

## **Juvenile Justice Realignment Block Grant Annual Plan**

**Date: 05/01/2023**

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**County Name: Los Angeles**

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### **Background and Instructions:**

Welfare & Institutions Code Section(s) 1990-1995 establish the Juvenile Justice Realignment Block Grant program for the purpose of providing county-based care, custody, and supervision of youth who are realigned from the state Division of Juvenile Justice or who would otherwise be eligible for commitment to the Division of Juvenile Justice prior to its closure.

To be eligible for funding allocations associated with this grant program, counties shall create a subcommittee of the multiagency juvenile justice coordinating council to develop a plan describing the facilities, programs, placements, services, supervision and reentry strategies that are needed to provide appropriate rehabilitative services for realigned youth.

County plans are to be submitted and revised in accordance with WIC 1995, and may be posted, as submitted, to the Office of Youth and Community Restoration website.

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**Part 1: Subcommittee Composition**

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<b>Agency</b>	<b>Name and Title</b>	<b>Email</b>	<b>Phone Number</b>
Probation Department (Chair)	Adam Bettino, Chief Deputy	Adam.Bettino@probation.lacounty.gov	(562) 940-2852
District Attorney's Office Representative	Shelan Joseph	sjoseph@da.lacounty.gov	(213) 408-9232
Public Defender's Office Representative	Luis J. Rodriguez	LRodriguez@pubdef.lacounty.gov	(213) 974-2992
Department of Public Social Services Representative		Pending New Representative	
Department of Mental Health	Karen Streich	Kstreich@dmh.lacounty.gov	(213) 738-2895
Office of Education Representative	Tapau Osborne	osborne_tapau@lacoed.edu	(562) 922-6766
Superior Court Representative	Tricia Penrose	Tpenrose@lacourt.org	(213) 633-0684
Community Member (SD1)	Bikila Ochoa	Bochoa@antirecidivism.org	(213) 955-5885
Community Member (SD2)	Patricia Soung	Psoungconsulting@gmail.com	(213) 355-8791
Community Member (SD3)	Josh Green	jgreen@urbanpeaceinstitute.org	(213) 404-0127
Community Member (SD4)	Alexis Hernandez	Alexishernandez2374@gmail.com	(562) 416-1415
Community Member (SD5)	Nicole Vienna	NVienna@vpg-corp.com	(626) 709-3494

**Part 2: Target Population (WIC 1995 (C) (1))**

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*2.1 Briefly describe the County's realignment target population supported by the block grant:*

The County of Los Angeles's realignment target population supported by the block grant includes youth who were eligible for commitment to the Division of Juvenile Justice prior to its closure on June 30, 2021, which includes those adjudicated to be a ward of juvenile court based on an offense described in Welfare and Institutions Code (WIC) Section 707 (b) or an offense described in Penal Code Section 290.008 (c) (SB 823, Chapter 1.7, Section 1990 (b)) and their reentry process to the community, including planning and linkages to support employment, housing and continuing education (SB 823, Section 1995, (3) (D)).

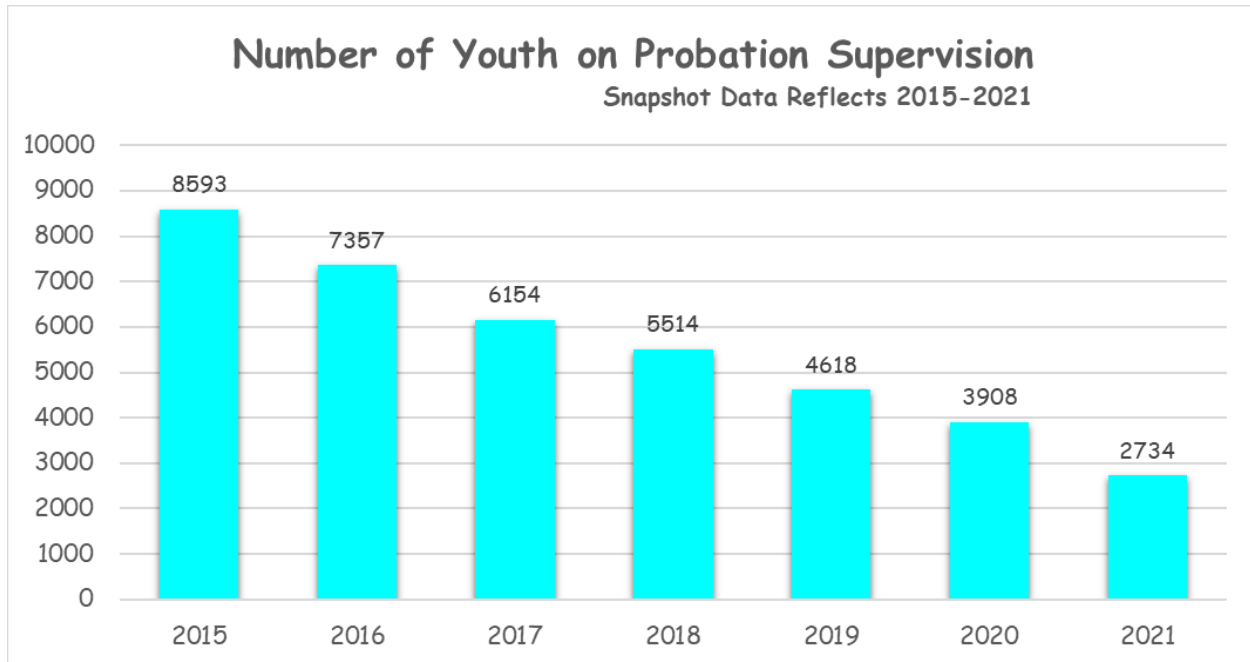
*2.2 Demographics of identified target population, including anticipated numbers of youth served, disaggregated by factors including age, gender, race or ethnicity, and offense/offense history:*

The County of Los Angeles was established on February 18, 1850 and is one of the nation's largest counties, with 4,084 square miles and 9,829,544 residents (as of July 1, 2021), accounting for approximately 25 percent of the State's population. The County includes 88 incorporated cities and many unincorporated areas.

