



COUNTY OF LOS ANGELES
DEPARTMENT OF YOUTH DEVELOPMENT

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May 15, 2023

To: Supervisor Janice Hahn, Chair
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From: David Carroll DC
Director

DECARCERATION OF GIRLS AND YOUNG WOMEN: ADDRESSING THE INCARCERATED YOUTH POPULATION IN THE LOS ANGELES COUNTY CAMPS AND HALLS (ITEM NO. 8, AGENDA OF NOVEMBER 30, 2021)

On November 30, 2021, the Board of Supervisors (Board) adopted the motion titled Decarceration of Girls and Young Women: Addressing the Incarcerated Youth Population in the Los Angeles County (LA County) Camps and Halls. Directive No. 1 instructed the Youth Justice Advisory Group's (YJAG) Youth Development Network, Secure County Facilities Workgroups (Advisory Group), and other relevant Workgroups, in collaboration with applicable LA County departments and community stakeholders, to provide an initial report back to the Board in 90 days with recommendations and a specific implementation plan focusing on the decarceration of the girls and young women in the probation camps and halls that should, among others, include availability of appropriate placements in the community, eligibility criteria, and a pilot plan for a secure-track, home-like option for girls awaiting trial and adjudicated to secure-track settings.

Since then, YDD and then DYD provided progress reports on March 24, 2022, and December 8, 2022, providing the Board with developments on the new Gender Responsive Workgroup (Workgroup) to the YJAG, details of the submission of a data request to Probation, workgroup engagement including youth and family outreach, the development of recommendations for implementation of actionable reforms, and funding needs.

This memo provides a summary of the implementation plan for the decarceration of girls and young women, which has been expanded to include gender expansive (GE) youth. The plan was built through a yearlong process of collaboration and convening of the Gender Responsive Workgroup, in which community and County stakeholders, as well as subject matter experts, came together, analyzed available data, and developed the recommended actions.

"Supporting the Equitable Development of Young People in Los Angeles County"

The attached implementation plan provides the recommended actions and corresponding steps to achieve the decarceration of girls and gender expansive (GGE) youth, including committees for further policy development, partnership building, placement and programmatic recommendations, and demonstration projects. Below is a summary table of the recommended actions.

For additional details, please see the attached full implementation table and corresponding appendices.

Recommendation Summary Table			
	Description	Timeline	Partners
Demonstration Projects	GGE Early Release Pilot: Identifying and releasing currently incarcerated youth with low LADS scores, among other factors, who can be more appropriately served in the community.	<i>In progress</i>	Department of Youth Development (DYD)(lead), YJAG, Public Defender, District Attorney (DA), Probation
	Credible Messengers: Expand DYD Credible Messenger program to Central Juvenile Hall to provide support for incarcerated GGE youth.	<i>In progress- Anticipated launch July 2023</i>	DYD (lead), Probation
Committee & Administrative Efforts	<p>Implementation Groups:</p> <ul style="list-style-type: none"> • Judicial Strategy • GGE Early Release Pilot • Expansion of Placements <p>Subgroups with specific stakeholders and consultants have been created to implement goals outlined in this plan.</p>	<i>Early 2023 through full implementation of specific recommendations</i>	<p>-Judicial Strategy: DYD (lead), Vera Institute of Justice, YJAG, Probation, Judicial Bench</p> <p>-GGE Early Release Pilot: DYD (lead), YJAG, Public Defender, DA, Probation</p> <p>-Expansion of Placements: DYD (lead), YJAG, Department of Mental Health (DMH), Department of Children and Family Services (DCFS)</p>
Justice System Partnerships for Policy & Practice Change	Diversion Expansion: Continue to strengthen the youth diversion partnership between the DA and DYD to increase alternatives to petition filing for eligible GGE youth.	<i>Ongoing</i>	DYD (lead), DA
	Develop discretionary warrant policy: Reduce the use of incarceration as a response to violations of Probation (VOP) and failure to appear (FTA) warrants for GGE youth.	<i>October 2022 – February 2024</i>	Judicial Strategy group (DYD lead), YJAG, buy-in needed from Probation, Juvenile Bench
	Develop bench cards and trainings: Demonstrate unique factors of GEE youth’s system involvement to Juvenile Bench, identify alternative practices, and create linkages to services in community settings where appropriate.	<i>In progress</i>	Judicial Strategy group (DYD lead), YJAG, buy-in needed from Probation, Juvenile Bench
	Mentor matching policy: Shift from opt in to opt out, aids in youth accessing mentor and facilitating placement matching.	<i>March 2023- March 2024</i>	DCFS (lead), DMH

