



COUNTY OF LOS ANGELES
DEPARTMENT OF YOUTH DEVELOPMENT

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Date: August 28, 2023

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CARE FIRST, JAILS LAST: HOLDING THE PROBATION DEPARTMENT ACCOUNTABLE &
ADVANCING YOUTH JUSTICE REIMAGINED (ITEM NO. 6, AGENDA OF MARCH 21, 2023)

On March 21, 2023, the Board of Supervisors (Board) adopted a series of motions focused on
improving outcomes for young people impacted by the justice system and addressing the harms
experienced by young people in the County’s Juvenile Halls and Probation Camps in particular.
Directive 2 of the motion titled “Care First, Jails Last: Holding the Probation Department
Accountable and Advancing Youth Justice Reimagined” directed the Department of Youth
Development (DYD) to take the lead role in establishing programs and services for justice system-
impacted youth in Juvenile Halls and Camps, within the confines of existing legal restrictions.

Additionally, this directive tasked DYD, in partnership with the Chief Probation Officer and in
consultation with the Chief Executive Office, County Counsel, and other relevant County
Departments to report-back with:

- a. An analysis of opportunities for DYD to leverage existing contracts, programs, or
relationships with community-based organizations to fulfill this directive;
b. Recommendations on how the contracting process can be improved to allow for smaller
community-based organizations to contract with the Probation Department; and
c. Recommendations to improve the current process to allow clearance for community-
based organizations to provide programming in the halls and camps.

This memo provides the Board with the requested analysis and recommendations for this directive
and outlines next steps needed to implement an evidence-informed programming model that
would meaningfully improve access and outcomes for youth.

Summary of Proposed Approach to Coordinated, Evidence-Informed Programming

To inform the proposed approach to developing an evidence-informed model for programs and
services in Juvenile Halls and Probation Camps, DYD met with Probation leadership and
programming staff; reviewed available youth survey data, programming schedules, and current
contractor lists; and convened a series of listening sessions with over 200 County partners,

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community-based organizations, and formerly incarcerated youth. Findings from collaborative planning meetings, analysis of existing documentation, and stakeholder feedback have reinforced the need to implement (with fidelity) a bold new model for Multi-Level Youth Development Care Coordination in Juvenile Halls and Probation Camps that, in building on current efforts, uplifts best and promising practices in service coordination, contracting, and clearances to improve access to a trauma-responsive and culturally relevant continuum of care that supports youth through release and reentry. As directed in the motion, all recommendations for this new model would be implemented in compliance with existing law, including confidentiality for youth information per Welfare and Institutions Code Section 827.

As the first phase of responding to the urgent needs outlined in this motion, DYD has begun to invest additional resources in existing contracts and work with other County Departments to facilitate partnerships in order to increase availability of supportive activities and services in Juvenile Hall and Probation Camps. In addition to these efforts, DYD's analysis also highlighted the need for an intermediate and longer-term strategy to build an evidence-informed Youth Development Care Coordination model to support youth in Juvenile Halls; Probation Camps; Secure Youth Treatment Facilities (SYTF); and release, step down, and reentry settings.

Both short and longer-term approaches have been designed to learn from and build on existing efforts to improve coordination of programs and services for system-involved youth (including the Probation Department's web-based application and multi-disciplinary release planning efforts). This approach is intended to support, increase and better support the diversity of County and community partners providing services for youth. It is not intended to ignore or replace current efforts of County and community providers or court-ordered activities or compliance processes managed by the Probation Department and is intended to operate in coordination with the Probation Department's Behavior Management Program Coordinators. By adding an additional layer of coordination specific to promising practices in Youth Development and facilitated by youth development practitioners, this approach will add valuable capacity and facilitation support to existing partnerships, improve availability of tools and templates for contracting and clearances, and offer additional problem-solving capacity needed to overcome current structural barriers to a robust continuum of trauma-responsive and culturally relevant care for system-involved youth.

Analysis of Opportunities to Fulfill Directive 2

Phase 1: Responding to Urgent Need for Increased Supportive Activities and Services

Analysis of current programs, services and gaps in Juvenile Halls, Probation Camps, and SYTF highlights the need for particularly urgent support in the following areas, which DYD has been helping implement and facilitate.