As reported by the United States Census Bureau, of this population (2021), 890,466 youth, ages 11-17 years, reside in the County and the percentage of these youth race/ethnic groups were as follows:

United States Census Bureau Ethnic Group Breakdown (as of 2019)	%
Non-Hispanic, White	20.2%
Black/African American	7.4%
Hispanic or Latino	57.9%
Asian	10.7%
Other (including multiracial American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander)	3.8%

Snapshot data for youth on Probation for Calendar Years (2015-2021) include the following, with a more than 68% decrease in youth on Probation between 2015 and 2021.

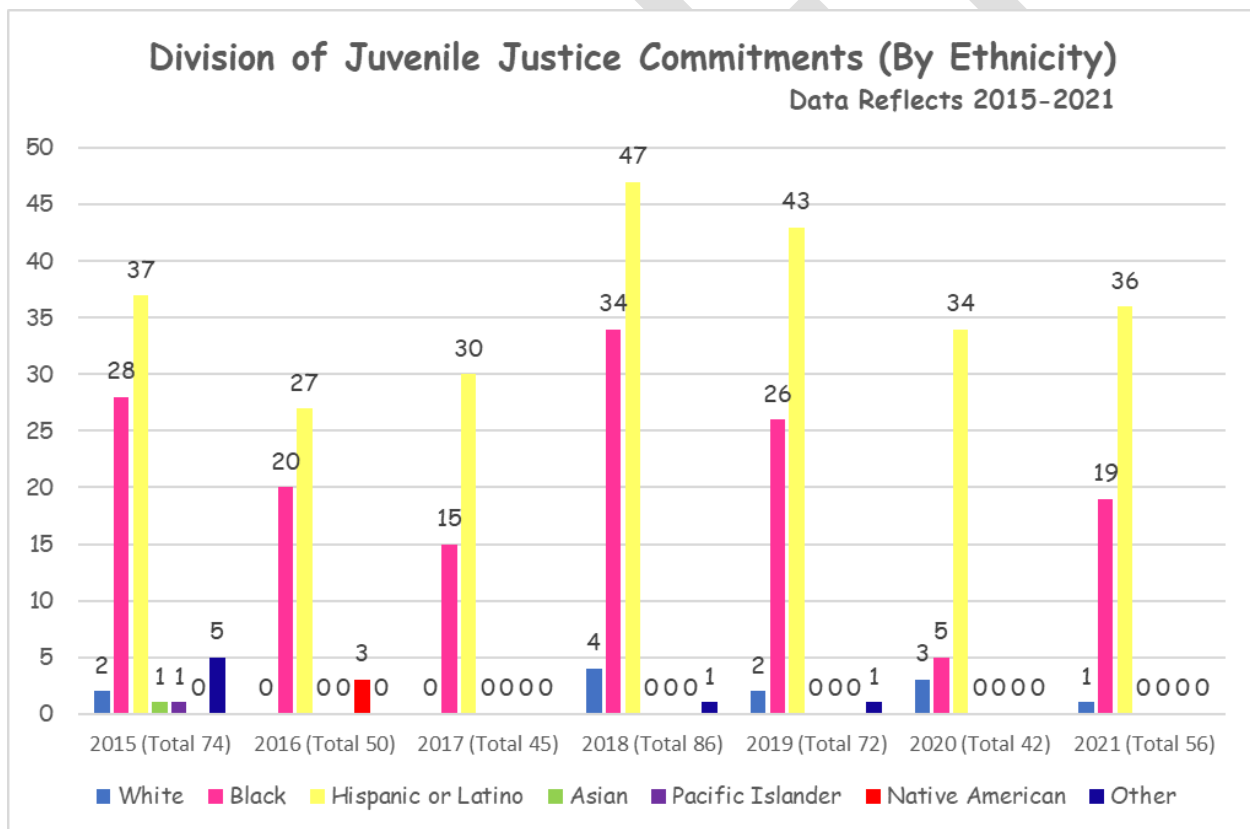


For the specific County identified target Plan population, information is provided by the following categories:

1. Historical demographic information for our County's 425 Division of Juvenile Justice (DJJ) youth commitments: (a) by ethnicity, (b) age and (c) gender at the time of Juvenile Court disposition, for Calendar Years 2015-2021.
  2. Historical most serious sustained offense information for 170 youth who received a DJJ disposition for Calendar Years 2019-2021.
  3. Additional historical delinquency information for 56 youth who received a DJJ disposition for Calendar Year 2021.
  4. Demographic and most serious sustained offense information for 91 youth with current DJJ dispositions (as of December 2022).
1. (a) Historical ethnicity information for the County's 425 DJJ youth commitments (at time of Juvenile Court Disposition) for Calendar Years 2015-2021 include:

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Ethnicity	White		Black		Hispanic or Latino		Asian		Pacific Islander		Native American		Other		Total	
2015	2	3%	28	38%	37	50%	1	1%	1	1%	0	0%	5	7%	74	100%
2016	0	0%	20	40%	27	54%	0	0%	0	0%	3	6%	0	0%	50	100%
2017	0	0%	15	33%	30	67%	0	0%	0	0%	0	0%	0	0%	45	100%
2018	4	5%	34	40%	47	55%	0	0%	0	0%	0	0%	1	1%	86	100%
2019	2	3%	26	36%	43	60%	0	0%	0	0%	0	0%	1	1%	72	100%
2020	3	7%	5	12%	34	81%	0	0%	0	0%	0	0%	0	0%	42	100%
2021	1	2%	19	34%	36	64%	0	0%	0	0%	0	0%	0	0%	56	100%
Total	12	3%	147	35%	254	60%	1	0%	1	0%	3	1%	7	2%	425	100%