Policy and Practice Shifts to Expand Placement Options	Expand DMH CSEC Unit: Inclusion of Probation-involved GEE youth.	<i>March 2023- March 2024</i>	DMH (lead), DCFS, Probation
Other Programmatic Efforts	DYD Truancy program: Expand services for youth experiencing chronic truancy through a gender-responsive lens to reduce school push-out (adoption of DA ACT Program).	<i>Ongoing</i>	DYD (lead), DA
	STRTP Diversion expansion: Expand referral pathways to include STRTPS.	<i>Ongoing</i>	DYD (lead), DCFS
	Increase availability of placements: Resource family pilot program, creating new congregate care placements, and provide assistance to CBOs and families seeking placement licensure or approval.	<i>March 2023- March 2024 (planning)</i>	DCFS (lead), DYD
	DYD Gender Responsive Staff: DYD will request two (2) new full-time staff members dedicated to providing coordination and facilitation to support this implementation plan.	<i>Ongoing</i>	DYD

Anticipated outcomes for each implementation goal are identified in the implementation plan. During the planning and implementation stages of each goal, the DYD team will work with partners to develop any additional objectives and strategies, including tracking mechanisms to measure implementation success.

Continued partnership building among community stakeholders and system and justice partners is imperative for the execution of all implementation plan goals. This will require the ongoing collaborative engagement and participation of County departments and justice partners, including Probation, Department of Mental Health (DMH), Department of Children and Family Services (DCFS), the District Attorney’s Office and Defense Counsel offices.

Next Steps

With the Board’s adoption of these proposed recommendations for the decarceration of GGE youth, DYD will support the initial implementation of the plan’s recommendations in the coming months, including overall coordination, and DYD will continue to convene GGE Implementation ad-hoc groups who will focus on developing and operationalizing each recommendation. Additionally, the plan’s recommendations are consistent with the youth justice motions adopted by the Board on March 21, 2023 that call for the expedited release of youth from custody.

DYD will launch the demonstration projects outlined in the plan, including the Early Release Pilot and Credible Messenger expansion at Central Juvenile Hall, and intends to partner with Probation and support their recent selection to participate in the Ending Girls Incarceration Action Network Grant through the state Office of Youth and Community Restoration and the Vera Institute of Justice. Lastly DYD is exploring additional sustainable funding sources to support elements of the plan, including Care First Community Investment (CFCI) funds.

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Should you have any questions concerning this matter, please contact me at (213) 584-4331 or dcarroll@dyd.lacounty.gov.

DC:el:lac

Attachments

c: Executive Office, Board of Supervisors
County Counsel
Probation Department
Department of Mental Health
Department of Children and Family Services
Public Defender's Office

		inform individualized response via multi-system collaboration.				responses to GGE youth.
	Continue and formalize Expansion of Placement Sub-group to further develop placement related reforms, gain institutional buy in, and identify relevant funding in line with data gathered from the workgroup's Placement Survey.	<p>The Workgroup will convene system partners such as Probation, DCFS, and DMH in the Placement Sub-group to develop placement related reforms and strategize with partners to gain buy in.</p> <p>Workgroup to administer an expanded version of the placements survey to a broader pool of respondents, including staff who work directly with GGE youth and housing.</p>	<p><i>March 2023- March 2024</i></p> <p><i>March 2023- March 2024</i></p>	DYD (lead), workgroup participants, including youth, CBOs, representatives from County agencies, including Department of Mental Health (DMH), Department of Children and Family Services (DCFS), Probation Oversight Commission (POC), Probation bureaus managing placement contracts and oversight	25% YDS	<p>Development of additional placement reforms and institutional buy in.</p> <p>Administration of placements survey and receipt/analysis of data.</p>
	Create the Placement Committee to improve upon and expand existing placement options through examination of contracting process.	<p>DYD and the Workgroup (Expansion of Placement Subgroup in particular) to facilitate the Placement Collaboration Committee (or Task Force) with knowledgeable stakeholders including DCFS, DMH, Probation, and community members. The Committee will commence by prioritizing the following tasks:</p> <ol style="list-style-type: none"> 1) Committee to convene and determine the best way to bring together stakeholders to address placement contract language. 2) Committee convenes stakeholders with an initial priority of exploring opportunities to amend contract language to: <ol style="list-style-type: none"> a. Incentivize hiring of credible messengers through additional financial support. b. Prioritize placements with 	<i>March 2023- March 2024</i>	DYD (lead), committee participants, including youth, CBOs, and representatives from other County agencies, including DMH, DCFS, Probation bureaus managing placement contracts and oversight	10% YDS 15% YDA	<p>Establishment of task force.</p> <p>Development of contracting recommendations to relevant County Departments.</p>