Areas of Urgent Need for Activities / Services	Summary of Short-Term Response
A. Increased availability / access to activities and services in Juvenile Halls and improved integration of release plans and reentry services.	<ul style="list-style-type: none">• DYD is in the process of launching an expanded Credible Messenger pilot program with Young Women's Freedom Center at Los Padrinos Juvenile Hall with expanded Credible Messengers supporting girls and gender expansive youth while detained and in preparation for and after release, including providing intensive case management and reentry

	<p>supports for youth and their families in the community as legally permissible.</p> <ul style="list-style-type: none"> • DYD and the offices of the Public Defender and Alternate Public Defender collaborated with Impact Justice on an effort to connect LeadOn participants with youth in SYTF and youth who have been placed in-community step down with reentry navigation, including advocacy before court hearings, coaching sessions, and educational/vocational supports. • Lessons learned from this promising model will inform expansion to other settings and populations, including the launch of Credible Messenger programming for youth with developmental disabilities.
<p>B. Increased availability / access to movement, recreational, and mindfulness activities (with a focus on culturally relevant activities for youth in SYTF).</p>	<ul style="list-style-type: none"> • Expanded Credible Messenger program in partnership with Anti-Recidivism Coalition will bring dance programming to Barry J Nidorf for youth in SYTF settings. ✓ • Partnership with the Department of Arts and Culture, Probation, and the Inner City Youth Orchestra of Los Angeles will bring a Drum Corps program to Barry J Nidorf. • DYD will work with the Department of Parks and Recreation, Department of Arts and Culture, and current Credible Messenger providers to leverage and implement other movement, recreational, and mindfulness activities as well as to help provide supplies and materials needed for recreation and other programming.
<p>C. Increased availability / access to educational and vocational services, including access to in-person postsecondary education.</p>	<ul style="list-style-type: none"> • DYD is recommending implementing the Rising Scholars program to provide improved connections and opportunities to post-secondary education, including through live instruction and college counselors. • DYD will work closely with the Department of Economic Opportunity and others to leverage vocational resources.
<p>D. Improved availability and access to substance abuse prevention and treatment services.</p>	<ul style="list-style-type: none"> • Partnership with the Department of Public Health, Department of Mental Health, Probation Department, and others will bring improved support for substance abuse prevention and treatment, including embedding Credible Messengers with experience / training in substance abuse to work closely with young people at risk of overdosing as legally permissible.

See Attachment A for an overview of existing programming, including additional details about the short-term responses listed above.

Phase 2 and 3: Addressing Barriers, Expanding Resources, and Establishing Structures for Full Implementation of an Evidence-Informed Youth Development Care Coordination Model

See Attachment B for a summary of key themes from stakeholder engagement listening sessions and collaborative planning that have informed both short- and longer-term approaches.

Filling existing programming gaps is essential to meeting the current needs of detained and incarcerated youth and preventing harm. To improve effectiveness and sustainability in the longer-term, however, a more comprehensive coordination structure is needed.

Informed by guiding themes in analysis of promising practices and stakeholder feedback, the proposed approach would reflect the following levels of coordination once fully implemented.

Level:	Guiding Theme:	Summary of Proposed Coordination:
1. Macro / Structural	Structural and logistical barriers that prevent or reduce access to youth development resources must be addressed so that a robust ecosystem of supportive activities and services can meaningfully improve outcomes for system-impacted youth.	Macro or structural coordination should prioritize addressing structural barriers (e.g., contracting, clearances, or other policies) that limit access to a robust continuum of supportive services by convening high-level coordination roundtables and distributing improved tools and protocols.
2. Program / Partnership	All individuals who interact with youth in Juvenile Halls and Probation Camps can be supported in increasing the diversity of programs and services available as well as improving knowledge and understanding of promising practices in youth development.	Program and partner coordination would focus at the facility level on engaging and expanding the diverse network of County partners and community-based providers in real-time troubleshooting, improved collaboration, and shared learning (e.g., providing cross-training opportunities and scheduling support).
3. Individual	All youth deserve access to a trauma-responsive and culturally relevant menu of youth development services based on their individual strengths, needs, and circumstance (e.g., length of stay or court orders).	Individual care coordination in Juvenile Halls and Probation Camps would include flexible assessment and care plan support that would supplement court-ordered programming (note that this level should be flexible enough to adjust for differences between facilities).
4. Reentry	Youth Development Care Coordination in Juvenile Halls and Probation Camps must include a sustainable continuum of care that supports youth through successful release, step-down, and reentry.	Release, step-down, and reentry coordination should include intentional and timely activation of an expanded network of community-based Reentry Care Coordinators in partnership with all relevant County Departments and exploring funding through CalAIM.

This structure is intended to fill gaps, provide collaborative support, and address the fullest possible range of barriers needed to ensure supportive services that improve youth wellbeing are not limited to rewards for good behavior or the first thing to be sacrificed when there are staffing challenges, but are seen as basic needs to which all youth deserve and must receive access.