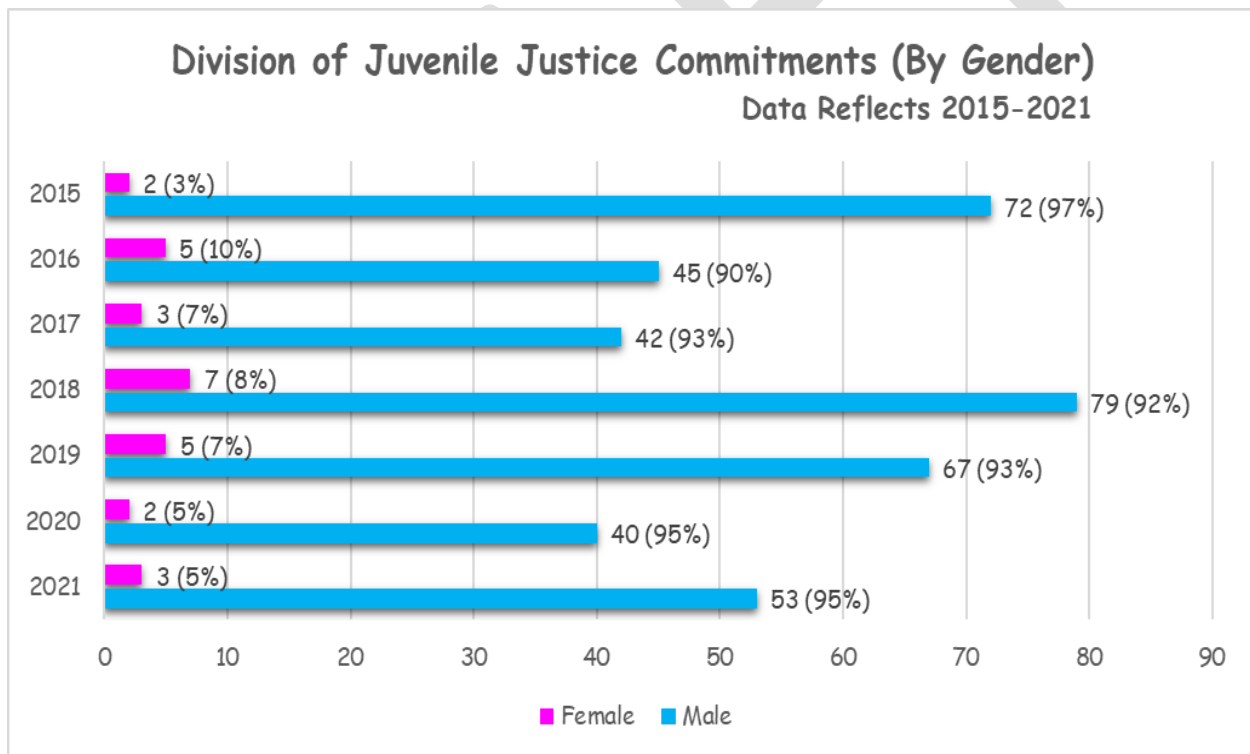


Between the Calendar Years of 2015-2021, Black youth DJJ commitments ranged from 12%-40% of the total County commitments; in the 2021 Calendar Year, Black youth made up 34% of the DJJ youth County commitments, an approximate 28% increase from the previous year average.

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1. (b) Historical gender information for the County's 425 DJJ youth commitments (at time of Juvenile Court Disposition) for Calendar Years 2015-2021:

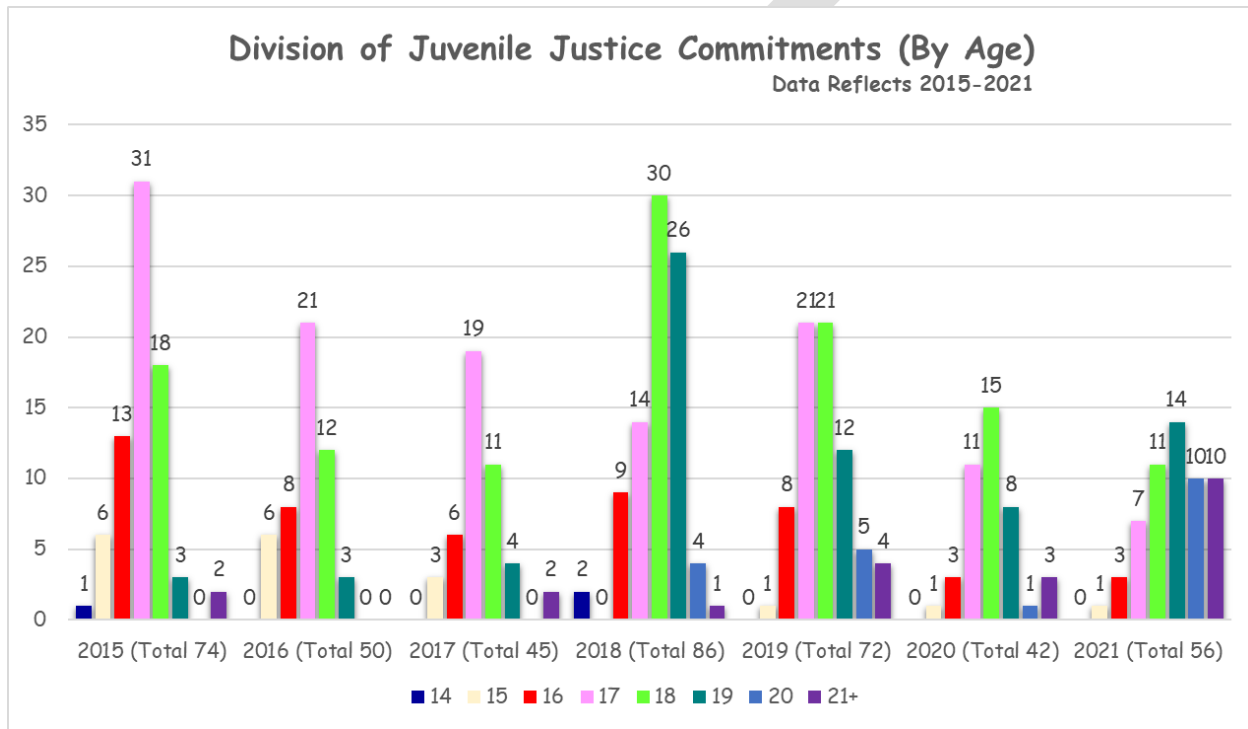
Gender	Male		Female		Total	
2015	72	97%	2	3%	74	100%
2016	45	90%	5	10%	50	100%
2017	42	93%	3	7%	45	100%
2018	79	92%	7	8%	86	100%
2019	67	93%	5	7%	72	100%
2020	40	95%	2	5%	42	100%
2021	53	95%	3	5%	56	100%
Total	398	93%	27	7%	425	100%



There have not been significant percentage changes for male and female County youth ordered to DJJ for the six (6) Calendar Years (2015-2021) as indicated in Chart/Graph 1b.

