



County of Los Angeles  
Chief Executive Office

## **PUBLIC SAFETY CLUSTER AGENDA REVIEW MEETING**

FESIA A. DAVENPORT  
Acting Chief Executive Officer

**DATE:** Wednesday, October 21, 2020  
**TIME:** 10:00 a.m.

**DUE TO CLOSURE OF ALL COUNTY BUILDING, TO PARTICIPATE IN THE MEETING CALL  
TELECONFERENCE NUMBER: (323) 776-6996 ID: 469 129 064#**

### **TELEPHONIC PUBLIC COMMENT - (30 minutes)**

**The public may address the Board deputies during the virtual meeting on all regular agenda items.  
PLEASE INDICATE ITEM TO BE ADDRESSED.**

## **AGENDA**

Members of the Public may address the Public Safety Cluster on any agenda item by submitting a written request prior to the meeting. Two (2) minutes are allowed per person in total for each item.

- 1. CALL TO ORDER**
- 2. GENERAL PUBLIC COMMENT**
- 3. INFORMATIONAL ITEM(S)** [Any Information Item is subject to discussion and/or presentation at the request of two or more Board offices with advance notification]:
  - A.** None
- 4. PRESENTATION/DISCUSSION ITEM(S):**
  - A.** Board Briefing:  
ELEVATING THE ARTS IN JUSTICE REFORM AND PREVENTION  
Speaker(s): Megan Moret (Arts)
  - B.** Board Briefing:  
RESTRUCTURING THE JUVENILE JUSTICE SYSTEM  
Speaker(s): David Turla (CEO), Peter Espinosa & Taylor Schooley (ODR/YDD)  
& Tshaka Barrows (Burns Institute)
- 5. ADJOURNMENT**

**CLOSED SESSION:**

**CS-1 CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION**

(Subdivision (a) of Government Code Section 54956.9)

**Ryan Charles Twyman v. County of Los Angeles, et al.**

United States District Court Case No. 2:20-CV-00789.

**6. UPCOMING ITEMS:**

- A.** Board Letter:  
ADVANCE NOTIFICATION OF INTENT TO ENTER INTO NEGOTIATIONS FOR A  
SOLE SOURCE AMENDMENT TO EXTEND AGREEMENT NUMBER 77742 WITH  
HEALTHRIGHT 360 FOR A GENDER-RESPONSIVE REHABILITATION PROGRAM  
FOR FEMALE OFFENDERS  
Speaker(s): Kimberly Unland & Irma Santana (Sheriff)
- B.** Board Letter:  
ACCEPT A GRANT AWARD FROM THE DEPARTMENT OF HOMELAND  
SECURITY, FEDERAL EMERGENCY AGENCY FOR THE 2020 PORT SECURITY  
GRANT PROGRAM  
Speaker(s): Brad Molner & Elida Rodriguez (Sheriff)
- C.** Board Letter:  
AUTHORIZE THE DISTRICT ATTORNEY TO COMPLETE AND ACCEPT GRANT  
FUNDING FROM THE CALIFORNIA STATE DEPARTMENT OF INSURANCE FOR  
THE LIFE AND ANNUITY CONSUMER PROTECTION PROGRAM FOR FISCAL  
YEAR (FY) 2020-21  
Speaker(s): Renee Rose & Michael Au-Yeung (District Attorney)
- D.** Board Letter:  
AUTHORIZE THE DISTRICT ATTORNEY TO COMPLETE THE APPLICATION  
PROCESS AND ACCEPT GRANT FUNDS FROM THE CALIFORNIA OFFICE OF  
EMERGENCY SERVICES (Cal OES) FOR THE ELDER ABUSE (XE) PROGRAM  
FOR PERFORMANCE PERIOD OF JANUARY 1, 2021 TO DECEMBER 31, 2021  
Speaker(s): Michele Daniels & Michael Au-Yeung (District Attorney)
- E.** Board Letter:  
AUTHORIZE THE DISTRICT ATTORNEY TO COMPLETE THE APPLICATION  
PROCESS AND ACCEPT GRANT FUNDS FROM THE CALIFORNIA OFFICE OF  
EMERGENCY SERVICES (Cal OES) FOR HUMAN TRAFFICKING ADVOCACY  
PROGRAM (HA) FOR PERFORMANCE PERIOD OF JANUARY 1, 2021 TO  
DECEMBER 31, 2021.  
Speaker(s): Michele Daniels & Michael Au-Yeung (District Attorney)

- F.** Board Letter:  
AUTHORIZE THE DISTRICT ATTORNEY'S OFFICE TO COMPLETE THE APPLICATION PROCESS AND ACCEPT GRANT FUNDS FROM THE CALIFORNIA GOVERNOR'S OFFICE OF EMERGENCY SERVICES FOR THE UNSERVED/UNDERSERVED VICTIM ADVOCACY & OUTREACH PROGRAM AND APPROVE APPROPRIATION ADJUSTMENT FOR THE PERFORMANCE PERIOD BEGINNING JANUARY 1, 2021 AND ENDING DECEMBER 31, 2021  
Speaker(s): Michele Daniels & Michael Au-Yeung (District Attorney)
- G.** Board Letter:  
AUTHORIZE THE DISTRICT ATTORNEY TO ENTER INTO GRANT AWARD AGREEMENTS (GAA) WITH THE STATE OF CALIFORNIA, DEPARTMENT OF INSURANCE (CDI) FOR THE WORKERS' COMPENSATION INSURANCE FRAUD (WCIF), DISABILITY AND HEALTHCARE INSURANCE FRAUD (DHIF), AUTOMOBILE INSURANCE FRAUD (AIF), AND HIGH IMPACT INSURANCE FRAUD (HIIF) PROGRAMS FOR FISCAL YEAR (FY) 2020-21  
Speaker(s): Marc Beaart & Michael Yglecias (District Attorney)
- H.** Board Letter:  
AUTHORIZE THE COUNTY OF LOS ANGELES DISTRICT ATTORNEY'S OFFICE TO COMPLETE THE APPLICATION PROCESS AND TO ACCEPT FEDERAL FUNDS FROM THE CALIFORNIA GOVERNOR'S OFFICE OF EMERGENCY SERVICES THROUGH VICTIMS OF CRIME ACT FOR THE COUNTY VICTIM SERVICES (XC) PROGRAM FOR THE GRANT PERIOD OF JANUARY 1, 2021 THROUGH DECEMBER 31, 2021; DELEGATE AUTHORITY TO ENTER INTO, AND APPROVE OF, SOLE SOURCE AGREEMENTS WITH COMMUNITY-BASED ORGANIZATIONS FOR THE PROVISION OF VICTIM SERVICES WITHIN THE COUNTY; APPROVE OF THE UTILIZATION OF XC GRANT FUNDS TO CONTINUE MAINTENANCE OF A UNIFIED SYSTEM FOR THE COLLECTION AND DISTRIBUTION OF COURT-ORDERED VICTIM RESTITUTION; AND APPROVE AN APPROPRIATION ADJUSTMENT FOR FY 2020-2021  
Speaker(s): Michele Daniels & Michael Au-Yeung (District Attorney)
- I.** Board Letter:  
FIRE STATION 166 BUDGET INCREASE BOARD LETTER, CAPITAL PROJECT NO. 89084  
Speaker(s): Ron Bleier (Fire) Sokin Yoon (ISD)

IF YOU WOULD LIKE TO EMAIL A COMMENT ON AN ITEM ON THE PUBLIC SAFETY CLUSTER AGENDA, PLEASE USE THE FOLLOWING EMAIL AND INCLUDE THE AGENDA NUMBER YOU ARE COMMENTING ON:

**PUBLIC\_SAFETY\_COMMENTS@CEO.LACOUNTY.GOV**



## **Countywide Plan for Elevating the Arts as a Criminal Justice Reform Strategy**

*(adopted by the Los Angeles County Board of Supervisors on March 10, 2020)*

A list of reports filed to the Board of Supervisors regarding progress on this initiative can be found here:  
<http://file.lacounty.gov/SDSInter/bos/supdocs/144652.pdf>

### **Plan Overview: Goals and Strategies**

#### **I. Establish Countywide Leadership and Coordination**

We will guide, support, align and help coordinate arts-based strategies within and across County departments, offices and commissions in order to strengthen justice reform efforts while maximizing and leveraging the use of County assets and resources.

1. Promote and Lead the Integration of the Arts Across County Agencies *(initiated)*
2. Guide and Support the Integration of the Arts Within County Agencies

#### **II. Expand Prevention Strategies that Support Individuals and Communities At Risk**

We will collaborate with community-based organizations, artists and other County agencies to implement arts-based, data-informed strategies that reduce justice system contact and increase individual resiliency, family cohesion and community vibrancy.

1. Invest in Direct Services to Constituents *(initiated)*
2. Invest in Cultural Resources in Communities
3. Expand Learning and Employment Opportunities in the Creative Economy
4. Promote Narrative Change and Community Healing

#### **III. Strengthen and Sustain Supports for Justice-Involved Youth and Families**

We will collaborate with community-based organizations, artists and other County agencies to deepen our support of youth and families impacted by the justice system through developmentally appropriate, rehabilitative arts strategies that focus on healing and growth.

1. Provide Arts Education for All Youth in Detention *(initiated)*
2. Provide Arts-Based Reentry and Aftercare Support Services

#### **IV. Identify and Apply Successful Strategies to Support Justice-Involved Adults**

We will draw upon lessons learned and successes realized in supporting system-involved youth to develop and implement strategies for supporting justice-involved adults.

1. Provide Arts Education for Adults in Detention
2. Provide Arts-Based Reentry and Aftercare Support Services *(initiated)*

#### **V. Elevate the Role of the Arts through Expanded External Partnerships**

We will cultivate collaboration with external partners, including but not limited to philanthropy, that can help to initiate or advance innovative systems reform efforts.

1. Increase Awareness of the Arts as an Effective Justice Reform Strategy
2. Engage Philanthropic Expertise and Resources *(initiated)*

## List of Sites Served in 2020

### Arts Education/ Youth Development coordinated by the Department of Arts and Culture

#### Juvenile Detention Facilities

1. Camp Afflerbaugh (La Verne)
2. Campus Kilpatrick (Malibu)
3. Dorothy Kirby Center (Commerce)
4. Camp Paige (La Verne)
5. Camp Glenn Rockey (San Dimas)
6. Camp Scott (youth currently at Kirby)

#### Juvenile Halls

7. Barry J. Nidorf (Sylmar)
8. Central Juvenile Hall (Los Angeles, 90033)

#### Juvenile Day Reporting Centers

9. Beach High – Intensive Learning Program
10. Boyle Heights Technology Youth Center
11. Horace Mann UCLA Community School
12. Jeff Seymour Family Center
13. Panorama High School

#### High Schools/ Continuation High Schools

14. Frontier (Continuation) High School (Whittier)
15. New Earth Arts & Leadership Center (Culver City)
16. Whittier High School (Whittier)

#### School Districts

17. Antelope Valley Union High School District
18. Pasadena Unified School District
19. Pomona Unified School District

#### Congregate Care Facilities

20. Hillsides (Pasadena)
21. Trinity Youth Services (El Monte)
22. Hathaway-Sycamores (Altadena)

#### Public Housing Facilities

23. Nueva Maravilla (Los Angeles, 90022)

#### County Parks

24. Amelia Mayberry Park (Whittier)
25. Athens Park (Los Angeles, 90061)
26. Belvedere Community Regional Park (Los Angeles, 90022)
27. City Terrace Park (Los Angeles, 90063)
28. East Rancho Dominguez Park (Compton)
29. El Cariso Community Regional Park (Sylmar)
30. Franklin D. Roosevelt Park (Los Angeles, 90001)
31. Lennox Park (Inglewood)
32. Loma Alta Park (Altadena)
33. Mona Park (Compton)
34. Pamela County Park (Duarte)
35. Ruben F. Salazar Park (Los Angeles, 90023)
36. San Angelo Park (La Puente)
37. Stephen Sorensen Park (Lake Los Angeles)
38. Ted Watkins Park (Los Angeles, 90002)

#### Youth Diversion Organizations and Service Areas

39. Alma Family Services  
(El Monte, Industry, La Puente, Valinda, North Whittier)
40. Asian Youth Center (Lancaster)
41. California Conference for Equality and Justice  
(Long Beach)
42. Centinela Youth Services  
(Athens Park, Baldwin Hills, Crenshaw, Florence-Firestone, Hyde Park, Lynwood, Menlo, West Adams, Willowbrook)
43. Communities in Schools  
(Arleta, Mission Hills, Panorama City, Sylmar)
44. Flintridge Center (Pasadena)
45. New Earth (Culver City)
46. Soledad Enrichment Action (Huntington Park, Palmdale)

#### Adult Re-Entry Support Center

47. Developing Opportunities Offering Reentry Solutions Center (DOORS), at the LA County Probation Department's Reentry Opportunity Center (Los Angeles, 90037)

### Collaborating County Agencies:

- Probation Department
- Department of Parks and Recreation
- Department of Mental Health
- LA County Development Authority
- LA County Office of Education
- Office of Child Protection
- Office of Youth Diversion and Development
- Office of Diversion and Reentry
- Workforce Development, Aging, and Community Services



September 13, 2019

To: Supervisor Janice Hahn, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Kathryn Barger

From: Kristin Sakoda, Director

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**REPORT BACK NO. 2: INVESTING IN JUSTICE-INVOLVED INDIVIDUALS  
THROUGH THE ARTS (ITEM NO. 10, AGENDA OF DECEMBER 18, 2018)**

Board of Supervisors

Hilda L. Solis  
Mark Ridley-Thomas  
Sheila Kuehl  
Janice Hahn  
Kathryn Barger

Director

Kristin Sakoda

On December 18, 2018, the Board of Supervisors (Board) adopted a motion by Supervisors Ridley-Thomas and Kuehl, directing the Executive Director of the Los Angeles County Arts Commission and the Chief Executive Officer (CEO) in coordination with other County departments and agencies to report back to the Board with:

1. An update on the convening of a youth arts task force of relevant County departments;
2. An update on the implementation of the Art for Justice Fund (AJF) grant;
3. A countywide plan for further elevating the arts as a criminal justice reform strategy, including:
  - a. A landscape analysis of arts programming in LA County for youth in the justice system, and recommendations for the Board's consideration for expanding and strengthening this programming, in alignment with best practices;
  - b. Recommendations for developing County infrastructure to support arts programs, including consideration for: a County entity to coordinate programming across multiple departments and agencies; the role of the new Department of Arts and Culture in this work; program evaluation and research; staffing needs; training; and necessary funding, including available funding streams and an assessment by the Center for Strategic Partnerships on potential philanthropic resources; and,
  - c. Recommendations for developing and supporting County strategies for adult populations similar to those identified in the directives above.