In particular, partners and stakeholders engaged in collaborative planning and listening sessions consistently identified the importance of addressing structural barriers to effective coordination, including addressing the following challenges:

- Contracting requirements that are burdensome for smaller community-based organizations including large and lengthy documents as well as insurance and documentation;
- Unclear and inconsistent requirements for clearances and entry, with inconsistent hurdles for individuals with lived experiences;
- Need for safe, appropriate spaces for programming (i.e., private spaces prioritized for clinical services; areas for programming outside the living units);
- Need to develop a solution that ensures equitable access across all units and facility types and prevents Probation staffing shortages from limiting access to programming (e.g., exploring options to expand access to multiple units, considering enabling partnering Care Coordinators to co-facilitate groups and coordinate with community-based providers while still ensuring safety).

For many of these structural barriers, additional Coordinator roles as described above will not be sufficient until the Probation Department is able to resolve issues related to staffing shortages, space, and other resources. DYD and the Probation Department will provide quarterly updates on progress towards each Department's responsibilities relevant to this proposal to both the Probation Oversight Commission and Youth Advisory Commission.

See Attachment B for an overview of the proposed model and phased timeline.

Recommendations for Improved Contracting Process

Community and County experts raised contracting barriers as a high priority area for improvement to support more diverse, effective programming for youth in Juvenile Halls and Probation Camps. Both highlighted the ways traditional county contracting excludes grassroots organizations and creates program delays or service disruptions and described the need for a centralized contracting mechanism that could be used across Departments to apply promising practices in equitable contracting to all contracts for activities and services. For more examples, please see findings from the Equity in County Contracting process here: <https://cnmsocal.org/equity-in-la-county-contracting/>.

Informed by analysis of opportunities for improvement in contracting processes to better coordinate programming in Juvenile Halls, Probation Camps, SYTF, and Reentry settings, DYD recommends the following:

1. Convening a contracting learning collaborative with the goal of developing guiding commitments that would apply to any Department funding programming in facilities, and
2. Developing a centralized contracting mechanism (e.g., Master Services Agreement) that can be accessed by relevant Departments and guided by the following commitments:
 - a. Reflect promising practices uplifted by the Equity in County Contracting initiative to improve transparency and reduce burdens on smaller, grassroots organizations (stakeholders highlighted simplified deliverable structures and up-front payments as well as creative solutions to insurance barriers as major priorities).
 - b. Reduce the length of time between solicitation and execution of contracts and support multi-year agreements (stakeholders shared that 6-9 month contracting processes for one-year contracts disrupt services and fail to adequately support youth).
 - c. Ensure that administrative capacity prioritizes timely, flexible payment so that funding is flexible enough to cover the true cost of programming with clear expectations around invoicing, and sufficient administrative capacity to prevent administrative delays.

- d. Explore creative contracting solutions that incentivize innovation and continuity of care (stakeholders identified examples of innovation grants and contracts that begin in facilities and allow for continued services through reentry).
 - e. Overall, increase funding and opportunities for community-based reentry services, including ensuring that programming contracts include reentry planning in their scope and budget and providing more opportunities for community-based reentry in general.
3. Establishing a web-based shared folder that can be accessed by all relevant Departments with organized and updated protocols and templates for both contracting and clearances.

Recommendations for Improved Clearance Process

Community and County experts also raised significant challenges in current clearance processes for provider staff, including lack of transparency and clarity in what excludes staff from being able to enter facilities. Feedback indicated that the clearance process and timeline too often vary depending on organization and contact person. DYD recommends establishing and communicating a clear, transparent, and consistent clearance process across all contracts and partnerships entering facilities. This process should be focused on improving the climate and safety of the facilities by being responsive to best and promising practices in connecting youth with trusted mentors and providers with lived experience, with reasonable public safety exceptions as necessary (e.g., excluding child abuse and certain sex-related offenses).

Next Steps

1. Continue efforts to increase services and programs and fill urgent gaps, as outlined in Attachment B, Phase 1. This will include establishing an effective data-sharing agreement between DYD and the Probation Department to support efficient program coordination and evaluation planning.
2. Report back in 120 days with:
 - a. A brief update on progress in increasing programming opportunities for youth
 - b. A detailed framework for implementing the proposed Care Coordination model, including updates on an initial demonstration project; job descriptions for Central, Program, & Individual Care Coordinator roles; and analysis of program and staffing cost, including an assessment of existing staff and resources needed to support the Care Coordination model.
 - c. Concrete tools for improved contracting and clearances.

DYD will continue to work collaboratively to refine and provide updates on these on an ongoing basis and as requested. Should you have any questions, please contact me at (213) 584-4331 or dcarroll@dyd.lacounty.gov.