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Age at Commitment	14		15		16		17		18		19		20		21+		Total	
2015	1	1%	6	8%	13	18%	31	42%	18	24%	3	4%	0	0%	2	3%	74	100%
2016	0	0%	6	12%	8	16%	21	42%	12	24%	3	6%	0	0%	0	0%	50	100%
2017	0	0%	3	7%	6	13%	19	42%	11	24%	4	9%	0	0%	2	5%	45	100%
2018	2	2%	0	0%	9	10%	14	16%	30	35%	26	30%	4	5%	1	2%	86	100%
2019	0	0%	1	1%	8	11%	21	29%	21	29%	12	17%	5	7%	4	6%	72	100%
2020	0	0%	1	2%	3	7%	11	26%	15	36%	8	19%	1	2%	3	7%	42	100%
2021	0	0%	1	2%	3	5%	7	13%	11	20%	14	25%	10	18%	10	18%	56	100%
Total	3	1%	18	5%	50	13%	124	32%	118	28%	70	15%	20	3%	22	3%	425	100%



As indicated in the previous chart/graph (1c) regarding age at DJJ commitments, the age at commitment began increasing in 2018, where youth ages 15-17 have decreased and ages 18-19 years increased. The passage of Senate Bill (SB) 382 on January 1, 2016, and Proposition (Prop.) 57 (The Public Safety and Rehabilitation Act of 2016) on November 8, 2016, likely increased the number and age of commitments based on the following:

- SB 382 made changes to Fitness Hearings for juvenile offenders by changing factors that the court may give weight to when determining whether a youth should be tried in Juvenile or Adult Court; this comprehensive information including facts about the crime and the youth's ability to rehabilitate as well as the Juvenile Court may give weight to any relevant factor including, but not limited to those listed under each of the five criteria. This Bill ensures judges consider the actual behavior of the individual and his/her ability to grow, mature and be rehabilitated.
- Proposition 57 ended direct filing by the District Attorney, eliminated the presumption of unfitness and allowed for the filing of the "Motion to Transfer to



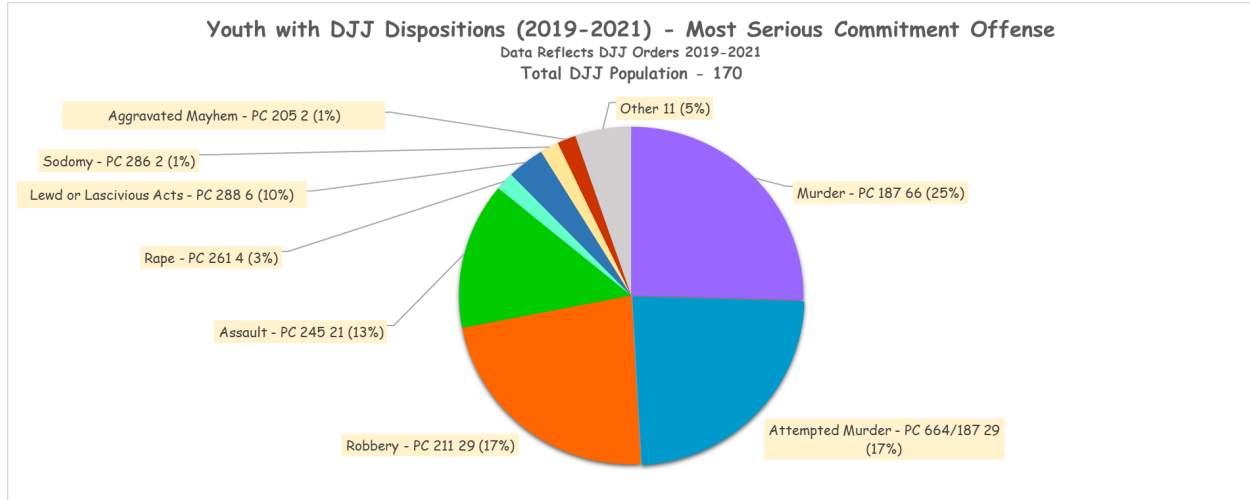
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Adult Court” for the following two groups of youth: a) for those ages 16-17, for any felony offense and; b) for ages 14-15, Welfare and Institutions Code (WIC) Section 707 (b) offenses where prior to this, the DA could make a fitness motion for youth ages 16-17, under WIC Section 707 (a)(1) for any offense, and under WIC Section 707 (c) for youth ages 14-15 for WIC 707 (b) offenses. Additionally, Prop. 57 also allowed for the return of cases from the Adult Court, which had not had the benefit of the Motion to Transfer to Adult Court process.

2. For the 170 County youth committed to DJJ during Calendar Years 2019-2021, the following includes their most serious commitment offense:

Commitment Offense (Most Serious)	Commitment Offense Code	# of Youth	%
Murder	PC 187	66	39%
Attempted Murder	PC 664/187	29	17%
Robbery	PC 211	29	17%
Assault	PC 245	21	12%
Rape	PC 261	4	2%
Lewd or Lascivious Acts	PC 288	6	4%
Sodomy	PC 286	2	1%
Aggravated Mayhem	PC 205	2	1%
Other: Torture Kidnapping for Robbery Carjacking While Armed Criminal Conspiracy Voluntary Manslaughter Forcible Oral Copulation Sexual Assault	PC 206 PC 209(B)(1) PC 215(A) PC 182(5) PC 192(A) PC 287(B)(1) PC 269(A)(5)	11	5%
Total		170	100%

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As this pie chart indicates, approximately 73% of County youth were ordered to DJJ for Murder/ Attempted Murder (49% total – Murder-39% and Attempted Murder-17%) and Robbery (17%). The Other category includes: PC206 – Torture: 1, PC209(B)(1) - Kidnapping for Robbery: 1, PC215(A) - Carjacking while armed: 1, PC182(5) - Criminal Conspiracy: 1, PC192(A) - Voluntary Manslaughter: 4, PC287(B)(1) - Forcible Oral Copulation: 2, PC269(A)(5) – Sexual Assault: 1