		<p>demonstrated conflict resolution processes that, when possible, call law enforcement as a last resort.</p> <p>3) Committee to review audits and evaluations of placement outcomes and make recommendations to the County around contracting.</p> <p>4) DMH, Probation and DCFS to develop a training protocol for STRTP/Probation staff and guide them in creating protocols and continuity of care guidelines.</p>				
	Further develop and launch Safe and Secure Healing Center (SSHC) Pilot for GGE youth.	The Youth Justice Advisory Group (YJAG) SSHC Workgroup will convene community members, stakeholders, and relevant County representatives to develop an implementation plan for two pilot SSHCs for GGE youth.	March 2023-July 2024	YJAG SSHC Workgroup (lead), DYD, workgroup participants, including youth, CBOs, and representatives from other County agencies, including Probation, DCFS, and DMH	10% YDS	Finalized SSHC pilot implementation plan.
Initial Implementation	Justice System Partnerships for Policy & Practice Change <i>(see Appendix 1 for more details)</i>					
	Continue to strengthen diversion partnership between the District Attorney and DYD to reduce formal charges being filed against GGE youth and deeper system involvement.	Continue and strengthen partnership between District Attorney (DA) and Department of Youth Development (DYD).	Ongoing	DYD (lead), District Attorney (DA)	25% YDS 10% YDA	Less GGE youth going into formal justice system unnecessarily for divertible offenses.
		Prioritize and expand diversion eligibility for GGE youth in DA/DYD partnerships, such as Restorative Enhanced Diversion for Youth (REDY) and transition of Abolish Chronic Truancy Program (ACT) to DYD.	Ongoing			
	Build capacity and knowledge amongst diversion service providers regarding specific needs of GGE youth population	Ongoing				Expansion of REDY referrals. Dedicated DYD learning opportunities/exchanges to serving GGE youth.

	<p>Reduce the use of incarceration as a response to violations of Probation and failure to appear warrants for GGE youth. (In development via Judicial Strategy subgroup).</p>	<p>DYD to convene Probation to develop and implement a protocol for “discretionary warrants”, which would aim to reduce unnecessary detention by allowing GGE youth to be released and avoid detention in cases when public safety is not a concern (<i>Being developed by Judicial Strategy Subgroup</i>).</p> <p>Expand partnership between Probation Department and DYD to complement discretionary warrant policy, allowing referrals for development services in lieu of detention for violations of Probation and failure to appear warrants.</p>	<p><i>October 2022 – February 2024</i></p> <p><i>Ongoing</i></p>	<p>DYD (lead), Probation Department Detention Services (specifically Intake) Bureau, Juvenile Bench/ Court</p>	<p>25% YDS</p>	<p>Successful partnership building and data sharing with Probation.</p> <p>Less GGE youth incarcerated for violations, status offenses, and warrants.</p>
	<p>Create the Judicial Strategy Subgroup to develop protocols and trainings to reduce the use of detention and advance linkages to services and resources for GGE youth in community settings.</p>	<p>Create Judicial Strategy Subgroup, consisting of participants with issue-area expertise.</p> <p>Develop relationship between DA and Judicial Strategy Group/DYD and gain buy in from juvenile bench.</p> <p>Judge Strategy group to develop and implement trainings for the Juvenile bench, such as bench cards, that demonstrate the unique factors of GGE youths’ system involvement and identify alternative practices to limit the use of detention.</p>	<p><i>October 2022 – February 2024</i></p> <p><i>In progress</i></p> <p><i>In progress</i></p>	<p>DYD & Vera Institute of Justice (lead), Juvenile Bench</p>	<p>25% YDS</p>	<p>Buy-in from judges.</p> <p>Reduction in detention for GGE youth post pre and post disposition.</p>
	<p>Launch GGE Early Release Pilot subgroup which will facilitate strategies that would result in the release of GGE youth and interventions at various</p>	<p>Continue partnerships between Defense Counsel, District Attorney and DYD.</p> <p>Work with relevant partners to identify key policies and practices, propose new protocols to support release of GGE youth (informed in</p>	<p><i>In progress</i></p> <p><i>In progress</i></p>	<p>DYD (lead), Defense Counsel, DA, Probation Department Detention Services, Residential and Field Services Bureaus</p>	<p>25% YDS</p>	<p>Successful release, prevention to detention, and service linkage for participating GGE youth.</p>