The Arts Commission's initial report was submitted to the Board on June 18, 2019 (see Attachment 1). On July 1, 2019, the Los Angeles County Arts Commission transitioned into the County's first Department of Arts and Culture (Department). In this second report, the Department details new progress made toward the objectives of the motion and includes a Countywide Plan for Elevating the Arts as a Criminal Justice Reform Strategy (Plan) provided as Attachment 2.

**1. Convening of an Inter-Agency Youth Arts Task Force**

In June and July 2019, the Department convened an inter-agency task force (comprised of more than 60 representatives from 37 County departments, commissions, and special offices) to develop strategies for embedding the arts into County services that support justice-involved youth and families. Outcomes from these convenings, as well as a number of other recent stakeholders and community outreach events, are described in the Community Input section of the attached Plan.

## **2. Update on Implementation of the Art for Justice Fund (AJF) Grant**

Serving as an update to the June 18 report referenced above (Attachment 1), the following section describes progress made since June 2019 and includes only activities not previously reported. A summative assessment of activities supported with AFJ grant funding will be submitted to the funder on November 30, 2019 and can be shared with Board offices upon request.

Two consultants have been engaged to help carry out key components of the Department's justice reform work. A senior project consultant will begin work in September to guide expansion of arts-based juvenile justice and youth development strategies, including partnerships with the Departments of Probation and Parks & Recreation. A second project consultant will manage two prevention-focused arts education projects developed in partnership with the Department of Mental Health and the LA County Office of Education. Ongoing support for the work to be carried out by these consultants is, in part, contingent on the renewal of AJF funding, which has not yet been invited.

AJF grant funds also supported recent community outreach efforts. Arts components were included in the 2019 Youth Development Summit held on July 18–19, 2019 and organized by the LA County Office of Diversion and Re-entry's division of Youth Diversion and Development and My Brother's Keeper initiative. The summit convened approximately 350 youth service providers, community advocates, County agencies, law enforcement representatives, and youth to participate in learning sessions, arts activities and performances, and a planning process to develop a Countywide youth development strategy. Additionally, on August 13–14, 2019, 66 educators who prepare youth for creative careers (e.g. staff from higher ed institutions, nonprofit organizations, County agencies) and 26 creative industry employers (e.g. representatives from museums, television/film/media organizations, tech start-ups, government agencies) convened to examine the *Building Creative Career Pathways for Youth: A Field Scan for Los Angeles County* report and its 23 recommendations. Feedback and data gathered at these convenings informed sections of the attached Plan.

## **3. Building on Strategies Outlined in the AJF Grant, Develop a Countywide Plan for Further Elevating the Arts as a Criminal Justice Reform Strategy**

Please refer to the Countywide Plan for Elevating the Arts as a Criminal Justice Reform Strategy which accompanies this report and includes all elements of directive 3 (Attachment 2).

### **Next Steps**

The Department will continue to work toward the objectives defined in the AJF grant. Should the Board direct the Department to implement the accompanying Plan, we will develop and support a Countywide infrastructure for arts-based justice reform efforts and partner with relevant County agencies to undertake that work. We will institute efforts that draw upon existing expertise as well as build additional capacities across a diverse and robust community of artists and nonprofit organizations to support this work. We will also collaborate with the CEO and other County partners to seek external funds that can support prototyping and program evaluation to inform scaling.

Rather than perpetuating a system of incarceration designed to punish people by separating them from society, the Department proposes in the attached Plan the kind of alternatives that can bring individuals, families and communities together through inclusive, strengths-based approaches and thoughtful reallocation of resources. We believe that arts and culture play a meaningful role in helping the County change historical practices of cruelty, punishment and isolation, enhance our systems of care, and build safer, healthier, and more equitable communities across the region.

If you have any questions or need additional information, please contact me directly at (213) 202-5858 or by e-mail at [ksakoda@arts.lacounty.gov](mailto:ksakoda@arts.lacounty.gov).

KS:DG:tm:aa

c: Executive Office, Board of Supervisors





June 18, 2019



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To: Supervisor Janice Hahn, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Kathryn Barger

From: Kristin Sakoda  
Executive Director

Board of Supervisors

Hilda L. Solis  
Mark Ridley-Thomas  
Sheila Kuehl  
Janice Hahn  
Kathryn Barger

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Hope Warschaw  
Rosalind Wyman

Kristin Sakoda  
Executive Director

## **REPORT BACK NO. 1: INVESTING IN JUSTICE-INVOLVED INDIVIDUALS THROUGH THE ARTS (ITEM NO. 10, AGENDA OF DECEMBER 18, 2018)**

On December 18, 2018, the Board of Supervisors (Board) adopted a motion by Supervisors Ridley-Thomas and Kuehl, directing the Executive Director of the Los Angeles County Arts Commission (the Los Angeles County Department of Arts and Culture as of July 1, 2019) and the Chief Executive Officer (CEO) to report back to the Board in writing within 180 days with an update on the following:

1. Convening of a youth arts task force of relevant County departments;
2. Implementation of the Art for Justice Fund (AJF) grant for youth, including the progression of the task force's work; and,
3. Building on the strategies outlined in the AJF grant, a Countywide plan for further elevating the arts as a criminal justice reform strategy, including:
  - a. A landscape analysis of arts programming in Los Angeles County for youth in the justice system, and recommendations for the Board's consideration for expanding and strengthening this programming, in alignment with best practices;
  - b. Recommendations for developing County infrastructure to support arts programs, including consideration for: a County entity to coordinate programming across multiple departments and agencies; the role of the new Department of Arts and Culture in this work; program evaluation and research; staffing needs; training; and necessary funding, including available funding streams and an assessment by the Center for Strategic Partnerships on potential philanthropic resources; and,
  - c. Recommendations for developing and supporting County strategies for adult populations similar to those identified in the directives above.

This memo (Attachment I) provides a status update on the inter-agency youth arts task force, implementation of the AJF grant, as well as development of a Regional Plan for Arts Education that includes specific components dedicated to justice-involved individuals. A full report-back, with additional recommendations for building a Countywide plan that further elevates the arts as a criminal justice reform strategy, will be submitted to the Board on August 30, 2019.



**Los Angeles County Arts Commission  
Status Report for Investing in Justice-Involved Individuals through the Arts**

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## **BACKGROUND**

Recognition of the Los Angeles County Arts Commission and Probation Department's arts and criminal justice reform efforts by the national [Art for Justice Fund](#) grant award helped galvanize additional support from the Board of Supervisors and other County government agencies. In December 2018, the Board of Supervisors passed the [Investing in Justice-Involved Individuals Through the Arts motion](#) directing the Arts Commission and other County agencies to develop recommendations for further elevating and sustaining the arts as a criminal justice reform strategy.

## **PROGRESS ON BOARD DIRECTIVES**

### 1. Convening of an Inter-agency Youth Arts Task Force

Agency heads from more than 40 County departments, commissions, and offices have been invited to explore and develop ways that the arts might support or enhance services they provide to youth and families. The goal is to embed arts-based strategies across County systems as a support to trauma-informed care, intervention and prevention practices, job readiness, and employment opportunities for justice-involved youth and those at risk of becoming justice-involved. The first planning meeting of the inter-agency youth arts task force took place on June 3, with two additional planning meetings scheduled in June and July.

In addition to identifying strategies for supporting system-involved youth through the arts, the task force will make recommendations for ongoing staffing, training, research, evaluation and funding needs for embedding the arts into all County services for youth. These recommendations will inform the report back for this motion and will ultimately be a part of the new Regional Plan for Arts Education targeted for Board review in fall 2019.

To leverage the County's investment in the Los Angeles County Cultural Equity and Inclusion Initiative and promote sustainable youth development, the inter-agency youth arts task force will recommend ways to incorporate current efforts to develop [Creative Career Pathways](#) for youth.

### 2. Update on Implementation of the Art for Justice Fund Grant

In October 2018, the Los Angeles County Arts Commission was awarded \$750,000 by the national Art for Justice Fund (AJF), a sponsored project of Rockefeller Philanthropy Advisors, Inc., for the Los Angeles County Arts and Youth Development Project. The proposal aims to support, heal and develop youth and families impacted by the criminal justice system, as well as those at risk of becoming involved in the system, by providing consistent opportunities to meaningfully engage in the arts. Key project objectives include:

#### *a) Embedding Arts across County Systems of Care*

As described above, the Arts Commission is convening the inter-agency youth arts task force to develop strategies and recommendations for embedding the arts into County systems and youth services.

#### *b) Direct Services for Incarcerated Youth*

Two million dollars in ongoing annual funding from California's Juvenile Justice Crime Prevention Act (JJCPA) was committed by the Probation Department in April 2019 and will now sustain yearlong, trauma-informed arts instruction for youth in all active County youth detention facilities and juvenile day reporting centers as part of a comprehensive, multi-agency juvenile justice plan. Arts instruction that has been historically funded by one-time allocations of unspent JJCPA funds will now be included as

part of the County's baseline funding. In addition, grant funding from AJF has allowed for the expansion of the successful Arts Facilitator role at Campus Kilpatrick in Malibu, with the hiring of a second Arts Facilitator at the Dorothy Kirby Center in Commerce. The Arts Facilitator is a full-time consultant who functions as an on-site staff member to coordinate arts instruction, mentor incarcerated youth, and direct them to arts learning opportunities in their communities upon re-entry.

#### *c) Diversion*

LA County recently set a goal to equitably divert 80% of all alleged youth offenses over the next four years, thereby dramatically reducing the number of youth touched by the criminal justice system. The Arts Commission has been engaged in discussions with the Office of Youth Diversion and Development (OYDD) about creating arts-based options for youth who are diverted from justice system involvement. These efforts are being undertaken in direct alignment with research conducted by the Chief Executive Office/ Service Integration Branch on what system-involved youth thought could have deterred them from becoming involved in the juvenile justice system in the first place. A significant number of respondents indicated that they wanted opportunities to positively express themselves through the arts. Therefore, OYDD identified Integrated Arts Education as one of ten holistic, evidence-informed services that is now included in the Work Order Solicitation for Youth Intensive Case Management Services. (item 7.1.22, page 7), which is identifying community-based social service organizations to provide comprehensive diversion services to youth in lieu of arrest or citation Countywide. As soon as the Arts Commission has sufficient capacity (see Noteworthy Challenges section below), staff will work closely with OYDD and the service organization they select to establish arts-based diversion options.

#### *d) Prevention*

In addition to the \$2 million in baseline funding allocated for incarcerated youth, LA County is dedicating \$1.7 million in one-time JJCPA growth funds for arts instruction in more than 30 County parks for the 2019-20 fiscal year. This increased funding will allow expansion of youth arts instruction beyond the three County parks, three public housing sites, and three public high schools/continuation schools currently served by the Arts Commission and its partners. Additional instruction for youth at risk of system involvement, both after school and within communities, will be developed in partnership with the LA County Department of Parks & Recreation.

The Arts Commission has also secured funding through the LA County Department of Mental Health (DMH) to implement healing-informed arts education, in partnership with the Arts for Incarcerated Youth Network (AIYN), as a strategy for fostering mental health and wellness within public high schools and their surrounding local neighborhoods. This project will establish school cultures grounded in the practice of healing-informed care by providing arts-based student instruction, professional development for adults who work with youth, and community-building activities. Peer-to-peer trainings in healing-informed arts instruction are being collaboratively developed by DMH and AIYN. Up to five high schools with a large number of foster, Probation-involved, homeless, and at-risk youth will be identified for participation by the end of June 2019. Field testing will take place in fall 2019, and full implementation will continue through spring 2020. A research consultant will initiate program evaluation as the project launches in the fall. The goal is to learn from early implementation efforts and to expand the pilot to additional schools, including middle schools across all five Supervisorial Districts of the County in the 2020-21 school year. Once refined, peer-to-peer trainings will be extended to DMH clinicians, Probation officers, LA County Department of Children and Family Services (DCFS) case workers, school staff, social service providers, arts organizations, artists, and community members.

Technology Enhanced Arts Learning (TEAL), a project of the Arts Commission and partner agency LA County Office of Education (LACOE), was launched in 2015 and blends online and in-person professional development in arts integration for K-6 educators. Online learning is reinforced by in-person trainings for teachers and support staff in the theories and methods for integrating the arts into learning in other subjects. In March 2019, an updated suite of TEAL resources, developed with funding from DMH, were piloted with four school districts in LA County. This work aims to support classroom teachers, after-school educators, and support staff in enhancing students' resilience, reducing risk

behaviors, and preventing mental disorders by using arts-based instruction that promotes social emotional learning. This work focuses on engendering trauma-informed perspectives, broadening cultural contexts, and increasing protective factors like social connection and social emotional competency within youth and knowledge of child development within adults.

*e) Job Readiness and Youth Employment*

In April 2019, the Arts Commission publicly released the [\*Building Creative Career Pathways for Youth: A Field Scan for LA County\*](#) report. The field scan addresses unique challenges that system-involved and underrepresented youth face in accessing jobs and careers in LA County's creative economy. By October 2019, the two stakeholder convenings will take place to identify, align, and leverage resources based on the field scan recommendations. The goal is to expand entry points to the creative economy for youth who have historically experienced barriers to this work. These convenings will focus on two discrete stakeholder groups – educational institutions and programs that prepare youth for entering the creative economy, and businesses that employ workers in creative careers.