3. For the 170 County youth committed to DJJ during Calendar Years 2019-2021, the following includes additional information related to their delinquency histories:

	Total # of Youth with DJJ Commitments	Average Age at DJJ Commitment	# of Youth Where DJJ Commitment Offense Was First Contact with Law Enforcement	# of Youth with Prior Arrest/ Probation History	# of Youth with Motion to Transfer prior to DJJ Order
2019	72	18.5	19	53	31
			26%	74%	43%
2020	42	18.4	12	30	18
			29%	71%	43%
2021	56	19.6	16	46	22
			29%	82%	39%

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# of Youth with Prior Informal Probation	# of Youth with Prior Probation Wardship (Not Including DJJ Offense)	Average # of Law Enforcement Contacts Prior to DJJ Commitment Offense(s)	Average Age When Wardship was Declared
5	52	4	15.6
7%	72%		
7	25	4	15.7
17%	60%		
11	27	4	17.2
20%	48%		

As mentioned, the average age of DJJ commitment increased to approximately 19-20 years. Additionally, for youth committed to DJJ for Calendar Years 2019-2021:

- 76% (average) had prior arrests/Probation history
  - 16.2 years was the average age when Juvenile Court wardship was declared
  - 61% (average) had prior Juvenile Court ordered delinquency wardship prior to their DJJ disposition
4. As of December 2022, the following includes demographic information as well as the most serious commitment offense for County youth with current DJJ dispositions:

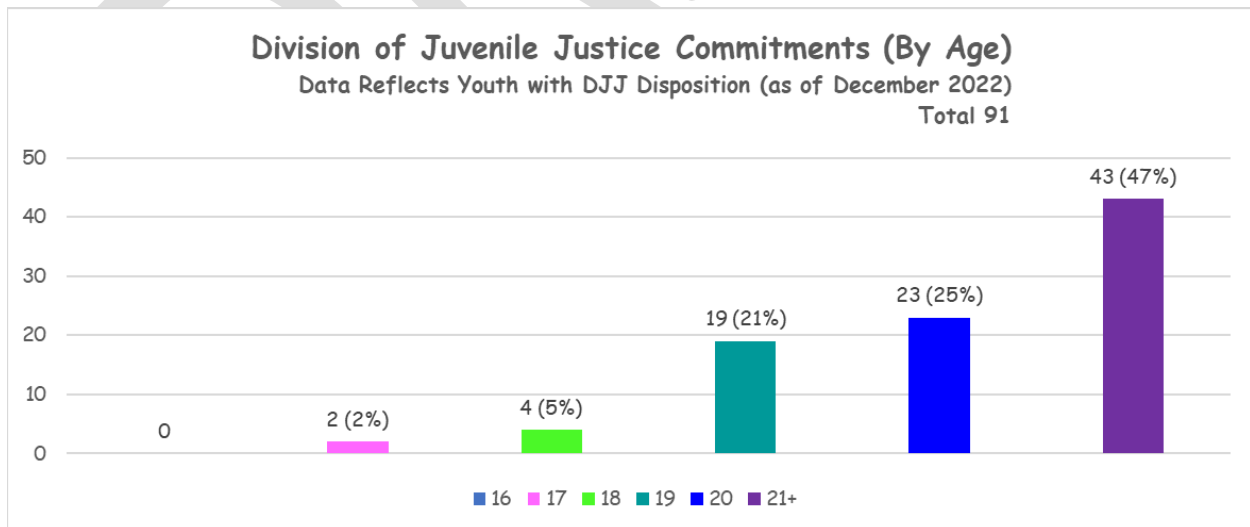
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Youth with DJJ Dispositions (as of December 2022) - Demographic Information

Age	# of Youth	%
16	0	0%
17	2	2%
18	4	5%
19	19	21%
20	23	25%
21	25	27%
22	18	20%
23+	0	0%
<b>Total</b>	<b>91</b>	<b>100%</b>