DC:ts:zr

Attachments

c: Executive Office, Board of Supervisors

ATTACHMENT A

A.1 Overview of Existing Programming and Notes on Responses to Urgent Needs: A Snapshot from Spring 2023 for Planning Purposes

Program Category *	Juvenile Hall <i>(note that this snapshot includes Central Juvenile Hall & Barry J Nidorf before facilities closed; programming may look different at Los Padrinos now and in the coming months)</i>	Probation Camp <i>(note that this includes estimates from Camps Afflerbaugh, Kirby, Paige, Rockey, & Scott)</i>	Secure Youth Treatment Facility <i>(note that the June 2023 SYTF Funding Plan approved a range of additional programming across all categories which may shift the distribution across categories)</i>
Arts	Approximately 33% of programs available in Juvenile Hall, this category includes a range of healing-centered visual and performing arts activities, including music and dance, through partnership with the Department of Arts and Culture.	Approximately 25% of programs available in Probation Camps, this category includes a range of healing-centered visual and performing arts activities, including music and dance, through partnership with the Department of Arts and Culture.	Approximately 30% of SYTF programs available, this category includes a range of healing-centered visual and performing arts activities, including music and dance, through partnership with the Department of Arts and Culture.
Educational / Vocational <i>(note that many of the arts programs listed above have an intentional nexus to creative career pathways)</i>	Approximately 5% of programs available in Juvenile Halls, this category includes community college courses.	Approximately 10% of programs available in Probation Camps, this category includes academic bowls, tutoring, connections to higher education courses, career training.	Approximately 10% of SYTF programs available, this category includes academic bowls and career training.
Behavioral / Mental Health	Approximately 30% of programs available in Juvenile Hall, this category includes clinical behavioral health / mental health services in partnership with the Department of Mental Health and Department of Public Health Substance Abuse Prevention and Control.	Approximately 30% of programs available in Probation Camps, this category includes clinical behavioral health / mental health services in partnership with the Department of Mental Health and Department of Public Health Substance Abuse Prevention and Control.	Approximately 30% of SYTF programs available, this category includes clinical behavioral health / mental health services in partnership with the Department of Mental Health and Department of Public Health Substance Abuse Prevention and Control.
Religious	Approximately 15% of programs available in Juvenile Hall, this category includes church services and bible study.	Approximately 10% of programs available in Probation Camps, this category includes church services and bible study.	Approximately 8% of SYTF programs available, this category includes church services.
Other Youth Development	Approximately 10% of programs available in Juvenile Hall, this category includes mentorship, gang intervention, and youth council opportunities.	Approximately 10% of programs available in Probation Camps, this category includes mentorship, life skills, gang intervention, and youth council opportunities.	Approximately 8% of SYTF programs available, this category includes youth council opportunities.
Restorative / Mindfulness	Approximately 5% of programs available in Juvenile Hall, this category includes transformative mentorship, restorative justice, and meditation.	Approximately 5% of programs available in Probation Camps, this category includes transformative mentorship, restorative justice, and mindfulness activities.	Approximately 8% of SYTF programs available, this category includes transformative mentorship, restorative justice, and meditation.
Family	Approximately 5% of programs available in Juvenile Hall, this category includes family and court-approved visitation.	Approximately 5% of programs available in Probation Camps, this category includes family and court-approved visitation and parenting classes.	Approximately 5% of SYTF programs available, this category includes family and court-approved visitation.
Physical Activity / Sports	Not present in currently available information from Spring 2023.	Approximately 5% of programs available in Probation Camps, this category includes sports and fitness activities.	Not present in currently available information from Spring 2023.