3. Building on strategies outlined in the AJF grant, develop a Countywide plan for further elevating the arts as a criminal justice reform strategy

*a) Landscape Analysis of Youth Arts Programming in LA County*

As a first step in mapping County government services that use the arts to support youth, an online survey was sent to all County departments in February 2019. An external consultant will be hired in summer 2019 to conduct a more complete inventory of youth arts practices currently in place across County agencies.

*b) Developing County Infrastructure to Support Arts Programs*

With the new Department of Arts and Culture launching in July 2019, the work of the inter-agency youth arts task force now begun, and the community input still being gathered for the new LA County Regional Plan for Arts Education; a set of integrated recommendations regarding County infrastructure, optimal staffing, internal funding needs, and external resource opportunities will be included in the report-back to the Board on August 30, 2019.

*c) County Strategies for Adult Populations*

Recommendations for developing and supporting County Strategies for adult populations will be addressed in the report-back to the Board on August 30, 2019.

The Arts Commission, Department of Probation, and Office of Diversion and Reentry (ODR), are developing plans to use the Vermont Reentry Center, scheduled to open in June 2019, as a site to field test the application of arts practices for adults which were initially developed for system-involved youth. This new community center will provide services to those who are on adult felony probation, their families, and community members. These plans include having an artist or nonprofit arts organization take up residence in the Center as a long-term strategy for enhancing client healing, socio-emotional development, job skills training, and family reunification.

## **NOTEWORTHY CHALLENGES**

In November 2018, the Woolsey Fire that affected large sections of LA County resulted in the temporary closure of Campus Kilpatrick, which suffered structural damages that required the relocation of youth and Probation staff to Challenger Memorial Youth Center in Lancaster. The evacuation of and repairs to Kilpatrick delayed efforts to create an Arts Master Plan for curating and displaying artworks created by youth for the purposes of healing and validating the role of the arts in youth rehabilitation. Arts-based healing and reunification services for parents and families of incarcerated youth were also initially planned for implementation at the former Camp Fred C. Miller, which was adjacent to Campus Kilpatrick. The intention is to resume this work once Kilpatrick re-opens in summer 2019. While youth who were relocated to Challenger were able to retain some sense of stability with continued arts

instruction and services, the temporary closure of Campus Kilpatrick, a flagship site of the “LA Model,” challenged the Probation Department to refine and reassess discrete elements of the LA Model, and how they might be scaled and applied in other youth detention facilities without the ideal architectural design elements of Kilpatrick. Creative practice is one of the distinct elements that have surfaced in this clarifying stage of the work.

With a growing mandate from the Board of Supervisors to expand its scope of work and without the commensurate staffing structure in place, the Arts Commission has experienced challenges related to staff capacity for program management. To increase the agency’s capacity for project planning and implementation, a temporary senior project consultant will be hired by July 2019 to oversee the continued expansion and implementation of arts practices for youth involved in, or at risk of being involved in, the juvenile justice system. This would include working with OYDD to establish arts-based options for diversion from the juvenile justice system. Two additional project consultants will also be hired to manage implementation of both the TEAL and school-based healing-informed arts education projects, as well as expanded work in County Parks. The Arts Commission will assess needs regarding County infrastructure and staffing in the report-back to the Board on August 30, 2019.

If you have any questions or need additional information, please contact me directly at (213) 202-5858 or via e-mail at [ksakoda@arts.lacounty.gov](mailto:ksakoda@arts.lacounty.gov).

KS:DG:aa

c:                   Executive Office, Board of Supervisors  
                      Chief Executive Office – Service Integration Branch



# **Countywide Plan for Elevating the Arts as a Criminal Justice Reform Strategy**

**Submitted to the Board of Supervisors  
September 13, 2019**

# **Countywide Plan for Elevating the Arts as a Criminal Justice Reform Strategy**

## **Plan Overview: Goals and Strategies**

### **I. Establish Countywide Leadership and Coordination**

We will guide, support, align and help coordinate arts-based strategies within and across County departments, offices and commissions in order to strengthen justice reform efforts while maximizing and leveraging the use of County assets and resources.

1. Promote and Lead the Integration of the Arts Across County Agencies
2. Guide and Support the Integration of the Arts Within County Agencies

### **II. Expand Prevention Strategies that Support Individuals and Communities At Risk**

We will collaborate with community-based organizations, artists and other County agencies to implement arts-based, data-informed strategies that reduce justice system contact and increase individual resiliency, family cohesion and community vibrancy.

1. Invest in Direct Services to Constituents
2. Invest in Cultural Resources in Communities
3. Expand Learning and Employment Opportunities in the Creative Economy
4. Promote Narrative Change and Community Healing

### **III. Strengthen and Sustain Supports for Justice-Involved Youth and Families**

We will collaborate with community-based organizations, artists and other County agencies to deepen our support of youth and families impacted by the justice system through developmentally appropriate, rehabilitative arts strategies that focus on healing and growth.

1. Provide Arts Education for All Youth in Detention
2. Provide Arts-Based Reentry and Aftercare Support Services

### **IV. Identify and Apply Successful Strategies to Support Justice-Involved Adults**

We will draw upon lessons learned and successes realized in supporting system-involved youth to develop and implement strategies for supporting justice-involved adults.

1. Provide Arts Education for Adults in Detention
2. Provide Arts-Based Reentry and Aftercare Support Services

### **V. Elevate the Role of the Arts through Expanded External Partnerships**

We will cultivate collaboration with external partners, including but not limited to philanthropy, that can help to initiate or advance innovative systems reform efforts.

1. Increase Awareness of the Arts as an Effective Justice Reform Strategy
2. Engage Philanthropic Expertise and Resources

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*In memory of Nancy Aspaturian, former Justice Deputy to Supervisor Sheila Kuehl.*



## Introduction

In December 2018, Supervisors Mark Ridley-Thomas and Sheila Kuehl advanced a motion, unanimously passed by the Board of Supervisors, focusing on [Investing in Justice Involved Individuals Through the Arts](#) and calling for the creation of a Countywide Plan for elevating the arts as a criminal justice reform strategy. As directed, this Countywide Plan for Elevating the Arts as a Criminal Justice Reform Strategy (Plan) provides recommendations for developing a Countywide infrastructure to support expanded arts-based programs and services for those impacted – or at risk of becoming impacted – by the criminal justice system.

This proposed Plan draws on the strengths and subject matter expertise of the Department of Arts and Culture (Department), which includes: fluency in cultural policy, arts administration, arts education, civic art, and public and philanthropic funding for the arts; knowledge of the County's cultural community; and five years of practice in partnering with community-based organizations and other County agencies to provide arts-based services for incarcerated and at-risk youth. It also builds on the recent expansion of these efforts made possible through a grant from the national Art for Justice Fund. Further, it incorporates feedback from partner agencies named in the motion, and it takes direction and insights provided through a series of community engagement events that involved the general public, community-based organizations, and staff from other County departments, special offices and commissions.

The strategies described in this Plan provide broad perspective on the potential for the arts to support young people, families, and adults touched by County systems. Core components of the Plan center on prevention, community development, diversion, custodial care and re-entry strategies. Research demonstrates the best outcomes for decreasing justice system involvement are achieved through individual and community development efforts along with opportunities for job placement. Further, these strategies tend to be much more cost-effective than the alternative of long-term custody and care<sup>1</sup>. In accord with findings like these and in response to community and stakeholder input, this Plan's most ambitious expansions focus on preventing system involvement in the first place using arts-based strategies. We propose to build from, and improve upon, current programming, staffing, training, and partnerships to establish a Countywide organizational infrastructure for supporting arts-based justice reform strategies that can be phased in, scaled and sustained over time.

The arts are a vital aspect of well-being and human development, and can strengthen individual resilience, bolster self-awareness, increase positive community involvement, and open pathways to careers in the region's vibrant creative economy. Additionally, the presence of cultural resources in communities have been significantly correlated with positive social well-being indicators including health, educational attainment, and public safety, especially in low-income communities<sup>1</sup>. Finally, the arts can play a unique role in supporting narrative change and cultural inclusion. Stories shape history and inform human experience, and many communities have had their stories eclipsed by dominant culture. In the criminal justice context, incarcerated and formerly incarcerated individuals suffer additional trauma and isolation as a result of societal stigma. Narrative change through the arts brings forward the stories, experiences and emotions of those affected by the justice system to be heard, felt and embraced by the broader community. As such, we view arts and culture not only as having intrinsic value in and of themselves, but as a holistic part of thriving communities – with equitable access to cultural resources as a key strategy in addressing justice involvement and its related issues and root causes.

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<sup>1</sup> For examples of recent studies supporting these findings, please refer to the Research on Supporting the Role of the Arts in Justice Reform section of this report.

While the arts alone will not resolve the many challenges inherent in the County's justice system, they do provide important tools that can be used in cross-sector efforts to fortify much-needed reforms. We are confident that the outcomes from this work will stand in sharp contrast to the isolating, punitive, and stigmatizing practices that for too long were perpetuated in the justice system.

### Community Input

From May through August 2019, the Department engaged in multiple outreach efforts to various community groups and stakeholders. Input from the following convenings informs this Plan:

- Ten Community Forums held across the County (two per Supervisory District) provided public input on the role the arts should play in helping to develop healthy children, healthy families and thriving communities.
- Three convenings of the LA County Regional Plan for Arts Education Advisory Workgroup provided opportunities to frame objectives for, and review findings from, the Community Forums. Participants included representatives from community-based arts organizations, the six County cultural institutions, Arts Commissioners, staff from County Departments, cultural leaders, funders and arts educators.
- The 23 LA County Arts Education Collective Youth Advisory Council members attended community forums, participated in the Advisory Workgroup and provided direct input on the expansion of regional arts-based strategies.
- The inter-agency youth arts task force, with 62 representatives from 37 County departments, agencies, commissions, and offices, met three times to surface strategies to embed the arts within County services that support youth and families.
- Representatives from 24 community-based organizations with expertise in youth development and youth justice were invited to discuss current programs and resources, identify gaps and needs, and offer suggestions for how LA County can best elevate and implement the arts as a criminal justice reform strategy.

The investments proposed in this Plan build upon four themes that uplift the benefits of arts and culture, and were identified by participants in these convenings:

- **Well-being:** Arts and culture are integral to individual and community well-being. The arts can help County Departments address issues of mental health, emotional regulation, stability, and the social-emotional well-being of clients/stakeholders. The arts can also support the self-care and wellness of LA County staff who directly serve system-involved populations.
- **Empowerment:** Arts and culture create a sense of ownership and pride in communities. They offer ways to connect creative voice and self-determination, to mentor and inspire system-involved individuals, and may be used as an alternative to punitive practices.
- **Empathy:** Arts and culture build empathy within and between individuals, families, and community members, and promote values of compassion, kindness, and service.
- **Inclusion:** Arts and culture provide opportunities to include, engage, celebrate, gather and educate diverse audiences, groups and individuals.

## The Role of the Department of Arts and Culture

On July 1, 2019, the Los Angeles County Arts Commission transitioned into the Los Angeles County Department of Arts and Culture (Department). The new Department's mission is to advance arts, culture, and creativity throughout Los Angeles County, envisioning the County as a region in which arts, culture and creativity are integral to every aspect of civic life for all people and communities. The Department's work is framed by the values of Collaboration; Creative Expression; Economic Vitality; Education; Equity, Diversity, Access, and Inclusion; Innovation; Integrity; Research and Evaluation; Social Impact; and Stewardship as well as the guiding principles of the [LA County Cultural Equity and Inclusion Initiative](#).

The County now has an opportunity to position the Department in a leadership role in developing, guiding, supporting, aligning and helping to coordinate arts-based programs and services both within and across other County departments and agencies. In this role, the Department would work in alignment with the County Strategic Plan to foster inter-Departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles County.

Finally, the Board's August 13, 2019 motion, [Restructuring the Juvenile Justice System: Building a Health-Focused Model](#), aims to transform the County's juvenile justice system into a rehabilitative and health-focused model of care. Because the arts contribute to the education and positive social emotional development in young people, the Department is committed to collaborating with any new or standing County agency charged with overseeing the restructuring of the County's juvenile justice system into a model of care focused on well-being.

### Countywide Infrastructure

Over the past several years, the Department has used grants and other short-term revenue streams to initiate multiple strategies included in this Plan. However, the Department currently is not adequately staffed to sustain or expand strategies for serving youth impacted by the justice system. Prior to advancing any new or additional strategies identified in this Plan, the County would need to provide sustainable, core staffing and funding to fully establish ongoing programming and services for this population (see [Immediate Priority](#) references in the Phased Implementation Plan, Phased Budget Plan, and Staffing Implications sections of this report).

Once established, a Countywide infrastructure for supporting the arts in criminal justice reform efforts would strategically embed arts-based practices across the County's systems of care, maximize resources and define shared measures of success. The inter-agency youth arts task force (which convened to inform this Plan) would evolve into an arts and justice workgroup including representatives from all agencies using the arts to improve services for youth, adults, families and communities. The workgroup would convene regularly to establish a common agenda informed by research from the field, community input and the practices and results from ongoing efforts undertaken in diverse settings and contexts across the County.

Further, the Department would provide a continuum of supportive services to several agencies per year which would advance each agency's efforts to initiate or deepen the use of arts-based, healing-informed strategies in their respective mission-driven activities. This engagement would begin with a team of representatives from the Department supporting strategic planning efforts of the agency. A coach would facilitate a strategic planning process, a creative strategist would inject an artists' perspective, and a staff liaison would ensure continued support throughout the planning process and into implementation following adoption of the agency's strategic arts plan.

The Department will also foster a strong field of locally-rooted practitioners and organizations providing arts-based, healing informed services across the County. Drawing on experience cultivating and nurturing the field of artists, nonprofits and school districts that receive grant funding, professional development and technical assistance, the Department will encourage professional learning and maintain a master list of community-based organizations qualified to undertake this work on behalf of agencies across the County.

### Expanding Support for Adult Populations

While the Department of Arts and Culture has been building programs for justice-involved youth for several years, we have yet to develop programs for serving justice-involved adults. However, this Plan does address the potential for expanding and adapting arts-based strategies for adult populations (see Goal 4).