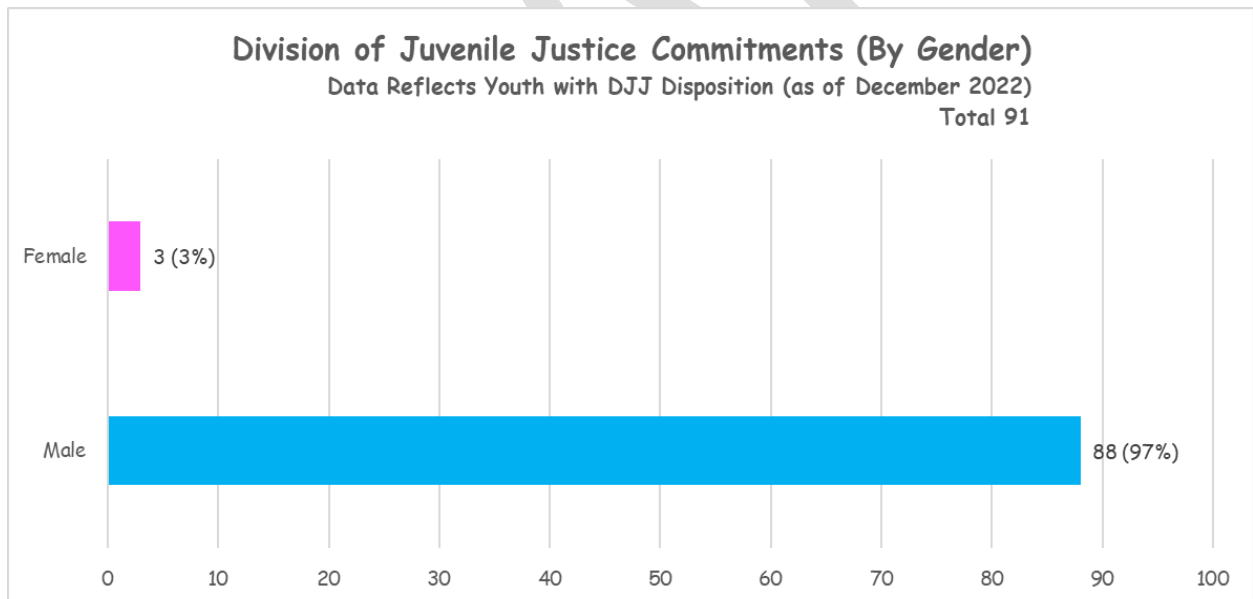
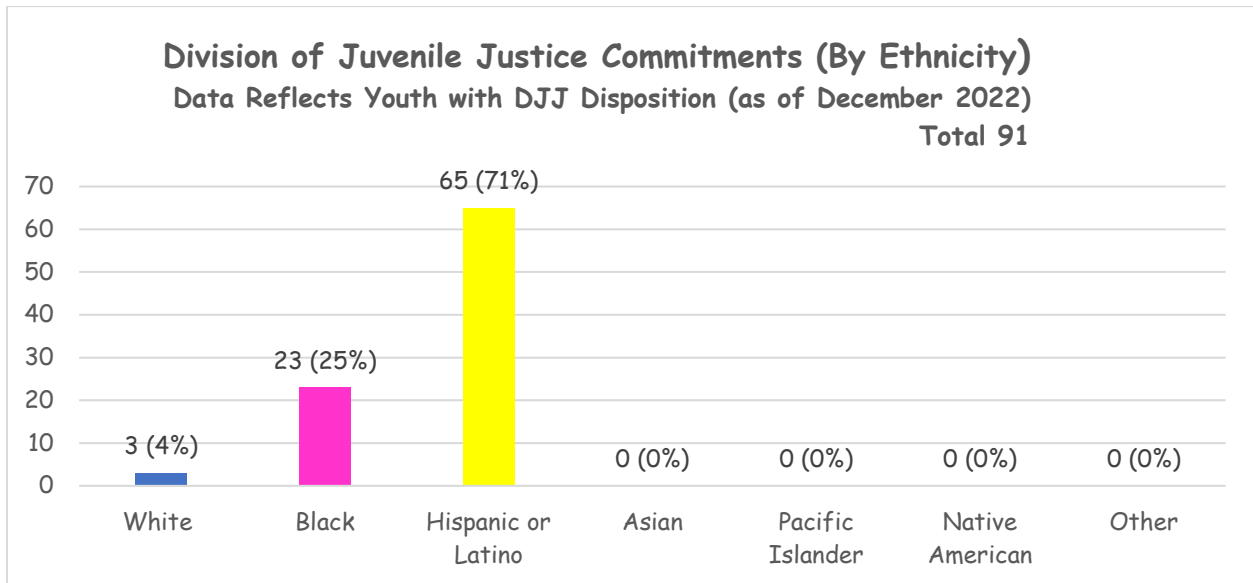
Ethnicity	# of Youth	%
White	3	4%
Black	23	25%
Hispanic or Latino	65	71%
Asian	0	0%
Pacific Islander	0	0%
Native American	0	0%
Other	0	0%
<b>Total</b>	<b>91</b>	<b>100%</b>

Gender	# of Youth	%
Male	88	97%
Female	3	3%
<b>Total</b>	<b>91</b>	<b>100%</b>



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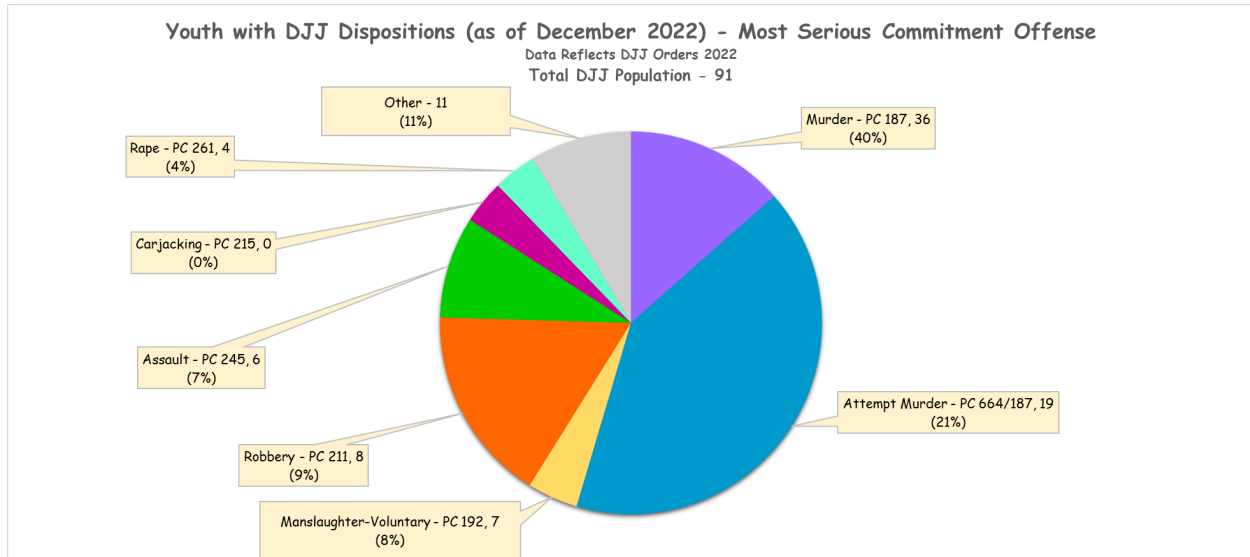
The average ages of County youth currently housed at DJJ are on par with the average ages at disposition considering average length of commitment (approximately 28 months), although this may be based on the current average age at disposition.