	<p>stages of the juvenile justice continuum.</p>	<p>part by the GGE Early Release Pilot), models for reentry planning, and necessary interventions to reduce detention, and coordinate services and supports for GGE youth upon release and at various points within the juvenile justice continuum.</p> <p>Public Defender, along with DYD and Probation, will identify opportunities for early release such as youth's first point of contact with Probation via the mandatory Miranda Call advisement protocol.</p>	<p><i>In progress</i></p>	<p>Public Defender (lead), DYD, Probation Department Detention Services (specifically intake)</p>		
	<p>Establish crisis support program for young people and their families through a 24/7 CBO response at Probation intake.</p>	<p>Conduct a landscape analysis to identify organizations that would have the capacity to provide crisis support.</p> <p>Organize a contract committee for the specific purpose of identifying community-based organizations to serve in the 24/7 crisis support capacity. The committee would be responsible for</p> <ul style="list-style-type: none"> • Develop contract assessment process and make recommendations for contracting decisions • Develop orientation process for new contractor(s) 	<p><i>April 2023-March 2024</i></p> <p><i>April 2023-March 2024</i></p>	<p>DYD, Probation Department (lead) Detention Services (specifically Intake) Bureau</p>	<p>50% YDS 30% YDA</p>	<p>Execution of contracts and launch of crisis response program.</p>
<p>Policy and Practice Shifts to Expand Placement Options (See Appendix 2 for details)</p>						
	<p>Establish County-wide institutional supports through DCFS, Probation, and DMH, that facilitate matching probation youth with a good home or appropriate placement,</p>	<p>Shift institutional policies at DCFS and DMH for mentor matching to an opt-out policy for GGE youth, increasing the likelihood that youth will gain support from mentorship.</p>	<p><i>March 2023-March 2024</i></p>	<p>DYD facilitates in partnership with DCFS, DMH, Probation Department Detention Services Bureau and Child Trafficking Unit</p>	<p>20% YDS</p>	<p>Shift in CSEC youth engagement with mentor matching program.</p>

	<p>including changing DCFS and DMH polices around mentor matching, and expanding DCFS Commercial Sexual Exploitation of Children (CSEC) Unit to include Probation-involved girls and gender expansive youth.</p>	<p>Expand and evolve the Department of Mental Health (DMH) Commercial Sexual Exploitation of Children (CSEC) Unit to include Probation-involved girls and gender expansive youth by:</p> <ol style="list-style-type: none"> 1) Conducting a capacity assessment for relevant offices/units within DMH to determine number of DMH staff items required to match the needs of CSEC youth. 2) Based on assessment results, allocate additional DMH staff items for clinicians, case managers, mental health service coordinators, training coordinators, and medical case workers to expand capacity. <p>Expand Credible Messenger Model within Child Welfare settings.</p>	<p><i>March 2023- March 2024</i></p> <p><i>Not yet started, will be on-going</i></p>			<p>Increased mentor matching for CSEC/GGE youth. Increased reach within DMH's CSEC Unit to support probation-involved GGE.</p> <p>Increased training, capacity and staffing to support elevated reach of DMH's CSEC Unit.</p> <p>Expansion of DYD's Credible Messenger Model beyond juvenile halls and camps.</p>
<p>Demonstration Projects (See Appendix 3 for details)</p>						
	<p>Launch GGE Release Pilot to facilitate the release of GGE youth currently in custody at pre and post-disposition who can be appropriately served in community settings.</p> <p>Demonstrate feasibility of immediate release to serve as demonstration project to eventually be scaled.</p>	<p>Build partnerships between Defense Counsel, District Attorney and DYD.</p> <p>Launch GGE release pilot, which will identify youth who can be released immediately.</p> <p>Work with relevant partners to coordinate quality reentry planning, services and supports upon release.</p> <p>Justice systems partners, led by Defense Counsel, to explore with</p>	<p><i>August 2022- May 2023</i></p> <p><i>Partnership building in progress, launch pilot by Spring 2023</i></p> <p><i>Spring 2023-ongoing</i></p>	<p>DYD (lead), Defense Counsel, DA, Probation Department</p> <p>Defense Counsel, Probation Department</p>	<p>25% YDS</p>	<p>Successful release and service linkage for participating GGE youth.</p>

