and Chief Reyman,

Over the past few weeks and months, discussions have been held regarding the future of Bar-O Ranch. The program currently in existence at the Ranch is designed for up to thirty (30) incarcerated youth, being provided an education by two teachers supplied by the Del Norte County Office of Education. The current levels of incarceration, consistently fewer than ten (10) this year, and the fiscal impact of those low numbers on the department and county budgets have led to these discussions.

As the Del Norte County Superintendent of Schools, I wanted to provide this letter in support of the Ranch continuing to serve the youth of Del Norte County. I would like to express an interest in working with the County of Del Norte to investigate the feasibility of transferring Bar-O to the County Office of Education (COE), should the County and Probation decide to discontinue their current operations and have no other viable options for keeping it open. As a COE, the Ranch could be converted into an environmental camp and utilized in much the same way that Whiskeytown Environmental School (or WES Camp) is used in Shasta County to provide educational experiences for all 4th and 6th grade students in the county. In addition, camps focusing on foster youth, career and technical education, upper grade science, environmentalism, art, and other topics could be hosted. There is also the possibility of utilizing the Ranch as a retreat or professional development facility for local and regional educational, governmental, non-profit, or corporate entities, under the auspices of the COE.

We would also be interested in partnering with the Del Norte County Recreation Department, College of the Redwoods, and other entities to provide enhanced or expanded services to the youth of Del Norte County, should the opportunity become available.

Again, it is not my intent to demonstrate a lack of support for the incredible work being done in the lives of teens at Bar-O, nor is it my wish to devalue the decades of history and dedication that have gone into those programs. It is my desire, however, to work with the County and the Del Norte County Unified School District to fully realize the potential that a shift in program at Bar-O may bring and to work toward a solution that continues to benefit the youth of Del Norte County in the event of a discontinuance of County or Probation programs at the Ranch.

Sincerely,

Jeff Harris

*Superintendent-
Del Norte County Unified School District
Del Norte County Office of Education*