Youth with DJJ Dispositions (as of December 2022) - Most Serious Commitment Offense

Commitment Offense (Most Serious)	Commitment Offense Code	# of Youth	%
Murder	PC 187	36	40%
Attempt Murder	PC 664/187	19	21%
Manslaughter-Voluntary	PC 192	7	8%
Robbery	PC 211	8	9%
Assault	PC 245	6	7%
Carjacking	PC 215	0	0%
Rape	PC 261	4	4%
Other: Forceable Oral Copulation Conspiracy Child Endangerment Kidnapping Lewd or Lascivious Acts Sodomy	PC 287 PC 182 PC 273 PC 209 PC 288 PC 286	11	12%
Total		91	100%

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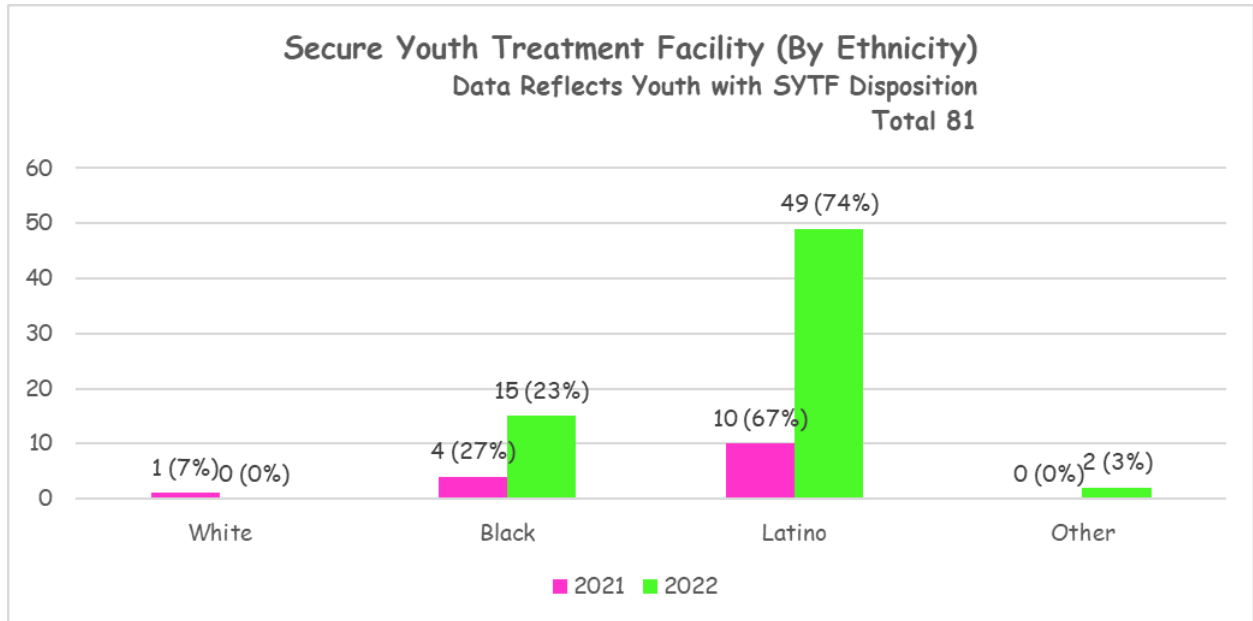


**Other:** PC 287 - Forceable Oral Copulation: 1, PC 182 - Conspiracy: 2, PC 273 - Child Endangerment: 1, PC 209 - Kidnapping: 3, PC 288 - Lewd or Lascivious Acts: 3, PC 286 - Sodomy: 1

The following depicts the Los Angeles County Secure Youth Treatment Facility demographics information from July 1, 2021, to December 31, 2022:

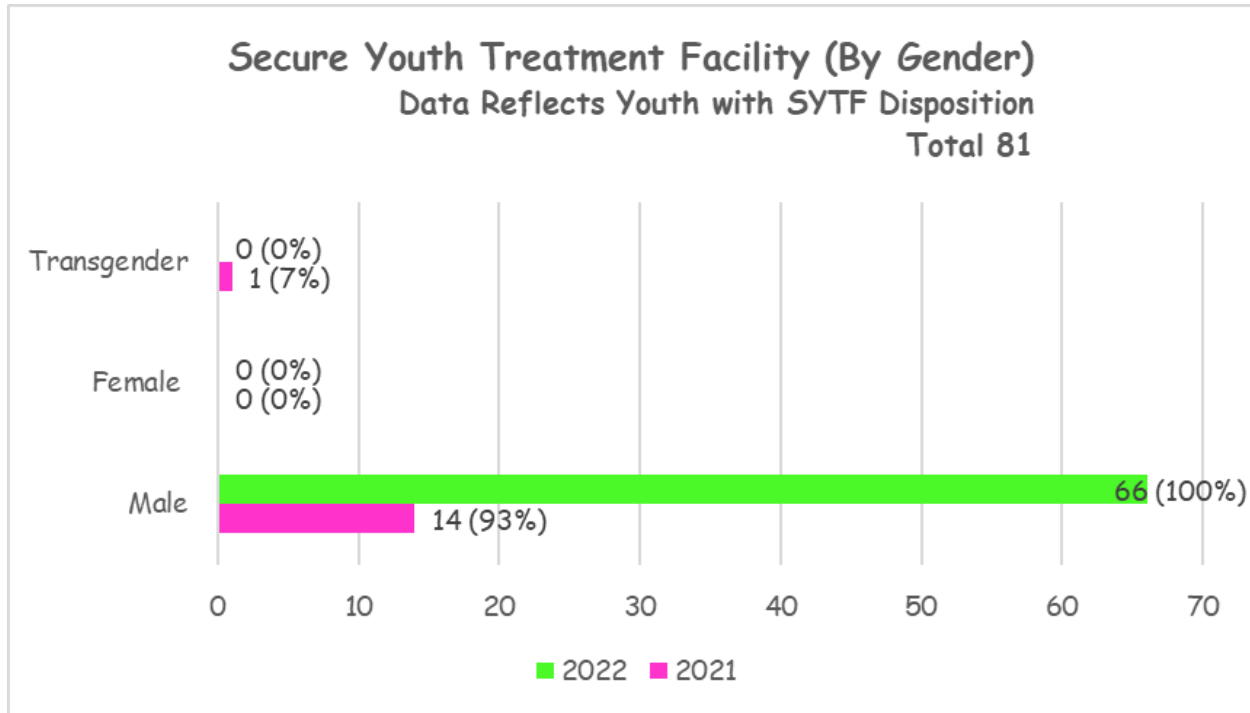
Ethnicity	White		Black		Latino		Other		Total	
2021	1	7%	4	27%	10	67%	0	0%	15	100%
2022	0	0%	15	23%	49	74%	2	3%	66	100%
Total	1	1%	19	23%	59	73%	2	2%	81	100%