		Probation steps to discontinue the use of the Los Angeles Detention Screener (LADS) and identify a new assessment tool.				
	Establish supports for currently incarcerated GGE youth through Credible Messenger program.	<p>Expand DYD Credible Messenger (CM) Program to Central Juvenile Hall.</p> <p>Landscape potential service providers to gauge interest in capacity in the program.</p> <p>Work with Probation to receive data on this population to better inform service delivery.</p> <p>Execute contracts and launch program.</p>	<p><i>Present – May 2023</i></p> <p><i>Present – May 2023</i></p> <p><i>Present – May 2023</i></p> <p><i>Present – May 2023</i></p>	DYD (lead), Probation Department Residential Treatment Services Bureau	25% YDS	Execution of contracts and Launch of CM program at Central Juvenile Hall.
Other Programmatic Efforts (See Appendix 4 and 5 for details)						
	Reduce school push-out, which increases the risk of justice system involvement, for GGE youth through referrals to DYD services for youth experiencing chronic truancy.	<p>DYD adopt and revise existing Abolish Chronic Truancy (ACT) program from DA.</p> <p>DYD begin receiving referrals for services for youth.</p>	<p><i>December 2022- June 2023</i></p> <p><i>Transfers officially after July 1</i></p>	DYD (lead), DA	15% YDA + existing work from YDS on ACT program (not factored into total)	<p>Increased linkages to services for GGE youth experiencing school-push out.</p> <p>End of the ACT program.</p>
	DYD implement youth diversion referral pathways from STRTPs.	Build off DYD collaboration efforts with Department of Children and Family Services (DCFS) and Office of Violence Prevention (OVP) and implement youth diversion partnerships with STRTPs, including capacity building and	<i>Ongoing</i>	DYD (lead), DCFS, Office of Child Protection (OCP)	10% YDA + existing work from two YDS (not factored into total)	<p>Increase in youth diversion pathways.</p> <p>Reduced LEA contact and</p>

		training, setting up youth diversion referrals in lieu of law enforcement contact and arrest.				arrest of youth at STRTPs. Increased capacity of STRTP staff to support alternatives to youth arrest and partnership with DYD youth diversion providers.
	<p>DCFS and DYD work together to increase availability and accessibility of alternative home placement options for GGE youth through newly licensed placements and pilot programs.</p> <p>Incentivize additional LA based placement options for GGE youth with a particular focus on expanding available placements for expecting and new parents and CSEC youth.</p>	<p>Contract with a new, 4-6 bed congregate setting (licensed as a homeless shelter) to serve LGBTQ youth.</p> <p>Pilot a new resource family program for 4-6 high needs girls and gender expansive youth that would compensate caregivers \$4500/month</p> <p>Fund accessible resource fund to support the needs of GGE youth in placement.</p> <p>Fund capacity building program for CBOs seeking STRTP licensure and assistance for families navigating resource family approval process.</p> <p><i>Note - Programs in this section will be further developed by placement committee group.</i></p>	<p><i>March. 2023- March 2024 (planning)</i></p> <p><i>Not yet started; planning to commence March 2023</i></p> <p><i>Not yet started; planning to commence March 2023</i></p> <p><i>Not yet started; planning to commence March 2023</i></p> <p><i>Not yet started; planning to commence March 2023</i></p>	DCFS (lead), DYD, Probation Department Residential Treatment and Field Services Bureaus; DCFS	15% YDS 15% YDA	Increase in available placement options, through new congregate care settings, STRTPs, resource family homes.

	<p>Increase resources for youth for housing needs through expansion of rent assistance programs.</p>	<p>Expand rent assistance program open to 10 GGE youth for two years to compensate family and friends who may provide housing (\$450/month) (refer to EOPS at LA Trade Tech).</p>	<p><i>March 2023-March 2024 (planning)</i></p> <p><i>Not yet started; planning to commence March 2023</i></p>	<p>DYD (Lead) and Gender Responsive Workgroup Expansion of Placements Subgroup; DCFS</p>		
	<p>Integrate a gender responsive lens into DYD’s youth diversion and development programming and leverage DYD programs as upstream interventions for GGE youth.</p> <p>Coordinate connection to services for GGE at key justice systems off-ramps and intervention points.</p>	<p>DYD hire two FTE Youth Development Specialist and one FTE Youth Development Ambassador who will manage and support the department’s efforts to center the needs of GGE youth in existing and upcoming programs and partnerships.</p> <p>Law enforcement training Learning sessions for providers Referrals across providers to gender responsive CBO</p>	<p><i>Ongoing</i></p> <p><i>Ongoing</i></p>	<p>Department of Youth Development</p>	<p>2 YDS @ 2 FTE YDS= \$212K</p> <p>Total: \$424K</p>	<p>Hiring of dedicated DYD staff.</p>