The following proposed strategies would apply lessons learned and promising practices developed within the juvenile context, as well as draw upon expertise in the field, to expand programs and services for adult populations as follows:

- Provide year-round arts instruction for residents in the County's jail system;
- Develop arts-based activities that promote family healing and reunification;
- Provide incarcerated and formerly incarcerated adults with job training that can lead to careers in the creative economy; and
- Connect formerly incarcerated adults to opportunities for individual or group arts practice in their own communities as part of re-entry/ aftercare support systems.

Exploratory work with adult populations will launch later this fall as part of services provided at the LA County Probation Department's Reentry Opportunity Center, which opened on June 28, 2019 as a "one-stop shop" for community and County service providers to connect formerly incarcerated adults with housing, job, and education opportunities as well as legal and mental health services. This new facility also serves families, youth and local residents, and it houses the Developing Opportunities Offering Reentry Solutions Center (DOORS), which provides on-site services through several community-based organizations and the County departments of Mental Health, Probation, Public Health, Public Social Services, and Workforce Development, Aging and Community Services. In addition to commissioning 19 murals by artist Olalekan Jeyifous that appear throughout the facility, the Department is contracting with Somos LA Arte - Homeboy Art Academy to serve as the arts organization-in-residence, which will help to embed arts-based strategies into all re-entry and after-care services provided at DOORS.

### Public-Private Partnership

The Department of Arts and Culture has built relationships with philanthropy for nearly two decades. This includes cultivating robust membership in a Funders Council that supports the LA County Arts Education Collective, a public-private partnership that works to advance arts education across the region. In considering whether existing relationships with arts funders might be leveraged for increased partnership, as well as to identify new grant opportunities, the Department consulted with the County's Center for Strategic Partnerships (Center).

The Center recognizes that there is potential for private-sector investment in this initiative, and that it may be of interest to several different types of funders, including those who focus on youth and families, youth development, youth justice and criminal justice issues, foster and transitional age youth, education, career and workforce development, community wellness, and the arts. Over the past few years, the Center has built trust, collaboration, and partnership between private philanthropy and County departments, and therefore offers the following considerations for including philanthropy as an important partner in moving this work forward:

- Philanthropy can offer catalytic or seed funding to help launch or advance an initiative but should not be expected to serve as a sustainable funding source. Funders often prefer to make one-time investments, using private-sector dollars to either get projects started or push the County to think outside the box, and ultimately leverage these investments to prompt ongoing, sustainable County funding.
- As planning and implementation of this work evolves, private philanthropy should be engaged as thought partners in addition to serving as potential funding partners for some components of this work. The Center suggests inviting philanthropy to collaboratively think through initiatives, share wisdom and insights, and work together to craft possible solutions.
- Acknowledging the scale of public resources, funders are typically interested in providing financial support only when public funding is not available.
- Elements of any proposed plan should be based in some body of evidence for success, such that they reflect best practices and support in similar settings or other cities; and
- Our partners in philanthropy like to collaborate with the County but need assurances that there is clear communication of expectations amongst all County and community-based partners who are involved in an initiative.

Finally, the Center can play a role in helping to develop new cross-sector, joint initiatives that leverage County resources and support the collaborative work of multiple County departments, including but not limited to the Departments of Mental Health, Public Health, Public Social Services, Children and Family Services, Probation, Arts and Culture, and the Office of Youth Diversion and Development.

In addition to partnerships with philanthropy, this Plan calls for robust collaboration and partnership with arts, cultural and community-based organizations to support implementation of this work, as described in the pages that follow.

## **Plan Detail: Goals, Strategies, and Objectives**

### **Goal I: Establish Countywide Leadership and Coordination**

We will guide, support, align and help coordinate arts-based strategies within and across County departments, offices and commissions in order to strengthen justice reform efforts while maximizing and leveraging the use of County assets and resources.

#### Strategy I.1: Promote and Lead the Integration of the Arts Across County Agencies

- I.1.1: Implement a forum for ongoing collaboration across County systems that maximizes resources and service delivery through cross-sector partnership.
- I.1.2: Share models between agencies; and design and implement integrated youth, adult and community development strategies.
- I.1.3: Establish and maintain a robust list of community-based organizations and artists that can deliver services to youth, families and adults in alignment with healing-centered, systems of care in the County.
- I.1.4: Develop shared methodologies for research and evaluation that reflect the values, intentions and vision of this new approach to elevate the arts as a criminal justice prevention strategy.

#### Strategy I.2: Guide and Support the Integration of the Arts Within County Agencies

- I.2.1: Support other County agencies in building the organizational infrastructure to embed the arts into mission-driven services that support vulnerable populations.
- I.2.2: Establish mission- and constituent-specific arts plans within County agencies utilizing support from a strategic planning coach, a creative strategist and staff from the Department of Arts and Culture.
- I.2.3: Support the implementation of County agency's arts plans by contracting with community-based organizations and artists to provide arts-based, healing-informed services in alignment with the County's justice reform goals.
- I.2.4: Provide professional development for County staff—including but not limited to employees from the LA County Development Authority, Office of Education, Parks, Probation, Youth Development and Diversion, and Workforce Development Aging and Community Services—that builds awareness and capacity to work from an arts-based, trauma-informed perspective. Where appropriate, these trainings would also include non-County personnel and partners.
- I.2.5: Establish a continuum of support for departments and agencies Countywide that includes ongoing technical assistance, as well as arts-based healing and self-care workshops for employees.

## **Goal II: Expand Prevention Strategies that Support Individuals and Communities At Risk**

We will collaborate with community-based organizations, artists and other County agencies to implement arts-based, data-informed strategies that reduce justice system contact and increase individual resiliency, family cohesion and community vibrancy.

These strategies will be undertaken in the most vulnerable areas of the County and with individuals and communities at greatest risk of being impacted by the justice system.<sup>2</sup>

### Strategy II.1: Invest in Direct Services to Constituents

- II.1.1: Scaling from current efforts, implement arts education and engagement opportunities for youth, families and adults at County facilities (including but not limited to parks, public housing, libraries, etc.) located in priority areas of the County disproportionately impacted by the justice system.
- II.1.2: In support of the County's goal of diverting 80% of all alleged youth offenses from contact with the criminal justice system, develop and test arts-based strategies as a component of diversion services offered in lieu of arrest or citation.

### Strategy II.2: Invest in Cultural Resources in Communities

- II.2.1: Strengthen community identity and improve social outcomes through investments in creating, restoring and sustaining neighborhood-based cultural assets located in the identified priority areas of the County.
- II.2.2: Increase grant funding for nonprofit organizations located, working and/or culturally rooted in priority communities to support their role as cultural anchors, community assets, and program providers. Extend arts and cultural funding to small-budget and fiscally sponsored organizations, collectives, traditional and folk artists, and individual artists, especially those from communities that are under-represented in the arts.<sup>3</sup>
- II.2.3: Support free or low-cost community arts engagement, education and cultural activities. Feature regional artists and organizations whose work resonates with local residents year-round at County facilities (e.g. parks, public housing, libraries) in priority communities lacking equitable access to high-quality arts programming.<sup>4</sup>
- II.2.4: Build capacity within community-based organizations and artists by providing technical assistance and professional development. This work will focus on organizational skills, such as grant writing and building staff, as well as specific training in adopting arts-based, healing-informed practices to support client well-being and personal social emotional health.

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<sup>2</sup> We will work with Regional Planning and other relevant County Departments to identify vulnerable communities using datasets reflecting items such as high levels of policing, arrests, foster youth, and trauma, as well as criteria for "struggling" and "precarious" communities identified in Measure for America's Portrait of LA County. Throughout this Plan, we have used the terms vulnerable and priority interchangeably to describe areas designated for investment.

<sup>3</sup> Builds from Recommendation No. 6 in LA County's Cultural Equity and Inclusion Initiative (CEII) report.

<sup>4</sup> Builds from Recommendation No. 10 in LA County's CEII report.



## **Goal II: Expand Prevention Strategies that Support Individuals and Communities At Risk**

### **Strategy II.3: Expand Learning and Employment Opportunities in the Creative Economy**

- II.3.1: Collaborate with employers and training program providers to broaden pathways to careers in the region's creative economy. These efforts center on youth and adults who are often overlooked or excluded from these opportunities, including those from historically marginalized communities, those without access to specialized training programs, foster youth and those involved in the justice system.
- II.3.2: Connect youth at risk of becoming system-involved to internships or paid job training opportunities at County sites delivering arts programming or instruction.
- II.3.3: Support the employment of youth as paid interns, assistants or apprentices in the design, coordination and production of community engagement events and public art.
- II.3.4: Establish Creative Workforce Development Centers, strategically located in different areas of the County, where clients can learn about career opportunities in the creative industries and get referrals to training programs as well as supportive services.<sup>5</sup>

### **Strategy II.4: Promote Narrative Change and Community Healing**

- II.4.1: Engage local youth, constituents and those with lived experience to participate in artistic and creative efforts to share their stories, change perceptions, uplift communities and reduce stigma using a strengths-based approach.
- II.4.2: Commission and recognize works of art by artists and those with lived experience which promote narrative change pertaining to involvement in the justice system and encourage community healing.
- II.4.3: Engage youth, elders, formerly justice-involved individuals and community leaders to help identify cultural assets located in their neighborhood and select arts programs and services to be offered at County facilities.
- II.4.4: Engage artists and cultural organizations in violence prevention and awareness campaigns.

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<sup>5</sup> Builds from Recommendation No. 5 in LA County's CEI report, as well as from Recommendation No. 18 in the *Building Creative Career Pathways for Youth: A Field Scan for Los Angeles County* report.

### **Goal III: Strengthen and Sustain Supports for Justice-Involved Youth and Families**

We will collaborate with community-based organizations, artists and other County agencies to deepen our support of youth and families impacted by the justice system through developmentally appropriate, rehabilitative arts strategies that focus on healing and growth.

#### **Strategy III.1: Provide Arts Education for All Youth in Detention**

- III.1.1: Sustain and expand year-round arts instruction to serve all youth in all County probation camps, juvenile halls, and juvenile day reporting centers.
- III.1.2: Align in-school and after-school arts instruction to promote interdisciplinary, project-based learning that extends beyond the classroom setting.
- III.1.3: Increase opportunities for youth to experience arts and cultural activities at museums, theaters and other creative spaces located in different communities across the County.
- III.1.4: Design, field-test and implement arts-based approaches for family healing and reunification, both in juvenile detention centers and in local communities.
- III.1.5: Place Arts Facilitators at all juvenile detention facilities to coordinate arts-based programs and services for youth and families, support staff training, promote staff well-being and provide case management for youth.

#### **Strategy III.2: Provide Arts-Based Reentry and Aftercare Support Services**

- III.2.1: Establish systems to connect aftercare service providers with artists and arts organizations that can support successful reentry through opportunities for continued arts practice in local communities.
- III.2.2: Provide professional development for aftercare service providers, artists and arts organizations that builds awareness and shared capacity to provide arts-based, trauma-informed support services.
- III.2.3: Develop career readiness through paid job training opportunities in the arts for formerly-incarcerated youth.
- III.2.4: As described in II.4.2, commission and recognize works of art by formerly-incarcerated youth that promote narrative change and encourage healing.
- III.2.5: As described in II.4.3, support the participation of formerly-incarcerated youth in identifying cultural assets located in their neighborhood, and in selecting arts programs and services to be offered at local County facilities.
- III.2.6: Apply arts-based reentry strategies that emerge and are refined through early work with the LA County Probation Department Reentry Opportunity Center and the Developing Opportunities Offering Reentry Solutions (DOORS) center, to youth populations.

## **Goal IV: Identify and Apply Successful Strategies to Support Justice-Involved Adults**

We will draw upon lessons learned and successes realized in supporting system-involved youth to develop and implement strategies for supporting justice-involved adults.

### **Strategy IV.1: Provide Arts Education for Adults in Detention**

- IV.1.1: Develop and implement year-round arts instruction to serve both short-term and extended-stay populations within the County's adult detention centers.
- IV.1.2: Design, field test and implement arts-based approaches for family healing and reunification, both in adult detention centers and in local communities.
- IV.1.3: Place Arts Facilitators at all adult detention centers to coordinate arts-based programs and services for residents and families, support staff training, promote staff well-being, and provide case management for residents.

### **Strategy IV.2: Provide Arts-Based Reentry and Aftercare Support Services**

- IV.2.1: Develop, refine and replicate arts-based strategies that emerge through work with the LA County Probation Department Reentry Opportunity Center and the Developing Opportunities Offering Reentry Solutions (DOORS) center.
- IV.2.2 Connect formerly incarcerated adults to opportunities for individual or group arts practice in their own communities as part of re-entry/ aftercare support systems.
- IV.2.3: Build career readiness through paid job training opportunities that lead to careers in LA County's creative economy.
- IV.2.4 As described in II.4.2, commission and recognize works of art by formerly-incarcerated adults that promote narrative change and encourage healing.
- IV.2.5: As described in II.4.3, support the participation of formerly-incarcerated adults in identifying cultural assets located in their neighborhood, and in selecting arts programs and services to be offered at local County facilities.

## **Goal V: Elevate the Role of the Arts through Expanded External Partnerships**

We will cultivate collaboration with external partners, including but not limited to philanthropy, that can help to initiate or advance innovative systems-reform efforts.

### **Strategy V.1: Increase Awareness of the Arts as an Effective Justice Reform Strategy**

- V.1.1: Make the efforts, contributions, and successes of constituents, local artists, community-based organizations and the County visible to the broader public to support narrative change and help heal communities.
- V.1.2: Share with local, regional and national stakeholders to disseminate learning, successful models and sustainable practices.

### **Strategy V.2: Engage Philanthropic Expertise and Resources**

- V.2.1: Build on the Department of Arts and Culture's existing relationships as a public funder and convener of the County arts philanthropy sector to cultivate philanthropic leaders as thought partners in designing and refining arts-based strategies and implementation models.
- V.2.2 Work with the Center for Strategic Partnerships and other County departments to engage additional philanthropic partners that support innovative systems-change efforts across a wide spectrum of issues and approaches (e.g. youth and families, youth development, youth justice/criminal justice, foster and transitional age youth, education, career and workforce development, community wellness, etc.)
- V.2.3 Cultivate joint initiatives that leverage the expertise and resources of philanthropy, community-based organizations and County departments and pursue collaborative, multi-benefit grant opportunities.
- V.2.4 Collaborate with philanthropic partners with expertise across a variety of systems-change efforts to refine approaches for public-private investment that aim to leverage resources and address gaps using innovative models and practices.