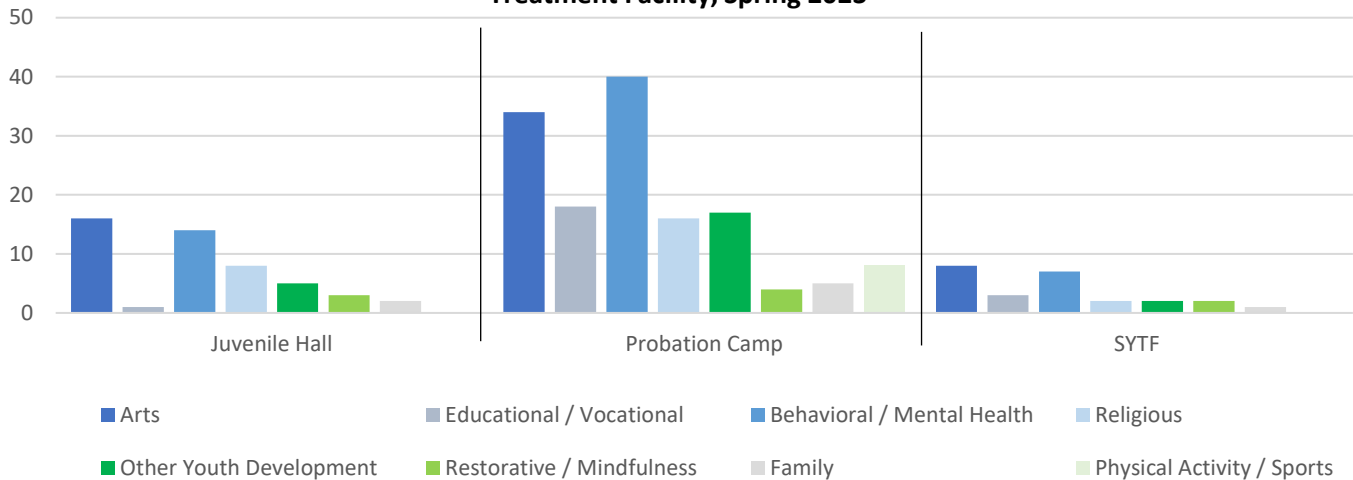
* The information in this chart is synthesized from Probation's web-based application that organizes information about programming across facilities with categories informed by the SYTF Funding Plan and the collaborative analysis outlined in this report. Some programs may fit in multiple categories but those nuances may not be captured in the current summary. This information is intended to provide a snapshot for planning purposes & is not intended to be exhaustive.

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ATTACHMENT A

A.2 Description of Additional Efforts to Address Urgent Needs

Program Categories by Setting in Juvenile Halls, Probation Camps, and Secure Youth Treatment Facility, Spring 2023



As with Attachment A.1, the above snapshot is intended to be a helpful visual reference for planning purposes and to help inform areas of focus for addressing urgent needs. It is not intended to be exhaustive and should be viewed with an understanding that the information summarized here is not static.

Continuum of Care for Girls and Gender Expansive Youth

DYD is currently in the process of expanding the Credible Messenger program to serve girls and gender expansive (GGE) youth housed at Probation facilities. Starting with Los Padrinos Juvenile Hall and in partnership with Young Women’s Freedom Center (YWFC), this program will work in partnership with Probation, educational, and behavioral health staff to coordinate and provide a holistic, healing-centered continuum of care for GGE youth, including supports for personal transformation, leadership development, and economic opportunities and resources to promote wellness, stability and reintegration. As legally permissible, YWFC’s Credible Messengers will support youth while they are in Los Padrinos as well as provide case management and reentry supports to them and their families once released. This support will be critical, both because the program will allow partners to assess opportunities for improvement and expansion to other populations and because pre-adjudication GGE youth in LA County have historically received minimal programming and reentry planning as they are often in juvenile hall for short amounts of time on average.

Drum Corps

In partnership with the Department of Arts and Culture, Probation, and DYD, the Inner City Youth Orchestra of Los Angeles (ICYOLA) will implement the Drum Corps Program, a music program that will soon be available for youth within SYTF units at BJNJH. Youth will have an opportunity to learn how to play instruments, read music, and connect with musical programming. This partnership, with support from DYD, is responsive to requests from young people who shared a desire for more dynamic, movement-based music programming at Probation facilities. The program is projected to launch Fall 2023 will serve approximately 30 youth initially.

Rising Scholars and expansion of post-secondary education opportunities

The Rising Scholars Network serves incarcerated and formerly incarcerated students with the goal of reducing equity gaps among traditionally underrepresented students and future students of California’s community colleges. LA County may receive over \$2 million a year in grant funding to embed community college partnerships in its juvenile justice facilities. DYD can support the project’s initial coordination and planning for implementation. This includes identifying key partners within Probation and LACOE necessary for program implementation and participating in partnership development efforts to provide increased educational

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opportunities for youth. DYD will also support the coordination efforts with local Community Colleges who will lead educational college coursework, counseling, and transitional educational/vocational planning for youth at all probation facilities. Peer navigators will be onboarded and work closely with academic counselors to increase awareness of educational/vocational options and will support youth while at facilities and during reentry to meet their educational /vocational needs and goals. Programming is expected to roll out in 2024.