Appendix 1

Justice System Partnerships for Policy and Practice Change

The Gender Responsive Workgroup and Department of Youth Development (DYD) developed the implementation plan and its goals by facilitating multi-system collaborative efforts with stakeholders and young people. The recommended actions along with steps to achieve the decarceration of girls and gender expansive (GGE) youth includes demonstration projects, committee and administrative efforts, justice system partnerships for policy change and to expand placement options, and other programmatic efforts.

The workgroup has now moved into initial stages of implementation with subgroups that will lead further policy development and partnership building to achieve the plan's goals. The initial subgroups and their objectives include:

- GGE Early Release Pilot: collaboratively identify and craft recommendations for release for currently incarcerated GGE who can be more appropriately served in the community. This strategy would be analyzed for feasibility and scaling.
- Judicial Strategy: to develop protocols and trainings to reduce the use of detention and advance linkages to services and resources for GGE youth in community settings for the juvenile bench and identify ways to continue judicial engagement.
- Expansion of Placements: to further develop placement-related reforms, gain institutional buy-in, and identify relevant funding and partnerships in line with data gathered from the group's various analyses.

The GGE Early Release pilot subgroup began meeting in the fall of 2022 and is in the process of developing its initial protocol of multi-system case conferencing to identify youth at the pre and post-disposition stage. The group consists of DYD; lead facilitator; District Attorney's office, representatives from all three Defense offices, and the designated Probation contact per Chief Karen Fletcher. The continued participation of all justice partners, as well as additional personnel holding relevant roles from various Probation Bureaus (including Detention, specifically Intake unit, Detention, and Field Bureaus, among others) is imperative as the subgroup continues to address and facilitate strategies for interventions at various stages of the juvenile justice continuum that would result in the release of GGE youth, reduced detention, and effective linkages to placement and supportive services for all youth.

Members of the Gender Responsive Workgroup, DYD, Probation have convened with the Vera Institute of Justice, specifically members of the Ending Girls Incarceration team, to develop protocols for recommendation to the juvenile bench and trainings that would assist the bench in their decision making. The Judicial Strategy subgroup's goal is to engage the bench in a manner that would result in active engagement from the bench, leading to the reduction of the use of detention and advancing linkages to services and resources for GGE youth in community settings. The subgroup continues to prepare resources and along with DYD, will re-engage the juvenile bench on decarceration efforts in the Spring of 2023.

The Expansion of Placements subgroup will continue from where the previous Healthy Placements subgroup of the Workgroup left off, a subgroup that informed the plan's goals regarding the expansion of placements.

The subgroup will convene system partners, including DYD, workgroup participants, relevant offices and units within Department of Mental Health (DMH) and Department of Children and Family Services (DCFS), the Probation Oversight Commission (POC) and Probation Bureaus managing placement contracts and oversight as well as units or offices that include Probation staff who hold decision-making discretion on placements for youth. The subgroup will convene Spring 2023, with the goal of identifying ways in which all system partners and stakeholders can best collaborate to expand placement options and related reforms.

The three subgroups tasked with initial implementation, facilitated by DYD, will tackle additional goals included in the implementation where appropriate. Additional subgroups may come together to support the implementation of the plan's goals. With the adoption of the proposed plan and direction of the BOS towards County departments named, this will allow for all elements of the implementation plan to be realized, achieving decarceration of GGE with the potential to scale policies and practices to support all youth in Probation halls and camps.

Appendix 2

Policy and Practice Shifts to Expand Placement Options

There are multiple county agencies important for identifying healthy home environments for probation-involved girls and gender expansive (GGE) youth and matching young people with a home. Based on the input from members of the Gender Responsive Workgroup, successful and sustainable placement of GGE youth is more likely when the following are true:

- 1) Incarcerated GGE youth have a mentor/support person that has contacted them while incarcerated and when in the community.
- 2) GGE youth accesses the supports offered to them.
- 3) Probation-involved Commercial Sexual Exploitation of Children (CSEC) GGE youth have access to available CSEC supports.
- 4) Stakeholder agencies are on the “same page” regarding needs of CSEC probation-involved GGE youth.

