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**COUNTY OF LOS ANGELES  
DEPARTMENT OF YOUTH DEVELOPMENT**

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Date: June 21, 2023

To: Supervisor Janice Hahn, Chair  
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Supervisor Kathryn Barger

From: David J. Carroll *DC*  
Director

**YOUTH JUSTICE REIMAGINED: A NEW MODEL FOR YOUTH JUSTICE IN LOS ANGELES COUNTY (ITEM NO. 19, AGENDA OF NOVEMBER 24, 2020) & YOUTH JUSTICE REIMAGINED: FULFILLING LOS ANGELES COUNTY’S COMMITMENT TO A NEW YOUTH JUSTICE MODEL (ITEM NO. 33, AGENDA OF JULY 13, 2021)**

On November 24, 2020, the Board of Supervisors (Board) unanimously adopted the core values outlined in the Youth Justice Reimagined (YJR) Report and committed to the vision of transitioning the County’s youth justice system to a care-first youth development model by 2025, pending resolution of necessary legal, budgetary, and legislative issues. On July 1, 2022, a key recommendation of the YJR Report was realized: the historic creation of the Department of Youth Development (DYD), charged with leading the County’s care-first youth development and youth justice transformation efforts.

This memo provides the Board with an update on the phased implementation of YJR and an overview of related priorities and next steps.

**Strengthening Youth Development Infrastructure**

Organizational Capacity & Staffing: In the year since the Department’s launch, DYD has more than doubled in size. Of the thirty (30) initial vacancies in the Department, twenty-four (24) were programmatic positions and the remaining six (6) were administrative positions.

On August 3, 2022, DYD launched its first round of competitive recruitment using the newly developed Youth Development classification series. Due to the substantially higher than anticipated volume of applicants received for the Youth Development Supervisor, Specialist, and Ambassador bulletins, additional examination content was requested in

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September 2022. Examination results were received on October 28, 2022. The hiring team then reviewed resumes and application materials for reachable candidates and held interviews for DYD's three (3) Youth Development Supervisor vacancies in November and December 2022.

Next, interviews for seventeen (17) Youth Development Specialist vacancies were held in January and February 2023. Finally, interviews for four (4) Youth Development Ambassador vacancies were held in March and April.

By July 2023, DYD expects to have successfully hired thirty (30) new team members to fill initial vacancies, bringing the Department to almost forty (40) County employees and around five (5) contract staff. DYD is now in the midst of recruitment for the Department's Chief Deputy. In the coming months, recruitment will begin for the Youth Development Manager level and priorities will be solidified for the Department's second phase of hiring.

In June 2023, the DYD team held a multi-day staff retreat to establish strong team norms for an organizational culture of care and anti-racism as well as deepening our collective capacity and knowledge of promising practices and theoretical foundations in youth development, restorative justice, and transformational change management. The team is looking forward to building on the valuable team-building, learning, and goal-setting accomplished during this retreat to inform strategic planning in Fiscal Year 2023-2034.

DYD continues to work in close collaboration with the YJAG and YJR Research & Design Consultant team, convening YJAG and DYD Steering Committee meetings every few months to engage our wide range of youth, community, and County partners in feedback and co-design. DYD has also continued to engage philanthropic partners in collaboration with the Center for Strategic Partnerships through our jointly convened Youth Justice Funders Group.

### **Phased Implementation of Youth Justice Reimagined**

The recommended action steps and timeline for implementation of YJR estimated three eighteen-month phases: Phase 1 from November 2020 to July 2022, Phase 2 from July 2022 to January 2024, and Phase 3 from January 2024 to July 2025. Recommendations in each phase reflect the following six categories: building youth development infrastructure; creating spaces for shared learning; expanding diversion and restorative practices; supporting system-involved youth; collaboration, planning, and oversight; and just transition. As DYD and our partners move into the second half of Phase 2, below is an update on the status of Phase 1 recommendations.

<i>Action Items for Phased YJR Implementation</i>	<i>Status</i>	<i>Notes and Next Steps</i>
<i>Phase 1: November 2020 to July 2022</i>		
<p>1. <u>Youth Development Infrastructure</u>: Establish a new Department of Youth Development (DYD), including designing new staff classifications, using data to inform initial budget, and designing and implementing infrastructure for improved contracts and grants, capacity-building, data / evaluation, and oversight / accountability.</p>	Complete / Ongoing	DYD launched in July 2022 with the new Youth Development staff classification series. DYD continues to work on refining equitable infrastructure to support the Department's goals and vision, including serving as a model for equitable County contracting and identifying sustainable funding sources.
<p>2. <u>Spaces for Shared Learning</u>: Launch Youth Development Learning Collaborative to facilitate shared learning with other youth-serving Departments, build capacity, and collaborate closely with the Youth Advisory Commission to support youth leadership in participatory processes.</p>	Ongoing	DYD is convening multiple spaces for collaborative learning and engagement with evaluation / research frameworks. DYD is also planning a Fall 2023 Youth Development Summit in collaboration with the Youth Advisory Commission and other partners.
<p>3. <u>Diversion and Restorative Practices</u>: Expand YDD's pre-arrest diversion network Countywide, including resources to support schools, child welfare, and crisis response; support rebuttable presumption of diversion for non-707(b) alleged offenses; and begin to end the Probation Citation Diversion Program.</p>	In Progress / Extended to Phase 2	DYD will be submitting legislative proposals to build on presumptive diversion policy for County-sponsored consideration. Probation's Citation Diversion has ended. DYD will complete the countywide expansion of pre-arrest diversion by Summer 2023.

<p>4. <u>Support for System-Involved Youth</u>: Begin collaborative planning to enhance and expand support for youth in juvenile halls and camps, creating a community of practice for youth reentry services and supporting collaborative decision-making models in collaboration with Juvenile Court and legal system partners.</p>	<p>Complete</p>	<p>DYD has begun a Credible Messengers Pilot program in juvenile hall and camp and is in the progress of expanding for girls / gender-expansive youth and youth with developmental disabilities. Collaborative planning is underway for Safe Healing Center Pilot, Girls Decarceration, and reentry efforts.</p>
<p>5. <u>Collaboration, Planning, &amp; Oversight</u>: Continue working with the YJAG for implementation planning, including youth centers, YES Teams, Safe and Secure Healing Centers; administration of oversight bodies like the JJCC; and adopting local and state policy changes needed to advance YJR.</p>	<p>Ongoing</p>	<p>Collaboration continues to occur in the YJAG and focused workgroup spaces to conduct research, facilitate participatory planning and design, and assess opportunities for potential demonstration projects &amp; policy change.</p>
<p>6. <u>Just Transition</u>: Design equitable plan for workforce support and transition.</p>	<p>Extended to Phase 2</p>	<p>Initial research underway on promising strategies for equitable workforce support / transition. More work is needed in future phases.</p>

**Next Steps**

Next month, DYD will release a Year-In-Review update to celebrate the Department’s one year anniversary. This update will include additional details about the community-based youth development, diversion, and reentry services funded by DYD as well as our programmatic and policy priorities for the coming year. We look forward to sharing those updates with the Board and continuing to provide regular updates on the status of the phased implementation of YJR.

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

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c: Executive Office, Board of Supervisors