Impact Justice LeadOn Reentry Navigation

DYD is currently in the fourth year of the implementation of the LeadOn Program, in partnership with Impact Justice. LeadOn participants are formerly incarcerated/system-impacted young adults who operate as reentry navigators to other youth/young adults currently in or recently released from the Department of Juvenile Justice (DJJ) and other local youth detention facilities. LeadOn participants provide one-on-one coaching sessions to youth at DJJ, other probation facilities, and youth in community with the goal of continuing their support once youth are discharged back to their home communities. Given their lived experiences, LeadOn participants are also able to offer valuable insight as credible messengers. Most recently, Impact Justice, DYD and the offices of the Public Defender and Alternate Public Defender collaborated on an effort to connect LeadOn participants with clients who are currently in the SYTF unit at Barry J Nidorf Juvenile Hall as well as youth who have been placed at in-community step downs. LeadOn participants have connected with young people before discharge, remained in contact with the referring attorney to remain informed of case statuses and any upcoming court hearings, and when possible were also able to attend court hearing while supporting young people as they prepared for their return to LA County. DYD will continue to support the coordination of these and other efforts while leveraging the support LeadOn participants can bring to young people in SYTF and step downs.

Substance Abuse Prevention and Treatment

In response to the crisis of illicit substances entering Barry J Nidorf juvenile hall and widespread drug use and overdoses among youth, DYD has been helping coordinate a partnership with the Department of Public Health's Substance Abuse Prevention and Control division, Department of Mental Health, Probation Department, Probation Oversight Commission, and Office of the Inspector General. In addition to efforts to prevent drugs from entering the facility, there will be targeted and expanded substance abuse prevention and treatment in partnership with a community-based provider. A newly created Substance Abuse unit will provide around-the-clock clinical staff as well as Credible Messengers with experience and/or training in substance abuse to work closely with young people at risk of overdosing.

Increased movement, recreational, and mindfulness activities

To address programming gaps and respond to some of the named drivers of youth drug use in the facilities, including boredom and lack of activities that support healthy nervous system regulation, DYD is facilitating the expansion of movement-based, recreational and mindfulness programming inside the facilities. Efforts are already underway to enhance the Credible Messenger program in partnership with Anti-Recidivism Coalition through the incorporation of a new dance program at Barry J Nidorf for youth in SYTF settings. Additionally, DYD is working with the Department of Parks and Recreation, Department of Arts and Culture, and current Credible Messenger providers to leverage and implement other movement, recreational and mindfulness activities. Efforts will focus initially at Barry J Nidorf given the current substance abuse crisis, but will expand to other facilities and populations to ensure all youth have access to movement-based opportunities that are critical to healthy youth development.

ATTACHMENT B

Summary of Key Themes from Stakeholder Engagement and Collaborative Planning

B.1 Themes from Community and County Listening Sessions and Collaborative Planning Meetings

Theme / Requests for DYD's Role	Additional Details / Related Suggestions
<p>1. Address contracting barriers by establishing a coordinated, efficient, equitable contracting structure that supports programming across agencies.</p> <p>Community and County experts raised contracting barriers as a high priority area for improvement to support more diverse, effective programming for youth in juvenile halls and camps. Both raised issues of county contracting excluding grassroots organizations and creates long delays or service disruptions. Both also identified a clear need to develop innovative contract and funding opportunities to increase seamless access to community-based reentry.</p>	<ul style="list-style-type: none"> • Ensure contracts for programming in facilities and reentry reflect promising practices for equity in county contracting <ul style="list-style-type: none"> • Reduce application and deliverable burdens on smaller, grassroots organizations • Multi-year contracts • Up-front payments • Innovation grants • Reduce length of each contracting phase <ul style="list-style-type: none"> • 6-9 month processes disrupt services and are therefore harmful to young people • Ensure contracts are designed so that they start in facilities and continue in community for reentry
<p>2. Address clearance and access barriers by establishing a consistent and transparent clearance process across programs.</p> <p>Community and County experts also raised significant challenges in current clearance processes for provider staff, including lack of transparency and clarity in what excludes staff from being able to enter facilities, as well as the lack of dedicated space and coordinated scheduling as barriers that are impacting access to programming in facilities.</p>	<ul style="list-style-type: none"> • Clear, transparent, consistent clearance process <ul style="list-style-type: none"> • Youth who were detained and have now been hired as teachers / leaders are being denied clearance even when no longer on Probation • History of drug charges are now being denied • Space / safety to increase access, not decrease <ul style="list-style-type: none"> • Clinical services need privacy • Other types may need different kinds of space • Solution that prevents staffing shortages from stopping programming. • Scheduling and prioritization <ul style="list-style-type: none"> • School from 8AM-3PM • 3PM-5PM is popular time slot • Weekends and evenings are needed
<p>3. Develop a process for individualized care plan development based on a youth development assessment of strengths / needs and a diverse menu of activities / services.</p> <p>Music and art programming is available and can continue to be strengthened in partnership with Arts & Culture and informed by more intentional youth feedback. Sports and mindfulness activities seem to be much less available and can be a focus of DYD's efforts in partnership with Parks & Recreation. Workforce development in partnership with DEO and DPSS.</p>	<ul style="list-style-type: none"> • Increased diversity in activities/services offered in facilities with a focus on increasing connection and preparing for community reentry • Improved prioritization of activities/services that are regulating for young people, not as rewards for good behavior but as basic needs that must be met for all youth, with a focus on: <ul style="list-style-type: none"> • Music, art, sports, mindfulness • Family connection • Menu of services that can be flexible for individual interests/needs and differences in length of stay, with focus on ensuring all youth have access to a culturally relevant continuum of care through reentry • Workforce development and paid work opportunities
<p>4. Improve knowledge of promising practices through cross-training and evaluation.</p>	
<p>5. Build on success of Arts & Culture's Coordinator role to address barriers in real time.</p>	
<p>6. Prioritize community-based reentry across all aspects of the programming framework.</p>	