These are a bare minimum and is proposed as a foundation to continue strengthening county system operations to be better for our young people. To accomplish these minimum requirements the following concrete things should happen in the next 18-24 months:

- Instruct Probation to execute a contract with Young Women’s Freedom Center to provide programming inside juvenile halls and camps by June 2023. Young Women’s Freedom Center is a CBO that has the capacity and whose mission is to provide community-level support and services for justice system impacted girls and gender expansive youth.
- Instruct Department of Mental Health (DMH) to change their policy around mentorship services from an opt-in to an opt-out. Currently, girls choose whether they want a mentor with little information or understanding about who that mentor is or what they can provide. Many GGE youth may not even know it’s a resource that’s available to them. These factors make it such that the mentorship resource is underutilized. Rather than ask the young person to choose up front, a change to the current protocol would begin with setting up a meeting between the mentor and youth so the young person can interview and get to know their possible mentor. This shift will be framed as a valuable resource that the young person can decide to opt-out of after their first meeting with their potential mentor.
- Instruct the Chief Executive Office (CEO) to allocate more items to DMH for clinicians, case managers, DMH service coordinators, training coordinators, medical case workers for the purpose of expanding the DMH CSEC unit to include probation-involved girls and gender expansive youth. Instruct DMH to develop a training protocol for STRTP and Probation staff and guide STRTPs and Probation in creating protocols and continuity of care guidelines for CSEC GGE youth.

Appendix 3

Demonstration Projects—Girls and Gender Expansive Early Release Pilot and Expansion of the Credible Messenger Model

Girls and Gender Expansive (GGE) Early Release Pilot

Although the population of youth incarcerated in Los Angeles County has decreased, a focus of the implementation plan to maintain reductions of youth in detention and bring an end to incarceration of GGE youth requires collaborative efforts between justice system partners and stakeholders. After the review of initial data received from Probation in August 2022, the Gender Responsive Workgroup placed attention on the Los Angeles Detention Screener (LADS) scores and race of incarcerated girls. The LADS is an assessment tool intended to screen youth for recommendation for immediate detention. A detention or release decision is informed, in part, by the LADS score; a LADS of 0-3 is considered a low-risk score. Per Probation's data, out of the 44 girls incarcerated, 8 were reported to have a LADS score of 3 or less. Hispanic and Black youth had an average score of 5.5 and 5.1 respectively, lower than girls identified as White or Other (race) at juvenile halls and camps.

Driven by the analysis of the initial data shared by Probation, the Gender Responsive Workgroup engaged representatives of Defense Counsel offices as well as the District Attorney's Office (DA) beginning in August 2022 to coordinate a protocol towards the identification of youth on their caseload who they agree would benefit from immediate release. Currently, there is no consistent, collaborative and proactive review of detention populations for potential release as soon as ready, other than the pilot Transitional Multi-Disciplinary Team (TMDT) led by the Public Defender's Office (as instructed by directive 2 of this motion). This pilot represents a step towards structured decision making¹ the release of GGE youth in custody at the pre-disposition and post-disposition stage who can be appropriately served in a community setting. The pilot may include youth with the lowest LADS score, per Probation's data, as a starting point, as well as other youth both Defense and DA offices and Probation agree upon.

Moving forward, the Department of Youth Development (DYD) and members of the Gender Responsive Workgroup will continue to coordinate with justice system partners, anticipating the pilot to launch Spring 2023. Next steps in the development of the pilot include:

- Review of cases (pre-disposition and post-disposition) by Probation, Defense Counsel and the DA's office;
- Probation, Defense Counsel and DA will consult and identify cases to move forward a release recommendation;
- Partners will track release outcomes of identified cases, including any linkages to services and supports in the community to support release.
- A framework for reentry plans will be further developed, resulting in an individualized reentry plan for each young person, with the purpose of identifying any linkages to services and supports make to the youth.

¹ https://rdaconsulting.com/wp-content/uploads/2018/02/LAPGS_Final_Report.pdf

Through the partnership building of justice partners and DYD around the pilot, relevant services and supports will also be identified to best support selected youth. Steps to scale the pilot will follow with successful release and service linkage for participating GGE youth.

Additionally, DYD and justice partners will explore approaches for release of GGE youth at key decision points including at arrest, continue to strategize around the implementation of AB 2644, and connect with Probation regarding screeners used that inform recommendations for detention in effort to align all justice partners in their decision making around release recommendations.

To accomplish the development and launch of the GGE Release Pilot, regular data sharing from Probation will be essential as well as their continued engagement and support at various phases.