## Phased Implementation Plan

The Department proposes to roll out the above goals, strategies and objectives over three phases that would span five years.

As mentioned earlier in this report, the Department has used grants and other short-term revenue streams over the past several years to launch arts-based strategies that support justice-involved youth. However, the Department currently is not adequately staffed to sustain or expand programs and services already in place. Prior to advancing any new or additional strategies identified in this Plan, the County would need to provide sustainable, core staffing and funding to fully establish ongoing programming and services for this population.

Therefore, the Immediate Priority is to establish a more stable and sustainable funding and staffing infrastructure. This Immediate Priority precedes any phased expansion.

The Department then proposes three phases for growth over which it will build capacity to carry out the work described in this Plan. Over the course of the three phases, the Department would partner with a minimum of 12 County agencies to help them establish plans for integrating arts-based, healing-centered practices into programs and services that support youth and families. Then, the Department would help launch and support implementation of strategies and activities identified in these agency-specific strategic plans.

Drawing from findings gathered in the interagency youth arts task force, the Department has identified a preliminary list of agencies as high priority allies for launching this work:

- Department of Children and Family Services
- Department of Health Services (and/or Office of Diversion and Reentry)
- Department of Mental Health
- Department of Parks and Recreation
- Department of Public Health (and/or Office of Violence Prevention)
- LA County Development Authority
- Probation, and/or any agency assigned to build a health-focused model for juveniles
- Sheriff
- Workforce Development, Aging and Community Services

This is not yet a complete, fixed or prioritized list. The list of agencies with which the Department will partner during the execution of this Plan will be refined after budget capacity is determined.

## Phase One

If staffing and funding were provided, the Department could begin work on the following activities before June 30, 2020:

### Goal I – Countywide Coordination

- Establish and convene a forum for ongoing collaboration across County agencies
- Identify target communities based on data
- Develop a plan for ongoing research and evaluation
- Establish arts-based, healing-informed professional development for County staff
- Launch strategic planning in the arts, prototyping and staff training with two County agencies

### Goal II – Prevention

- Launch implementation of arts plans within two County agencies
- Connect youth to internships or paid job training opportunities in the creative economy

### Goal III – Justice-Involved Youth

- Launch arts-based family engagement activities for youth already involved in the justice system
- Initiate re-entry support services for youth involved in the justice system

### Goal IV – Justice-Involved Adults

- Develop a strategic plan in the arts with the Sheriff Department
- Prototype arts-based programs and services in County adult detention centers
- Initiate implementation of arts plan

### Goal V – External Partnerships

- Cultivate philanthropic partners to guide and support the initiative

## Phase Two

If staffing and funding were provided, the Department could begin work on the following new activities during the 2020-2021 fiscal year:

### Goal I – Countywide Coordination

- Launch strategic planning in the arts, prototyping and staff training with four additional County agencies

### Goal II – Prevention

- Launch implementation of arts plans within four new County agencies
- Increase grant funding for non-profit organizations located, working and/or culturally rooted in priority communities
- Provide professional development in arts-based, healing-informed practices to artists, community-based organizations, and other partners
- Expand internships and paid job training opportunities for youth that lead to careers in the creative economy
- Commission and recognize works of art to promote narrative change and healing

### Goal III – Justice-Involved Youth

- Expand arts-based family engagement for youth involved in the justice system
- Expand re-entry support services for youth involved in the justice system
- Provide paid job training opportunities in the arts for formerly-incarcerated youth

### Goal IV – Justice-Involved Adults

- Sustain co-location of a community-based arts organization at the Probation Department's Developing Opportunities Offering Reentry Solutions Center (DOORS)

### Goal V – External Partnerships

- Cultivate communications partners to increase visibility and support for the initiative



### Phase Three

If staffing and funding were provided, the Department could realize full implementation in subsequent years through the following new activities:

#### Goal I – Countywide Coordination

- Launch strategic planning in the arts, prototyping and staff training with five additional County agencies
- Institute ongoing staff training in arts-based strategies for County employees

#### Goal II – Prevention

- Launch implementation of arts plans within five new County agencies
- Add new grant funding for small and mid-sized non-profit arts organizations located, working and/or culturally rooted in priority communities
- Provide professional development and technical assistance to support the sustainability of small and mid-sized non-profit arts organizations
- Establish community-based Arts Navigators to connect youth to paid job training opportunities in the creative economy

#### Goal III – Justice-Involved Youth

- Expand arts-based family engagement for youth involved in the justice system

#### Goal IV – Justice-Involved Adults

- Expand the arts-based re-entry model developed at the Probation Department's Developing Opportunities Offering Reentry Solutions Center (DOORS) to serve constituents in four other regions of the County
- Establish ongoing, paid job training opportunities in the arts for formerly-incarcerated adults

## Phased Budget Plan

As described in the prior section of this report, the Department proposes to roll out this Plan in three phases. The optimal timeline for realizing full expansion would be five years with \$5M in start-up costs, followed by additional investments of \$11M per year over the four subsequent years.

The budget summary below provides an overview of Unmet Need by phase:

|  | <b>Immediate Priority</b> | <b>Phase One</b><br>launch by June 2020 | <b>Phase Two</b><br>proposed launch in FY 2020-21 | <b>Phase Three</b><br>full expansion | <b>Totals</b>       |
|--|---------------------------|---|---|--------------------------------------|---------------------|
| Unmet Need (Ongoing)                             | \$1,570,000               | \$5,785,000                             | \$9,879,000                                       | \$11,428,000                         | \$28,662,000        |
| Unmet Need (One-Time)                            | -                         | 478,000                                 | 636,000   | 796,000                              | 1,910,000           |
| Unmet Need (Funding from Other County Agencies*) | 3,700,000                 | 3,751,000                               | 5,000,000   | 6,251,000                            | 18,702,000          |
| <b>TOTAL Unmet Need</b>                          | <b>\$5,270,000</b>        | <b>\$10,014,000</b>                     | <b>\$15,515,000</b>                               | <b>\$18,475,000</b>                  | <b>\$49,274,000</b> |

### **County General Fund:**

To realize full expansion of the Plan, the Department would need 100% of Ongoing and One-Time costs illustrated in the chart above.

### **\*Anticipated/ Matching Funds from Other County Agencies:**

It is anticipated that nearly 40% of the total \$49M estimated for this work could come from matching funds to be identified by other County agencies. It is possible that County agencies could request additional general fund support to cover these investments; however, we also know that there are federal, state, and other grant revenue streams available to several agencies that could be allocated to advance this work. We also expect variance in the capacity of different departments to provide matching funds, and therefore matching amounts represented are only estimates. The ability to contribute funding toward implementation would not be a requirement for partnership but would allow the work to progress further and faster.

### *Support for Community-Based Organizations*

With the clear recognition that cultural and community organizations will be key partners in the implementation of this Plan, more than half of the total \$49M projected cost increases would be directed toward artists and community-based organizations to provide programs and services that build strong, healthy communities.

|                                  | <b>Full Implementation (Unmet Need)</b> | <b>Anticipated Proportion Directed to Artists and Community-Based Organizations</b> | <b>Anticipated Amount Directed to Artists and Community-Based Organizations</b> |
|----------------------------------|---|---|---|
| Goal I: Countywide Coordination  | \$ 4,107,000                            | 36%   | \$1,458,000   |
| Goal II: Prevention              | 37,802,000                              | 57%   | 21,450,000  |
| Goal III: Justice-Involved Youth | 2,647,000                               | 77%   | 2,035,000   |
| Goal IV: Justice-Involved Adults | 3,889,000                               | 68%   | 2,634,000   |
| Goal V: External Partnerships    | 829,000                                 | 0%  | -   |
| <b>TOTAL Unmet Need</b>          | <b>\$ 49,274,000</b>                    | <b>56%</b>  | <b>27,352,000</b>   |

## Staffing Implications

The Plan calls for a total of 29 new positions to coordinate and manage work outlined in the goals, strategies and objectives. The following staffing implementation strategy provides four steps for building the County's capacity to sustain this work.

### *Immediate Priority*

To ensure sustainability of current programs launched using grant or short-term funding, the Department must assign work currently undertaken by contractors to County personnel in new full-time positions.

### *Phase One*

Beyond immediate priority staffing, additional personnel hired in the 2019-20 fiscal year would support strategic planning in three County agencies and seize upon current opportunities to deepen and broaden this work.

### *Phase Two*

This intermediate growth phase, proposed for 2020-21, will involve building staff capacity to initiate strategic planning with four new agencies, while continuing to support three agencies that developed strategic plans in Phase One. Additional staff will also be hired to support prevention strategies and to expand justice-involved youth's connections to creative careers.

### *Phase Three*

This summative growth phase will position the Department to work at scale as a County entity coordinating programming across multiple departments and agencies, and across priority communities through relationships with artists and organizations. Staff added in this phase will initiate strategic planning with five new agencies, identify and engage new community-based organizations in priority communities, and launch creative career pathways efforts for adults involved in the justice system.

| <b>Phased Staffing Plan – Number of New Positions/ Unmet Need</b> |                               |  |   |  |                    |
|---|-------------------------------|--|---|--|--------------------|
|   | <b>Immediate<br/>Priority</b> | <b>Phase<br/>One</b><br>launch by<br>June 2020 | <b>Phase<br/>Two</b><br>proposed<br>launch in FY<br>2020-21 | <b>Phase<br/>Three</b><br>full expansion | <b>Totals</b>      |
| Goal I: Countywide Coordination                                   | 1                             | 1  | 5   | 4  | 11                 |
| Goal II: Prevention   | 2                             | 3  | 3   | 3  | 11                 |
| Goal III: Justice-Involved Youth                                  | 1                             | -  | 1   | -  | 2                  |
| Goal IV: Justice-Involved Adults                                  | -                             | 1  | -   | 1  | 2                  |
| Goal V: External Partnerships                                     | 3                             | -  | -   | -  | 3                  |
|   |                               |  |   |  |                    |
| <b>TOTAL Staffing Unmet Need (Ongoing)</b>                        | <b>\$1,258,000</b>            | <b>\$880,000</b>                               | <b>\$1,567,000</b>  | <b>\$1,408,000</b>                       | <b>\$5,113,000</b> |
| <b>Total # of New Positions</b>                                   | <b>7</b>                      | <b>5</b>                                       | <b>9</b>  | <b>8</b>                                 | <b>29</b>          |

## Research and Evaluation

### Proposed Approach for Coordinated, Developmental Evaluation

As LA County moves from a punishment-based model to a trauma-informed/ healing-centered approach, it will be critical to set new goals and outcome measures that reflect this understanding of treatment and interventions. Traditional outcome measures used by criminal justice agencies track only a limited range of outcomes for individuals, such as recidivism rates. The County will therefore need to develop a new methodology for evaluating the impact of its programming built on other outcomes for participants, including risk and protective factors, mental health outcomes, and attainment of soft skills. Evaluation that tracks cohorts rather than individuals could have the effect of encouraging participants to support each other in their programmatic and treatment communities.

Creation of this new evaluation methodology should begin with a developmental evaluation of a subset of the most-ready programs for justice-involved individuals that involve arts, culture and/or creativity across several key departments. This evaluation should combine quantitative and qualitative measures and should include an ongoing feedback loop that allows evaluators to share findings with staff throughout the process, so that program improvements can take place in real time. This developmental evaluation would have three main goals:

- 1) improve the implementation of programs for justice-involved individuals provided by the County;
- 2) develop minimal data collection tools the County can use across all programs that help the County aggregate basic data about these programs without putting participants at-risk; and
- 3) help to build an evidence base for a trauma-informed and healing-centered approach to addressing the needs of justice-involved and at-risk youth.

### Landscape Analysis of Youth Arts Programming in LA County

The Department of Arts and Culture's Research and Evaluation Unit undertook first steps in creating an inventory of youth arts programming by hiring Populous Consulting to identify arts-based services provided by County agencies. This involved outreach to 44 separate LA County departments, special offices and commissions. An interview process with 42 agencies yielded information on 37 programs that incorporate arts and creativity outside of services for youth provided by the Department of Arts and Culture. (Since the inventory is intended to inform collaboration with other County departments, programs currently supported by the Department of Arts and Culture were not included in the inventory.)

According to the research consultant, interviewees from County departments consistently expressed:

- High regard for the Department of Arts and Culture;
- Belief in the value of arts and culture;
- Desire to continue existing arts programming;
- Interest in expanding arts-based services; and
- Support for the arts being used more often to help youth who are at-risk or experiencing trauma or adversity.

Although nearly all departments contacted for participation did contribute to the study, the researchers determined that more interviews would need to be conducted, and more key informants identified, to surface additional programs that likely exist beyond those included in this inventory.

Despite the limitations of this initial inventory, it was discovered that most County programs that surfaced serve school age youth, suggesting a need to build additional programming that specifically targets younger children (ages 2-5), opportunity youth (ages 14-24) who are not enrolled in school, and transitional age youth (ages 16-25). These findings relate to and reinforce those discussed in the *Building Creative Career Pathways for Youth: A Field Scan for Los Angeles County* and the *Los Angeles County Arts Education Profile: Report on Public Schools* reports published by the Department of Arts and Culture over the last two years.

Finally, while a significant number of programs serve young people in areas defined as “struggling” or “precarious” in Measure for America’s *A Portrait of LA County*, County programs tend to cluster in more central areas of the region. Outlying communities, like Pomona and the Antelope Valley—which also have areas designated as struggling and precarious—reportedly receive little or no services, suggesting an additional opportunity for expansion.

A key challenge for the County that emerged from this research is that each division of County government that serves justice-involved youth and adults, or those at-risk, measures success differently, uses different methods to achieve success, defines the populations they serve differently, and serves a different mix of youth and adult populations. Many programs do not *intentionally* serve justice-involved individuals, but know they are likely to be included among their participants. Therefore, it would be nearly impossible for the County to track the total breadth of services to justice-involved participants across all agencies, or to know the total number of individuals served. This is true not only for programs that involve arts, culture and creativity, but for all programs. As a result, it would be extremely difficult, if not impossible, for the County to fully map and evaluate the impact of its programs and services across all agencies in a comprehensive way.