B.2 High-Level Summary of Youth Survey Responses:

Among pre-determined lists, young people in all facilities share common interests. Existing programs youth enjoy show commonalities across facilities although the programs youth shared they do not like do not seem to show substantial commonalities across facilities.

Note that responses at all facilities highlighted high interest in sports and music. Youth in 5 out of 6 facilities highlighted career / technical education and barber shop / salon as high interest, 4 out of 6 highlighted art, and 3 out of 6 highlighted money management. Although these responses are a helpful starting point, DYD identified a need to learn more about the characteristics of programs that do and do not resonate with young people without the limitation of pre-determined lists to better understand what should be prioritized and worked with Probation to include those questions in a follow-up youth survey.

Summary of Pre-Selected Programs with Common Responses Indicating High Youth Interest

Barry J Nidorf (>5)	Camp Afflerbaugh (>3)	Camp Rocky (>2)	Central Juv. Hall (>3)	Scott (n=1)	Dorothy Kirby (>2)
- Sports - Music - Art/Drawing - Money Management - Career Technical Education	- Sports - Music - Money Management - Career Technical Education - Barber Shop / Beauty Salon	- Sports - Music - Art/Drawing - Career Technical Education - Barbershop / Beauty Salon	- Sports - Music - Art/Drawing - Career Technical Education - Barbershop / Beauty Salon	- Sports - Music - Art/Dance/Drama - Money Management - Barbershop / Beauty Salon	- Sports - Music - Career Technical Education - Barbershop / Beauty Salon

B.3 Summary of Additional Feedback by Coordination Level

A. Overall Coordination for Collaborative Service Provision

DYD’s analysis of feedback received highlights an opportunity to build on the promise of the Department of Arts and Culture’s Arts Coordinator role to establish Youth Development Program Coordinators who could work closely with the Arts Coordinator, Probation’s Behavior Management Program Coordinator, and other partners to coordinate a wide range of youth development activities and services in each facility. In addition to providing real-time in-depth knowledge or programs and operations, problem-solving, relationship-building, and organization of schedules and partnerships (e.g., identifying gaps and taking steps to diversify programming, increasing scheduled services during evenings and weekends), this Youth Development Program Coordinator would be able to organize the kind of shared learning and cross-training activities that stakeholders uplifted as an important need. This role would participate in Multi-Disciplinary Team meetings and be informed by ongoing work of the Youth Justice Advisory Group to clarify the Youth Empowerment and Support (YES) Team vision.

B. Individualized Youth Development Care Coordination

Collaborative planning and listening sessions highlight two broad categories in relation to a need for individualized care coordination. First, youth who are currently able to access supportive services through their court-ordered Case Plan but would still benefit from a flexible, complementary Care Plan rooted in youth development competencies and developed based on individual strengths and needs. Additionally, youth who do not have a court-ordered Case Plan (e.g., youth in Juvenile Halls pre-adjudication) and may have limited access to activities and programs available to their unit but would benefit from a flexible, complementary Care Plan and a continuum of care through release and reentry. This role will work closely with DYD’s Credible Messenger Initiative and the two efforts will complement one another as Credible Messengers focus on relationship-building and implementation of care plans.

C. Release, Step Down, and Reentry Planning

The need for improved prioritization of release, step down, and reentry services was a consistent theme across collaborative planning and listening sessions. County and community partners described a gap in current access to support during reentry and the importance of this critical time where lack of adequate support may mean a young person is less able to successfully reintegrate into their community and stay out of the justice system.

ATTACHMENT C

C.1 Proposed Model for Youth Development Programming in Los Angeles County's Juvenile Halls and Camps: A Multi-Level, Trauma-Responsive, and Youth-Centered Framework for Care Coordination

Phase 1: Addressing Urgent Needs, Refining the Framework, & Launching Demonstration Projects

As partners continue to increase programming in key areas of need and refine details of the framework for full implementation of a Multi-Level Care Coordination Model, DYD recommends an initial demonstration of the Model for girls and gender expansive youth in Juvenile Hall & Camp settings.