Expansion of the Credible Messenger Model

Probation in collaboration with DYD developed and recently launched the Credible Messenger Pilot Program as a part of a reentry continuum of care model that will support Secure Youth Treatment Facility (SYTF) youth at Campus Kilpatrick and Barry J. Nidorf Juvenile Hall as youth transition back to the community. As a step towards the elimination of the use of OC spray in Probation facilities, DYD will expand the Credible Messenger Pilot Program at Central Juvenile Hall to serve youth with developmental disabilities and GGE youth. This will include a landscape analysis of service providers to identify interest and capacity for the delivery of program objectives for the two populations. DYD will refer to learning from the launch of the Credible Messenger Pilot Program to support the expansion at Central Juvenile Hall. The regular sharing of essential and relevant youth data at halls and camps by Probation to DYD will be instrumental in better informing service delivery and program expansion, which is set to take place by the end of June 2023.

Appendix 4

Other Programmatic Efforts – Addressing School Push Out

In January of 2023, it was determined that the Department of Youth Development (DYD) would take over the Abolish Chronic Truancy (ACT) program from the District Attorney’s Office. As DYD absorbs ACT, the youth development team is working to develop new programmatic policies. To ensure the new policies are gender responsive and supportive of the needs of girls and gender expansive youth, the workgroup has provided some themes and best practices that must be uplifted in the planning process. Additionally, once DYD hires a full-time staff to support the Decarceration of Girls and Gender Expansive (GGE) youth effort, as outlined in the implementation plan, they will participate in the development of new polices for the ACT program.

It is established and widely accepted that education is one of the greatest rehabilitative and protective factors against justice system involvement for girls.¹ Because of this, it is important that DYD work with its forthcoming school partners to make quality learning environments that foster safety and prevent truancy for GGE youth accessible. Failure to understand and create space for wide-ranging gender identities and the absence of culturally competent and gender-responsive methods of teaching create criminalizing pathways for GGE youth, increasing the risk of truancy and system involvement.²

Prior to reaching the point of chronic truancy, it is recommended that DYD work with school partners to prioritize 6 themes crucial for cultivating quality learning environments for girls³:

- 1) The protection of girls from violence and victimization in school.
- 2) Proactive discussions in schools about healthy intimate relationships.
- 3) Strong student-teacher relationships.
- 4) School-based wrap-around services.
- 5) An increased focus on student learning coupled with a reduced emphasis on discipline and surveillance.
- 6) Consistent school credit recovery processes between alternative schools and traditional district or community schools.

¹ Payne, Gottfreson, Kruttschnitt (2009). Girls, schooling, and delinquency. In *The Delinquent Girl*.

² Morris (2015). Push Out: The Criminalization of Black Girls in Schools.

³ Morris (2015). Push Out: The Criminalization of Black Girls in Schools.

Appendix 5

Other Programmatic Efforts—Youth Diversion Referral Pathways from STRTPs

The Department of Youth Development (DYD) began engaging with the Office of Child Protection and the Department of Children and Family Services (DCFS) in the fall of 2021 to discuss partnership development efforts between all agencies in efforts to support recommendations within the June 2021 [report](#) from the Short Term Residential Treatment Program (STRTP) Task Force. While the report called for DYD's support in implementing steps and activities for the reduction of unnecessary law enforcement agency (LEA) engagement with youth at STRTPs, DYD is expanding referral pathways to youth diversion and youth development services, including partnering with STRTPs to connect youth who could benefit from services.

As DYD moves to implement youth diversion pathways from STRTPs, which will include capacity building and training, and setting up youth diversion referral protocols with STRTPs in lieu of law enforcement contact and arrest, next steps include (in collaboration with OCP and DCFS):

- DYD will develop a comprehensive map to include STRTPs, DYD youth diversion providers, and LEAs.
- With support from partners, DYD will engage STRTP providers with a survey to better understand the nature of youth incidents, LEA involvement protocols, current practices, and existing gaps/needs.
 - DYD will utilize the findings from the survey to inform service provision from DYD youth diversion providers, as well as their capacity to provide services to youth at STRTPs.
- Partners will explore trainings for LEAs on how to appropriately engage with STRTPs and youth and trainings for STRTPs on DYD's youth diversion programs and services.
- DYD will facilitate partnerships between STRTPs and DYD youth diversion providers to expand and launch referral pathways to youth diversion services.

Additionally, DYD has begun exploring with DCFS the expansion of DYD's Credible Messenger Model within child welfare settings. To launch this effort, it will be essential to fully fund the expansion of the Credible Messenger Model at approximately \$1 million.