One approach to addressing this problem would be for a centralized body, like the proposed arts and justice workgroup, to develop a standardized way of categorizing programs and services that includes a common taxonomy for defining participants served by age and other demographic factors as well as any specific categories of interest. This will not be an easy or straightforward task, as findings from the inventory show. Moreover, several legal and ethical issues related to protection of human subjects would need to be considered before embarking on creation of a data collection system, especially for programs serving youth.

### Research Supporting the Role of the Arts in Justice Reform

Much of what is known about the impact of arts programs on adults and youth comes from evaluation of programs provided in prisons and youth corrections facilities. The benefits of arts programs found in these studies generally fall into four categories: therapeutic, educational, quality of life management, and societal (community involvement) (Johnson, 2008). Arts and culture programs give participants opportunities to engage in positive self-expression and opportunities for self-reflection. This may be particularly true for individuals who are in prison, on probation, or at risk of becoming involved in the justice system. In the context of risk and protective factors, for example, arts programs appear to be particularly well-suited to build individual-level protective factors needed in adolescence, such as emotional self-regulation, self-esteem, engagement with culture (Interagency Working Group on Youth Programs, n.d.).

One of the more extensive series of studies has been the periodic evaluations of the Arts-in-Corrections (AIC) program in California prisons. In the first study in 1983, Brewster found that AIC participants had fewer disciplinary actions during the program, saving administrators both time and money (Brewster, 1983). Following up with the same group of AIC participants 25 years later, he found that former participants reported increased self-discipline, self-esteem, sense of purpose, and reconnection with family as a result of the program (Brewster, 2010). A follow up evaluation of AIC found participation in the program to be associated with reduced

disciplinary actions (Brewster, 2014). In fact, participants in the 2014 study reported that AIC gave them greater confidence and self-discipline to pursue other academic and vocational opportunities, with longer participation in the program associated with better outcomes. This may be particularly important, as employment and education programs for inmates have been found to be inadequate to meet demand (Mauldin, 2016). Looking at data for AIC participants, the California Department of Education reported in 1987 they had more favorable outcomes while on parole than all parolees overall, and that over time, the gap between participants and non-participants widened. In other words, the long-term positive effects of arts programming were even greater than their short-term effects.

Many arts program evaluations find positive outcomes related to protective factors such as improving relationships with peers and authority figures (Cleveland, 1992), increasing self-esteem and a sense of group responsibility (Cohen, 2012), and developing better socialization skills (Gussak, 2004). It should be noted that some studies have found no relationship between arts programs and protective factors such as sense of well-being or emotional stability (Cohen, 2009). That said, arts programs in prisons have also been found to be associated with positive educational and societal outcomes, such as pursuing a GED (Halperin, Kessler, and Braunschweiger, 2012; Melnick, 1984) and reduced recidivism (Hassett, n.d.; Jarjoura & Krumholz, 1998; St. Pierre, n.d.)

Arts programs for youth offenders see similar positive outcomes on protective factors such as self-esteem and self-control (Baker and Homan, 2007; Kennedy, 2002; Lazzari, Amundson, and Jackson, 2005). They have also been found to lead to positive outcomes in education (Cleveland, 2001), and recidivism (Clawson and Coolbaugh, 2001).

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## **Conclusion**

Should the Board wish to expand the role of the arts in criminal justice reform and prevention and move forward with the recommendations in the Plan outlined above, implementation would require budget allocation for staffing, programmatic costs, and infrastructure needs. Drawing on the Department's success in public-private partnership, additional funding from private philanthropy and other sources would be sought to leverage County investment.



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Board of Supervisors

Hilda L. Solis  
Mark Ridley-Thomas  
Sheila Kuehl  
Janice Hahn  
Kathryn Barger

Director

Kristin Sakoda

Chief Deputy  
Heather Rigby

**TO:** Chair Kathryn Barger  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn

**FROM:** Kristin Sakoda *KS*  
Director

**SUBJECT: INVESTING IN ARTS-BASED SOLUTIONS FOR JUSTICE-INVOLVED POPULATIONS (ITEM 16, AGENDA OF MARCH 10, 2020)**

On March 10, 2020 the Board of Supervisors (Board) instructed the Director of the Department of Arts and Culture, in consultation with the Chief Executive Officer (CEO), to conduct an analysis as it relates to the Department of Arts and Culture's (Arts and Culture's) ability to address/meet goals identified in the Countywide Plan for Elevating the Arts as a Criminal Justice Reform Strategy with existing resources and report back in writing. This report was developed in collaboration with the CEO.

On September 13, 2019, the Department submitted to the Board the "Countywide Plan for Elevating the Arts as a Criminal Justice Reform Strategy" (Plan). The Plan sets out five goals, including establishing Countywide leadership and coordination of arts-based strategies; expanding prevention strategies; strengthening and sustaining supports for justice-involved youth and their families; supporting justice-involved adults; and expanding external partnerships. On March 10, 2020 the Board formally approved the Plan.

To achieve these goals, Arts and Culture recommended a phased implementation plan that is comprised of multiple strategies and accompanying funding needs. This included a significant investment in community-based efforts that support programs aimed at prevention and stronger supports for justice-involved individuals and their families. Immediate investment would ensure sustainability of programs for justice-involved youth, and further investment would allow for the expansion of programming to adults involved in the justice system.

Together, the Plan's programs would represent investments in youth and communities most impacted by the justice system which is disproportionately made up of people of color, advancement of the desired shifts for the County's systems of care, an innovative reimagining of public safety through arts and culture, and

alignment with the Board directed priorities of Justice Reform, Child Protection, Health Integration, Sustainability, Antiracism, as well as Alternatives to Incarceration, and the Countywide Cultural Policy.

On March 10, 2020, the Board of Supervisors adopted the goals of the “Countywide Plan for Elevating the Arts as a Criminal Justice Reform Strategy” (Plan). It also directed Arts and Culture to report back with an analysis as it relates to Arts and Culture’s ability to address/meet goals identified in the Plan with existing resources. Below is that analysis.

### **Department Capacity for Implementation of the Plan**

In its Fiscal Year 2020-21 budget request, Arts and Culture submitted requests for 12 new positions to insource existing contractor staff and three additional justice-focused positions to shore up staffing for its existing committed work; eight new positions were approved in the FY 2020- 21 Recommended Budget Phase. Due to COVID-19 impacts on the economy and the County budget shortfall, two of the eight positions were curtailed during the FY 2020-21 Final Changes Budget phase, leaving a total of six new positions. As a result, Arts and Culture staff reassessed its overall workload in order to determine what programs and services would be sustainable with the current staffing levels. The attached table breaks out the work by strategy in the Plan and outlines work that can be completed within existing resources.

### **Summary of Continuing Work**

As detailed in Attachment A, Arts and Culture has the necessary staffing and resources to sustain the following work:

- Manage the distribution of JJCPA funds (\$3.7M in FY 2020-21) for arts-based youth development programming to provide year-round, healing-centered arts instruction for youth in more than 30 County facilities (camps, halls, JDRCs, parks, public housing sites, and continuation high schools).
- Participate in youth development workgroups lead by other County Departments and support shaping of collective implementation efforts and evaluation strategies.
- Share resources and connect County departments to pre-qualified organizations providing arts-based healing-informed instruction.
- Serve as an intermediary to connect and align efforts of County Departments, community-based organizations, high schools, and community colleges that provide training programs to prepare historically underserved youth for jobs in the creative economy.
- Collaborate with LA County Office of Education to align in-school and after-school arts instruction within youth detention facilities.
- Share practices, implementation models, and learning with national, state, and regional colleagues.
- Engage the Arts Education Collective’s Funders Council and other philanthropic partners to sustain and support the future growth and refinement of this work.

In addition to this ongoing work, Arts and Culture has limited existing resources to implement specific, time-bound projects to support strategies of the Plan, including:

- Providing professional development in arts-based, healing-informed youth development for County staff and community-based arts organizations.
- Contracting with community-based organizations for work that engages systems-involved youth in creative efforts to share their stories, change perceptions, and reduce stigma.
- Supporting the Commission on Human Relation’s LA vs Hate campaign.

- Through its Creative Strategist Artist-in-Residence Program, placing artists in County Departments in support of justice reform strategies.

### **Department Staffing in Support of Strategy Implementation**

Below find a breakdown of Arts and Culture positions that currently manage different aspects of Arts and Culture's arts and justice-related work described in Attachment A:

- 1 Manager, who oversees all arts-based, healing-centered youth development efforts, with a particular focus on serving youth impacted – or at risk of becoming impacted by – County systems
- 1.5 Program Associates, who in 2020-21 will be managing contracts with community-based organizations to provide year-round, healing-centered arts instruction for youth in more than 30 County facilities (camps, halls, JDRCs, parks, public housing sites, and continuation high schools)
- 1 Sr. Program Associate, who manages all efforts to expand youth access to jobs in the creative economy, with a particular focus on youth ages 14-24 who have been historically underserved.
- 1 Sr. Program Associate and 1 Program Associate who manage the Arts Education/Youth Development Division's overall fundraising efforts, which includes garnering private philanthropy support and resources to sustain implementation of the plan.
- 1 Manager also supports aspects of the plan related to the Cross-Sector Artist-in-Residence program and other cross-departmental initiatives.

### **Conclusion and Next Steps**

The Department's work in using arts-based solutions for justice-involved populations is a relatively new body of work that provides programs, community investments, and solutions that advance the County and Board of Supervisor's priorities and uplift those most impacted by the justice system and the negative effects of structural racism. In implementing the initial phase of work underway, Arts and Culture is working successfully with several County departments, agencies, and workgroups including but not limited to Probation, Division of Youth Diversion and Development, Office of Diversion and Reentry, Parks and Recreation, and Office of Violence Prevention, community-based nonprofit partners, and philanthropy who have expressed support and interest in the additional programs and strategies included in the Plan.

Although the current work is meaningful, it will be limited in scope, depth, scale, and number of Plan goals that can be achieved without additional resources. While the Department can sustain existing work that implements a number of the Plan's strategies, it cannot fully achieve the goals of the Plan without additional resources as set forth in the Plan.

The CEO, in consultation with the Department, will report back during the FY2020-21 Supplemental Budget phase with an analysis of the feasibility of funding the various phases of the Plan, including options for utilizing matching funds from other departments and County entities, and prioritization for sustaining and expanding programming and community-based services described in the Plan. In addition, Arts and Culture will submit the 180-day report back that details the ongoing work in this field on September 1, 2020.

I am pleased to answer any questions related to this report. Please contact me at [ksakoda@arts.lacounty.gov](mailto:ksakoda@arts.lacounty.gov).

## **ATTACHMENT A**

### **Goal I: Establish Countywide Leadership and Coordination**

#### **Strategy I.1: Promote and Lead the Integration of the Arts Across County Agencies**

|        | Sub-strategy  | Implementation  |
|--------|---|---|
| I.1.1: | Implement a forum for ongoing collaboration across County systems that maximizes resources and service delivery through cross-sector partnership.   | Arts and Culture will participate in youth development workgroups led by other County departments (such as the Office of Youth Development and Diversion's Youth Justice Working Group and DPR's County Youth Networking Group).      |
| I.1.2: | Share models between agencies; and design and implement integrated youth, adult and community development strategies.   | Arts and Culture will participate in youth development workgroups led by other County departments, help to shape collective implementation efforts, and ensure alignment with our existing work.                                      |
| I.1.3  | Establish and maintain a robust list of community-based organizations and artists that can deliver services to youth, families and adults in alignment with healing-centered systems of care in the County. | Arts and Culture will share established list of pre-qualified organizations that provide arts-based healing-informed instruction with other County departments.   |
| I.1.4  | Develop shared methodologies for research and evaluation that reflect the values, intentions, and vision of this new approach to elevate the arts as a criminal justice prevention strategy.                | Arts and Culture will participate in youth development workgroups led by other County departments, help to shape collective evaluation strategies, and provide research and evaluation in alignment with criminal justice prevention. |

#### **Strategy I.2: Guide and Support the Integration of the Arts Within County Agencies**

|        | Sub-strategy  | Implementation  |
|--------|---|---|
| I.2.1: | Support other County agencies in building the organizational infrastructure to embed the arts into mission-driven services that support vulnerable populations.   | Requires additional funding.  |
| I.2.2: | Establish mission- and constituent-specific arts plans within County agencies utilizing support from a strategic planning coach, a creative strategist and staff from the Department of Arts and Culture. | Using remaining Arts for Justice grant (a national grant received by the Department from the Ford Foundation), Arts and Culture will continue to provide DOORS with a coach in 2020-21 to complete and launch implementation of a new strategic plan for embedding arts-based, healing-informed care into programs and services provided at their facility. |

|        |  |  |
|--------|--|--|
|        |  | Arts and Culture is also prioritizing assignment of a future Creative Strategist Artist-in-Residence in a County Department in support of this strategy.                                       |
| I.2.3: | Support the implementation of County agency's arts plans by contracting with community-based organizations and artists to provide arts-based, healing-informed services in alignment with the County's justice reform goals.   | Requires additional funding.   |
| I.2.4: | Provide professional development for County staff—including but not limited to employees from the LA County Development Authority, Office of Education, Parks, Probation, Youth Development and Diversion, and Workforce Development Aging and Community Services—that builds awareness and capacity to work from an arts-based, trauma-informed perspective. Where appropriate, these trainings would also include non-County personnel and partners. | Arts and Culture will provide one-time professional development for County staff in 2020-21 with remaining Arts for Justice grant funding. Ongoing implementation requires additional funding. |
| I.2.5: | Establish a continuum of support for departments and agencies Countywide that includes ongoing technical assistance, as well as arts-based healing and self-care workshops for employees.  | Requires additional funding.   |