Phase 2: Level 1 - Structural Coordination

High-Level Central Coordinator Role(s)

Shared and Streamlined Contracting Mechanism

Consistent Protocols and Guidance for Clearances

Convening Partners for Structural Problem-Solving and Case Conferencing

Level 2 - Program and Partnership Coordination

Youth Development Program Coordinators (per facility and for reentry)

Collaboration with Probation's Behavior Management Program Coordinator

Addressing Program Gaps in Alignment with Youth Development Competencies

Providing Programmatic Problem-Solving and Cross-Training

Level 3 - Individual Youth Development Coordination

Setting A: Juvenile Hall(s)

Probation-Led Intake Process

Coordinators lead brief supplemental Youth Development assessment

Program and Individual Coordination at highest ratio increases access to a flexible menu of Youth Development activities and services, including release / reentry preparation.

Setting B: Probation Camps

Probation-Led Intake and Case Planning Process

Coordinators participate in / convene Multi-Disciplinary Teams to identify Youth Development gaps

Program and Individual Coordination at moderate ratio complements Court-Mandated Case Plan to ensure youth are able to access a comprehensive range of services.

Setting C: Secure Youth Treatment Facilities

Probation-Led Intake and Case Planning Process

Coordinators participate in / convene Multi-Disciplinary Teams to identify Youth Development gaps

Program and Individual Coordination at lowest ratio complements Court-Mandated Case Plan to ensure youth are able to access a comprehensive range of services.

Level 4 - Setting D: Release, Step Down, & Reentry

Release, step down, and reentry planning should be woven through all levels of program coordination. release and step-down case conferencing should be prioritized along with increased investment in community-based reentry services. A growing network of regional Reentry Coordinators should work closely with other Program & Individual Care Coordinators to ensure youth have access to a seamless continuum of care and evidence-informed opportunities for release and step down.

Assumptions Underlying the Proposed Phased Approach:

The proposed approach to Multi-Level Youth Development Care Coordination has been developed based on evidence of promising practices in improving outcomes for system-impacted youth. The environment and climate of the County's Juvenile Halls and Camps must meet a reasonable standard of safety, dignity and accountability for this model to be effective.

ATTACHMENT C

C.2 Proposed Phased Implementation Plan:

Next Step to Improve Coordination for Programming in Juvenile Hall, Probation Camp, Secure Youth Treatment Facility, and Reentry	Phase 1: Responding to Urgent Needs July, 2023 – Dec. 2023					Phase 2: Addressing Barriers & Expanding Opportunities Jan. 2024 – June 2024					Phase 3: Full Implementation July 2024 – July 2025				
1. DYD continues to fill programming gaps in urgent areas as longer-term Care Coordination model is refined (e.g., increasing programming in Juvenile Halls and reentry contexts, increasing movement and recreational activities, increasing education and vocational resources, and improving substance abuse prevention).															
2. DYD convenes all relevant Departments to refine proposed models for improved contracting and clearances, including: a. Finalizing a clear timeline to launch a shared contracting mechanism in alignment with equitable contracting, b. Finalizing a consistent protocol for clearances, and c. Establishing a shared folder with clearly outlined requirements, protocols, templates, and technical assistance).															
3. DYD and Probation (and other County departments, as needed) establish an MOU and work together to improve coordination of programming space, scheduling, funding, and data sharing.															
4. DYD convenes all relevant partners to develop additional details and clarity around the proposed Multi-Level Care Coordination model, including phased roll out and resources needed to ensure these efforts promote harm reduction inside youth facilities while remaining aligned with goals of decarceration and preventing net widening.															
5. DYD develops and implements Demonstration Project for Program Coordination (e.g., with Rising Scholars initiative).															
6. DYD finalizes a Demonstration Project for Multi-Level Care Coordination model with a focus on girls and gender expansive youth, including research / evaluation needed to inform successful adaptation and expansion in Phase 3.															
7. DYD convenes high-level systems case conferencing with key stakeholders (e.g., Probation Department Bureau Chiefs for Juvenile Halls, Camps, and SYTF) to address structural barriers to accessing supportive services in facilities and in release/reentry as they arise.															
8. The County launches a streamlined shared contracting mechanism available to all relevant Departments.															
9. Initial Care Coordinator roles are established, hired, trained.															
10. Care Coordination model is implemented in the County’s Juvenile Halls and Camps as aligned with recommended phased roll out.															