## Goal II: Expand Prevention Strategies that Support Individuals and Communities At Risk

### Strategy II.1: Invest in Direct Services to Constituents

|         | Sub-strategy   | Implementation   |
|---------|--|--|
| II.1.1: | Scaling from current efforts, implement arts education and engagement opportunities for youth, families and adults at County facilities (including but not limited to parks, public housing, libraries, etc.) located in priority areas of the County disproportionately impacted by the justice system. | Arts and Culture will continue to manage the distribution of JJCPA funds for arts-based youth development programming in designated County parks and public housing sites. |

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| II.1.2: | In support of the County's goal of diverting 80% of all alleged youth offenses from contact with the criminal justice system, develop and test arts-based strategies as a component of diversion services offered in lieu of arrest or citation. | Arts and Culture staff are currently field testing an initial implementation strategy/summer programming to provide virtual arts instruction for youth served by the County's diversion efforts, in partnership with YDD. Capacity to implement or expand this pilot programming will require additional resources. |
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#### Strategy II.2: Invest in Cultural Resources in Communities

|         | Sub-strategy   | Implementation   |
|---------|--|--|
| II.2.1: | Strengthen community identity and improve social outcomes through investments in creating, restoring and sustaining neighborhood-based cultural assets located in the identified priority areas of the County.   | Requires additional funding.   |
| II.2.2: | Increase grant funding for nonprofit organizations located, working and/or culturally rooted in priority communities to support their role as cultural anchors, community assets, and program providers. Extend arts and cultural funding to small-budget and fiscally sponsored organizations, collectives, traditional and folk artists, and individual artists, especially those from communities that are under-represented in the arts. | Arts and Culture has extended eligibility for its Organizational Grants Program (OGP) to fiscally sponsored organizations starting with the FY2021-22 OGP funding cycle. Additionally per Board motion, budget increases to the OGP program will be phased over next three years. The Community Impact Arts Grant (CIAG) program ends next year without ongoing funding. If support for these programs is continued, they would provide partial support for this strategy.<br><br>Full implementation requires additional funding. |
| II.2.3  | Support free or low-cost community arts engagement, education and cultural activities. Feature regional artists and organizations whose work resonates with local residents year-round at County facilities (e.g. parks, public housing, libraries) in priority communities lacking equitable access to high-quality arts programming.   | Requires additional funding.   |

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| II.2.4 | Build capacity within community-based organizations and artists by providing technical assistance and professional development. This work will focus on organizational skills, such as grant writing and building staff, as well as specific training in adopting arts-based, healing-informed practices to support client wellbeing and personal social emotional health. | Arts and Culture will provide one-time professional development in arts-based, healing-informed youth development for community-based arts organizations in 2020-21 with remaining Arts for Justice grant. Ongoing implementation requires additional funding. |
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### Strategy II.3: Expand Learning and Employment Opportunities in the Creative Economy

|         | Sub-strategy   | Implementation   |
|---------|--|--|
| II.3.1: | Collaborate with employers and training program providers to broaden pathways to careers in the region's creative economy. These efforts center on youth and adults who are often overlooked or excluded from these opportunities, including those from historically marginalized communities, those without access to specialized training programs, foster youth and those involved in the justice system. | Arts and Culture will serve as an intermediary to connect and align efforts of community-based organizations, high schools, and community colleges that provide training programs to prepare historically underserved youth for jobs in the creative economy.        |
| II.3.2: | Connect youth at risk of becoming system-involved to internships or paid job training opportunities at County sites delivering arts programming or instruction.  | Arts and Culture will act as an intermediary to connect and align County departments (WDACS, DPR, Probation, YDD, etc.) with opportunities for youth they serve to access community-based training programs that will prepare them for jobs in the creative economy. |
| II.3.3  | Support the employment of youth as paid interns, assistants or apprentices in the design, coordination and production of community engagement events and public art.   | Requires additional funding.   |
| II.3.4  | Establish Creative Workforce Development Centers, strategically located in different areas of the County, where clients can learn about career opportunities in the creative industries and get referrals to training programs as well as supportive services.   | Requires additional funding.   |

### Strategy II.4: Promote Narrative Change and Community Healing



|         | Sub-strategy  | Implementation   |
|---------|---|--|
| II.4.1: | Engage local youth, constituents and those with lived experience to participate in artistic and creative efforts to share their stories, change perceptions, uplift communities and reduce stigma using a strengths-based approach. | Using remaining Arts for Justice grant, Arts and Culture will provide one-time contracts in 2020-21 to community-based organizations for work that engages systems-involved youth in creative efforts to share their stories, change perceptions, and reduce stigma. Ongoing implementation requires additional funding.   |
| II.4.2: | Commission and recognize works of art by artists and those with lived experience which promote narrative change pertaining to involvement in the justice system and encourage community healing.                                    | Department will explore if one-time grant funds are available to implement a project in support of this strategy. Ongoing implementation requires additional funding.  |
| II.4.3  | Engage youth, elders, formerly justice-involved individuals and community leaders to help identify cultural assets located in their neighborhood and select arts programs and services to be offered at County facilities.          | Requires additional funding.   |
| II.4.4  | Engage artists and cultural organizations in violence prevention and awareness campaigns.   | Arts and Culture is collaborating with County agencies on one-time projects, specifically supporting implementation of the Commission on Human Relations LA vs Hate campaign and a storytelling project with the Office of Violence Prevention and the Department's Creative Strategist Artist in Residence that will engage the voices of individuals impacted by violence to inform the new Office's strategic plan and community engagement work. Ongoing implementation requires additional funding. |

### Goal III: Strengthen and Sustain Supports for Justice-Involved Youth and Families

#### Strategy III.1: Provide Arts Education for All Youth in Detention

|          | Sub-strategy   | Implementation  |
|----------|--|---|
| III.1.1: | Sustain and expand year-round arts instruction to serve all youth in all County probation camps, juvenile halls, and juvenile day reporting centers. | Arts and Culture will continue to manage the distribution of JJCPA funds and utilize subject matter expertise to partner with community-based organizations to provide arts-based youth development programming in juvenile detention facilities (camps, halls, JDRCs). |
| III.1.2: | Align in-school and after-school arts instruction to promote interdisciplinary, project-based learning that extends                                  | Arts and Culture will continue to work with partners at the LA County Office of Education to find ways to align in-school and after-school arts   |

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|         | beyond the classroom setting.   | instruction within youth detention facilities.  |
| III.1.3 | Increase opportunities for youth to experience arts and cultural activities at museums, theaters and other creative spaces located in different communities across the County.  | Requires additional funding.  |
| III.1.4 | Design, field-test and implement arts-based approaches for family healing and reunification, both in juvenile detention centers and in local communities.   | Requires additional funding.  |
| III.1.5 | Place Arts Facilitators at all juvenile detention facilities to coordinate arts-based programs and services for youth and families, support staff training, promote staff well-being and provide case management for youth. | This strategy was field tested in one site using funds from the Arts for Justice grant. Ongoing, expanded implementation requires additional funding. |

### Strategy III.2: Provide Arts-Based Reentry and Aftercare Support Services

|          | Sub-strategy   | Implementation   |
|----------|--|--|
| III.2.1: | Establish systems to connect aftercare service providers with artists and arts organizations that can support successful reentry through opportunities for continued arts practice in local communities. | Using remaining Arts for Justice grant, Arts and Culture will continue to provide DOORS with a coach in 2020-21 to complete and launch implementation of a new strategic plan for embedding arts-based, healing-informed care into programs and services provided at their facility. |
| III.2.2: | Provide professional development for aftercare service providers, artists and arts organizations that builds awareness and shared capacity to provide arts-based, trauma-informed support services.      | Requires additional funding.   |
| III.2.3  | Develop career readiness through paid job training opportunities in the arts for formerly-incarcerated youth.  | Requires additional funding.   |
| III.2.4  | Commission and recognize works of art by formerly-incarcerated youth that promote narrative change and encourage healing.  | See implementation for II.4.2. Requires additional funding.  |

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| III.2.5 | Support the participation of formerly-incarcerated youth in identifying cultural assets located in their neighborhood, and in selecting arts programs and services to be offered at local County facilities.  | See implementation for II.4.3. Requires additional funding. |
| III.2.6 | Apply arts-based reentry strategies that emerge and are refined through early work with the LA County Probation Department Reentry Opportunity Center and the Developing Opportunities Offering Reentry Solutions (DOORS) center, to youth populations. | Requires additional funding.                                |

#### Goal IV: Identify and Apply Successful Strategies to Support Justice-Involved Adults

##### Strategy IV.1: Provide Arts Education for Adults in Detention

|         | Sub-strategy   | Implementation               |
|---------|--|------------------------------|
| IV.1.1: | Develop and implement year-round arts instruction to serve both short-term and extended-stay populations within the County's adult detention centers.  | Requires additional funding. |
| IV.1.2: | Design, field test and implement arts-based approaches for family healing and reunification, both in adult detention centers and in local communities.   | Requires additional funding. |
| IV.1.3: | Place Arts Facilitators at all adult detention centers to coordinate arts-based programs and services for residents and families, support staff training, promote staff well-being, and provide case management for residents. | Requires additional funding. |

##### Strategy IV.2: Provide Arts-Based Reentry and Aftercare Support Services

|         | Sub-strategy   | Implementation               |
|---------|--|------------------------------|
| IV.2.1: | Develop and implement year-round arts instruction to serve both short-term and extended-stay populations within the County's adult detention centers.  | Requires additional funding. |
| IV.2.2: | Design, field test and implement arts-based approaches for family healing and reunification, both in adult detention centers and in local communities. | Requires additional funding. |

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| IV.2.3: | Place Arts Facilitators at all adult detention centers to coordinate arts-based programs and services for residents and families, support staff training, promote staff well-being, and provide case management for residents. | Requires additional funding.             |
| IV.2.4: | Commission and recognize works of art by formerly-incarcerated adults that promote narrative change and encourage healing.   | See II.4.2 - Requires additional funding |
| IV.2.5: | Support the participation of formerly-incarcerated adults in identifying cultural assets located in their neighborhood, and in selecting arts programs and services to be offered at local County facilities.                  | See II.4.3 - Requires additional funding |

#### Goal V: Elevate the Role of the Arts through Expanded External Partnerships

##### Strategy V.1: Increase Awareness of the Arts as an Effective Justice Reform Strategy

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|        | Sub-strategy   | Implementation  |
| V.1.1  | Make the efforts, contributions, and successes of constituents, local artists, community-based organizations and the County visible to the broader public to support narrative change and help heal communities. | Requires additional funding   |
| V.1.2: | Share with local, regional and national stakeholders to disseminate learning, successful models and sustainable practices.   | Arts and Culture will share current practices, implementation models and learning with national, state and regional colleagues. |

##### Strategy V.2: Engage Philanthropic Expertise and Resources

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|       | Sub-strategy   | Implementation   |
| V.2.1 | Build on the Department of Arts and Culture's existing relationships as a public funder and convener of the County arts philanthropy sector to | Arts and Culture will continue to engage the Arts Education Collective's Funders Council as thought partners in designing and refining arts-based strategies and implementation models for |

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|        | cultivate philanthropic leaders as thought partners in designing and refining arts-based strategies and implementation models.   | youth.   |
| V.2.2: | Work with the Center for Strategic Partnerships and other County departments to engage additional philanthropic partners that support innovative systems-change efforts across a wide spectrum of issues and approaches (e.g. youth and families, youth development, youth justice/criminal justice, foster and transitional age youth, education, career and workforce development, community wellness, etc.) | Arts and Culture will meet with the Center for Strategic Partnerships to determine a strategy for engagement of the non-arts based philanthropic sector.   |
| V.2.3: | Cultivate joint initiatives that leverage the expertise and resources of philanthropy, community-based organizations and County departments and pursue collaborative, multi-benefit grant opportunities.   | Requires additional funding.   |
| V.2.4: | Collaborate with philanthropic partners with expertise across a variety of systems-change efforts to refine approaches for public-private investment that aim to leverage resources and address gaps using innovative models and practices.  | Arts and Culture will continue to engage the Arts Education Collective's Funders Council as thought partners in refining approaches for public-private investment that leverage resources, address gaps, and test innovative models for serving youth. |



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Board of Supervisors  
Hilda L. Solis  
Mark Ridley-Thomas  
Sheila Kuehl  
Janice Hahn  
Kathryn Barger

Director  
Kristin Sakoda

Chief Deputy  
Heather Rigby

**DATE:** September 10, 2020

**TO:** Chair Kathryn Barger  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn

**FROM:** Kristin Sakoda *KS*  
Director

**SUBJECT: INVESTING IN ARTS-BASED SOLUTIONS FOR JUSTICE-INVOLVED POPULATIONS (ITEM 16, AGENDA OF MARCH 10, 2020)**

On March 10, 2020, the Board of Supervisors (Board) adopted the goals of the "Countywide Plan for Elevating the Arts as a Criminal Justice Reform Strategy" (Plan). It also directed Arts and Culture to report back every 180 days with an update on implementation of the Plan to elevate the arts for justice-involved individuals and recommended next steps.

### **BACKGROUND**

On September 13, 2019, the Department submitted to the Board the "Countywide Plan for Elevating the Arts as a Criminal Justice Reform Strategy" (Plan). The Plan sets out five goals, including establishing Countywide leadership and coordination of arts-based strategies; expanding prevention strategies; strengthening and sustaining supports for justice-involved youth and their families; supporting justice-involved adults; and expanding external partnerships.

To achieve these goals, Arts and Culture recommended a phased implementation plan that is comprised of multiple strategies and accompanying funding needs. This included a significant investment in community-based efforts that support programs aimed at prevention and stronger supports for justice-involved individuals and their families. Immediate investment would ensure sustainability of programs for justice-involved youth, and further investment would allow for the expansion of programming to adults involved in the justice system.

Together, the Plan's programs would represent investments in youth and communities most impacted by the justice system which is disproportionately made up of people of color, advancement of the desired shifts for the County's systems of care, an innovative reimagining of public safety through arts and culture, and alignment with the Board directed priorities of Justice Reform, Child Protection, Health

Integration, Sustainability, Antiracism, as well as Alternatives to Incarceration, and the Countywide Cultural Policy.

On August 10, 2020, Arts and Culture submitted a report back to the Board with an analysis as it relates to Arts and Culture's ability to address/meet goals identified in the Plan with existing resources. The analysis determined that Arts and Culture had staffing and funding available to sustain work that is already underway, including managing the distribution of JJCPA funds to provide year-round, arts-based programming for youth in more than 30 County facilities (camps, halls, JDRCs, parks, public housing sites, and continuation high schools), but that new work in service of advancing the Plan would not be feasible without additional resources.

The goals and strategies of the Plan were founded on Arts and Culture's existing work in the arts and justice, therefore existing work supports implementation of the Plan. Below is an update on Arts and Culture's implementation organized as a summary of the programming underway or completed since the Board's adoption of the Plan on March 10, 2020 and the strategies from the Plan that each program area addresses. Following the update are Arts and Culture's recommended next steps for implementation of the Plan.

### **Update on Implementation of the Plan**

Since 2014, the Department of Arts and Culture (Arts and Culture) has partnered with the Probation Department (Probation), the [Arts for Incarcerated Youth Network](#) (AIYN, soon to be the Arts for Healing and Justice Network), and the [Spirit Awakening Foundation](#) to offer healing-informed arts instruction for youth in detention facilities, juvenile day reporting centers (JDRCs), and community settings (see Attachment 1 for full list of active community partners and sites). This work has been largely funded by California's Juvenile Justice Crime Prevention Act (JJCPA). Private funders like the [Art for Justice Fund](#) are also investing in this work, particularly to help pilot and build new implementation strategies.

#### **Delivery of Arts Instruction to County Youth (Strategies II.1.1 and III.1.1)**

On March 16, 2020 the County issued the Safer at Home public health order in response to the outbreak of COVID-19. Prior to Safer at Home, arts instruction and mentoring services were taking place at eight juvenile detention facilities, five JDRCs, one public housing site, 14 parks, and three high schools/continuation schools. After the Safer at Home order was issued, all in-person programming and services came to a halt. Arts and Culture staff worked with contracted service providers to adapt service delivery and develop new ways to provide arts instruction within new health protocols and restrictions. Several organizations quickly adapted to the new environment by researching technology needs, studying online pedagogies, re-writing curriculum, investing in equipment (e.g. lighting, microphones), being trained on new hardware and video platforms.

Between April and June, nine arts organizations<sup>1</sup> were able to resume virtual arts instruction for system-impacted youth at 22 County sites, including three juvenile detention facilities, one JDRC, one public housing site, 14 parks, and three high schools/continuation schools. The transition to remote instruction was challenging, especially in detention camps and juvenile halls where internet access for youth is generally prohibited. Some instruction took place over conference phone calls, for example, before teaching artists worked with Probation staff to

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<sup>1</sup> Boyle Heights Arts Conservatory, The Dance for Healing Project, Jail Guitar Doors, Rhythm Arts Alliance, Somos LA Arte, Spirit Awakening, Street Poets, The Unusual Suspects, WriteGirl

procure laptops and secure confidentiality agreements to make virtual meetings possible. Remote instruction ranged from pre-recorded video lessons to 30-minute Instagram Live sessions to 90-minute video conferencing workshops. Remote summer programming is currently underway at all seven juvenile detention facilities, three high schools/continuation schools, and one public housing site. Summer programming is also active at 15 County parks from July through September.

Arts instruction in County parks is part of a strategy to support individuals and communities at risk of justice system contact by increasing individual resiliency, family cohesion, and community vibrancy. Teaching artists are contracted to deliver arts instruction as part of Department of Parks and Recreation (DPR) programs such as Our SPOT (year-long, after-school program for teenagers) and Parks After Dark (community hubs for children and families). All fourteen parks receiving arts instruction during the 2019-20 school year were able to pivot to remote instruction during Safer at Home orders with great success. Some sites have experienced increased community tension during the COVID-19 pandemic in the form of increased gang violence and the potential for virtual interactions between youth to result in physical violence. DPR staff and community partners have worked to meet the needs of local youth in such cases, such as providing peer-identified mentorship services as an alternative to arts instruction.

#### Success and Discontinuance of Arts Facilitators (Strategy III.1.5)

One of the strategies identified in the Arts and Justice Reform Plan is the hiring and placement of Arts Facilitators at juvenile detention facilities. This role was first successfully modeled by a staff member of the AIYN who worked on-site at Campus Kilpatrick to coordinate arts instruction, mentor incarcerated youth, and direct them to arts learning or employment opportunities as they re-entered their communities. As a former system-impacted youth, the Arts Facilitator was a credible messenger and built positive rapport with both youth and Probation staff. While a successful strategy, the Arts Facilitator role at Campus Kilpatrick was eliminated at the end of March due to the closure of probation camps to non-County staff and budgetary pressures resulting from the COVID-19 pandemic. Due to the successful outcomes of this pilot effort, Arts and Culture recommends reinstatement of the Arts Facilitator role when funding becomes available to do so.

#### Participation in Youth Justice Work Group (Strategies I.1.1, I.1.2, and II.1.2)

In August 2019, the LA County Board of Supervisors passed a motion directing the Office of Diversion and Reentry's (ODR) Youth Diversion and Development (YDD) division to convene a [Youth Justice Work Group](#) (YJWG) and develop recommendations for transitioning the juvenile justice system out of the Probation Department into a new agency focused on rehabilitation and care. Arts and Culture has participated in YJWG meetings held every month since January 2020 to share perspectives on potential operational and programmatic approaches (e.g. contracting processes, community accountability, narrative change), while also looking for opportunities to field test or implement other components of the Arts and Justice Reform Plan and to support arts integration in the transition of the juvenile justice system into a new County agency.

YJWG's vision proposes to transform the County's notions of justice by ending youth incarceration altogether and involving communities rather than the legal system in the healing and growth of young people. Throughout YJWG's meetings, young people have consistently affirmed the recommendations in the Arts and Justice Reform Plan by emphasizing the importance of the arts as a tool for healing from past traumas, learning new skills, and pursuing careers in creative fields. To field test diversion through the arts as part of this work, Arts and



Culture is contracting four arts organizations<sup>2</sup> to deliver virtual arts instruction to youth receiving diversion services from eight community-based social service organizations in the County (see Attachment 1 for list of organizations and service areas).

Curriculum Development for Healing-Informed Instruction and Care (Strategies I.1.2 and II.1.1)  
*Creative Wellbeing: Arts, Schools, and Resilience* (Creative Wellbeing) is a collaborative project of Arts and Culture, the LA County Office of Child Protection's Education Coordinating Council, Department of Mental Health (DMH), and AIYN to use the arts as a strategy for fostering communities of wellness within public schools. To establish school cultures grounded in healing-informed<sup>3</sup> care, it integrates mental health preventative approaches to arts instruction, arts-based professional development, and community-building activities.

From November 2019 to April 2020, Arts and Culture worked in collaboration with 14 partners from DMH and AIYN to co-author and complete the Creative Wellbeing professional development curriculum. The curriculum drew inspiration from the [Campaign to Change Direction](#), [Mental Health First Aid](#), and AIYN's Shared Theory of Practice to ensure content was focused on supporting positive youth development and social-emotional competencies. The result is an engaging and experiential learning curriculum that inspires school faculty and staff to use arts-based tools to enhance student connection and wellbeing.

Arts and Culture developed partnerships with three high schools with higher than average populations of foster, probation-involved, and/or at-promise<sup>4</sup> youth to field test the curriculum as professional development for school staff and arts-based services for students such as teaching artist residencies, family workshops, performances. The pilot sites were located in LA County's First Supervisorial District (Pomona Unified), Second District (Local District West), and Fifth District (Antelope Valley Union and Pasadena Unified). In March and April, Arts and Culture worked closely with partners at Antelope Valley Union, Pasadena Unified, and Pomona Unified to transition in-person activities to online and virtual engagements as a result of the Safer at Home orders. Between May and June, Arts and Culture and AIYN member organizations<sup>5</sup> implemented the following services focused on supporting the mental and social wellbeing of youth, educators, and families:

- Creative Wellbeing Professional Development Trainings: Two three-day series of 90-minute online workshops (supplemented with at-home art-making activities between sessions) engaged 105 educators

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<sup>2</sup> The Actors' Gang, Somos LA Arte, Street Poets, WriteGirl

<sup>3</sup> While "trauma-informed" frameworks are widely used to promote a culture of safety, empowerment, and healing, Arts and Culture is embracing a "healing-informed" lens. Healing-informed (or healing-centered) approaches advance strengths-based care and move away from deficit-based mental health models. This approach seeks to promote resilience and healing from traumatic experiences and environments, in culturally grounded contexts that view healing as the restoration of identity, shared experience, community and a sense of belonging. Healing-informed approaches to arts education are aimed at the holistic restoration of an individual's well-being, recognizing the profound impact of trauma on individuals.

<sup>4</sup> Effective January 1, 2020, state Assembly Bill 413 (AB 413) changed the term "at-risk" to "at-promise" in the state's Education and Penal Codes. AB 413 was co-sponsored by [LACOE](#) as part of efforts to end deficit-based ways of describing youth who are more likely to fail academically due to their life circumstances or behaviors.

<sup>5</sup> The Actors' Gang, Boyle Heights Arts Conservatory, Tia Chucha's Centro Cultural, WriteGirl / Bold Ink Writers

- Teacher Space: Twice-weekly virtual workshops engaged 44 teachers and other youth-serving adults (office staff, school social workers, administrators) to build connections, bolster protective factors<sup>6</sup>, and foster community care.
- Parent/Caregiver Space: Online, healing-informed, and arts-based stress-reduction workshop series engaged six parents/caregivers. AIYN member organization Tía Chucha's Centro Cultural led eight weekly storytelling and self-care sessions on Saturday mornings.
- Virtual Artist Residencies and Arts Supply Drop-offs: Artists provided live virtual instruction for 15 foster youth at two congregate care sites (Hillsides in Pasadena and Trinity Youth Services in El Monte). Up to 146 youth also received art supplies and pre-recorded arts instruction for digital media projects.
- Mindful Moment Radio PSAs: A series of intergenerationally themed public service announcements (PSAs) were produced by youth from the Boyle Heights Arts Conservatory's Por Vida Media Youth Collective. PSAs aired daily on KQBH Community Radio 101.5 FM.
- Pre-recorded Healing-Informed Arts Education Video Series: Boyle Heights Arts Conservatory created a short series of pre-recorded, healing-informed arts instruction focused on promoting body positivity for young people. This resource was shared with all congregate care partner sites and Pasadena Unified's foster youth liaisons.

Harder+Company Community Research is evaluating the impact and lessons learned during the pilot phase of the Creative Wellbeing project to inform future programming. Preliminary findings affirm healing-informed arts education as a valuable approach for fostering communities of wellness within schools and supporting educators to be healing-informed in addressing the social-emotional needs of young people. Further data collection over the summer will provide additional context and perspectives on how government agencies, educational institutions, and nonprofit organizations can support and evaluate the effective delivery of healing-informed arts education in-person and online. Final recommendations from Harder+Company are expected in Fall 2020.

#### Adult Re-entry Services at DOORS (Strategies I.2.2)

Exploratory work with justice-involved adult populations launched in Fall 2019 as part of services provided at Probation's Reentry Opportunity Center, a "one-stop shop" for community and County service providers to connect formerly incarcerated adults with housing, employment, and education opportunities as well as legal and mental health services. The facility also houses the Developing Opportunities Offering Reentry Solutions Center (DOORS), which provides on-site services through community-based organizations and County departments.

In addition to commissioning 19 Civic Art murals by artist [Olalekan Jeyifous](#) that appear throughout the facility, Arts and Culture contracted Somos LA Arte, led by artist Fabian Debora, to be an arts service provider at the DOORS facility. Modeled after the Arts Ed Collective's work with school districts, the agency is supporting the development of a long-term strategy for embedding the arts into client healing, socio-emotional development, job skills training, and family reunification, in collaboration with Somos LA Arte, and representatives from DOORS,

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<sup>6</sup> Conditions or attributes that help people become resilient during stressful events and mitigate risk in families and communities.

ODR, and Probation. Due to the temporary closure of DOORS resulting from the County's Safer at Home orders, completion of the plan has been extended into the 2020-21 fiscal year.

The work to date has therefore primarily focused on piloting healing-informed arts trainings and workshops, as well as cultivating relationships with DOORS staff, on-site social service providers, Probation, and other County agencies.

In addition to weekly pop-up arts workshops, Mr. Debora and his team offered DOORS clients individual mentorship through "The Art Gang" Leadership Development Program, a weekly healing-centered workshop that uses the arts and storytelling to support system-impacted individuals in working toward self-advocacy and social justice. More than 50 clients have been engaged to date, with referrals from service providers like Chrysalis and Five Keys being instrumental in encouraging and retaining client participation. Since the Safer at Home order, Somos LA Arte has transitioned arts activities and the Leadership Development Program to participatory online engagements and will resume in-person workshops when the County reopens DOORS to the public.

### **Recommended Next Steps**

As submitted in Arts and Culture's report back to the Board on August 10, 2020, Arts and Culture is able to sustain existing work supporting arts-based solutions for justice-involved and populations at risk. However, adding new or expanding existing programming to implement remaining Plan strategies will require additional budget and staffing resources. Per the Plan, full implementation would require increased funding in phases up to a total of \$49.3M. Arts and Culture is working to refine the next recommended program activities and the necessary staffing and budget to activate them and will include a request for funding as part of its FY2021-22 budget cycle.

On September 1, 2020 staff submitted applications to the JJCPA requesting continued funding to sustain existing work. This funding (currently \$3.7M) is foundational to the department's ability to deliver arts-based, healing-informed instruction to County youth. Arts and Culture expects to be notified on funding decisions before the close of FY2020-21.

The CEO, in consultation with the Department, will report back during the FY2020-21 Supplemental Budget phase with an analysis of the feasibility of funding the various phases of the Plan, including options for utilizing matching funds from other departments and County entities, and prioritization for sustaining and expanding programming and community-based services described in the Plan.

### **Conclusion**

Arts and Culture will continue to implement this important work and report back every 180 days with progress and suggestions for next phases of implementation. If you have any questions related to this report, please do not hesitate to contact me at [ksakoda@arts.lacounty.gov](mailto:ksakoda@arts.lacounty.gov).