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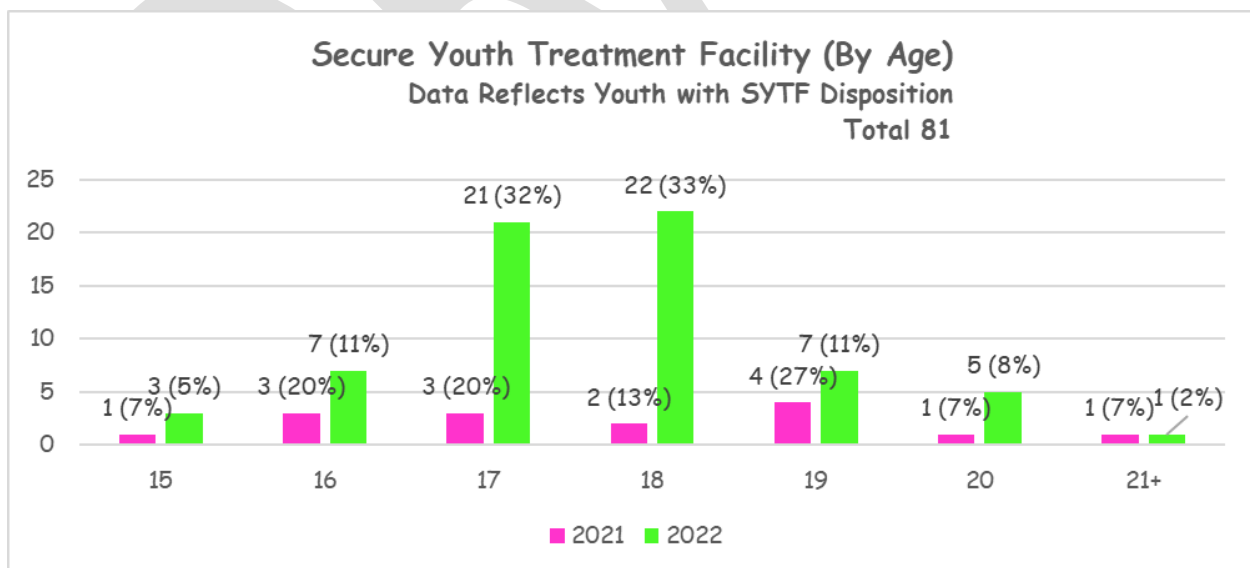


Gender	Male		Female		Transgender		Total	
2021	14	93%	0	0%	1	7%	15	100%
2022	66	100%	0	0%	0	0%	66	100%
Total	80	99%	0	0%	1	1%	81	100%





Age at Commitment	15		16		17		18		19		20		21+		Total	
2021	1	7%	3	20%	3	20%	2	13%	4	27%	1	7%	1	7%	15	100%
2022	3	5%	7	11%	21	32%	22	33%	7	11%	5	8%	1	2%	66	100%
Total	4	5%	10	12%	24	30%	24	30%	11	14%	6	7%	2	2%	81	100%



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*Describe any additional relevant information pertaining to identified target population, including programs, placements and/or facilities to which they have been referred.*

Additional relevant information pertaining to the County's identified target Plan population, including programs, placements and/or facilities to which they have been referred is provided as follows:

5. Additional historical delinquency and dependency information for 91 youth who received a DJJ disposition for Calendar Years 2019-2021.

5. Historical Delinquency/Dependency information for the 91 youth who received a DJJ disposition for Calendar Years 2019-2021:

Total # of Youth with Prior Suitable Placement (SP) Orders	Total # of Youth with Prior Camp Community Placement (CCP) Orders	Average # of SP Orders Prior to DJJ Commitment	Average # of CCP Orders Prior to DJJ Commitment	# of Youth with Bench Warrants Issued	Average # of Bench Warrants
29	39	1.5	1.3	37	2
40%	54%			51%	
16	22	1	1	21	3.5
38%	52%			50%	
13	11	1	2	23	3
23%	20%			41%	

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# of Youth with Any DCFS Referral (Inconclusive, Unsubstantiated or Substantiated)	# of Youth with at Least One Substantiated DCFS Referral	# of Youth with Prior Dependent Status (Declared WIC 300 Ward)	# of Youth with WIC 241.1 Assessment	# of Youth with Prior Dual Supervision (WIC 300/WIC 654.2, 725a, 790)	# of Youth on Dual Status at Time of DJJ Commitment Offense
61	31	21	9	3	8
85%	43%	29%	13%	4%	11%
36	16	9	5	1	3
86%	38%	21%	12%	2%	7%
25	20	8	2	2	0
45%	36%	16%	4%	4%	0%

Additionally, for youth committed to DJJ for Calendar Years 2019-2021:

- 39% (average) of the youth had a prior Suitable Placement disposition order
- 53% (average) had a prior Camp Community Placement disposition order
- 50% had prior Bench Warrant issued by Juvenile Court
- 86% (average) had prior DCFS referral (inconclusive, unsubstantiated or substantiated)
- 41% (average) had at least one (1) substantiated DCFS referral
- 25% (average) had prior Dependency Status (WIC 300 wardship)

### **Part 3: Programs and Services (WIC 1995 (c)(2))**

*Provide a description of the facilities, programs, placements, services and service providers, supervision, and other responses that will be provided to the target population:*

#### **Vision and Values Guiding SB 823 Implementation**

The vision for local alternatives to the Division of Juvenile Justice – as is the overriding vision for youth justice generally – is to improve youth and family wellness and community safety by increasing access to opportunities to strengthen resiliency and reduce delinquency. To advance that vision, planning and implementation of those alternatives should be guided by the following values:

- **Holistic, trauma-informed youth development approach**

- Justice responses to youth should focus on a continuum of holistic youth development responses to achieve rehabilitation, healing, public safety and restorative justice.
  - A Youth Development approach is rooted in a positive, strengths-based and social justice orientation to working with youth, families and communities, characterized by opportunities that promote a sense of belonging, usefulness and power by helping youth develop competencies enabling them to grow and lead healthy, responsible and caring lives.
  - Consistent with evidence-based approaches and supportive of holistic, trauma-informed youth development, a goal is to dramatically reduce the prosecution of youth in adult court. Therefore, “youth should be served through a continuum of effective secure and non-secure alternatives to the criminal court system and Division of Juvenile Justice.
  - The justice system should make intentional investment in effective community-based organizations rooted in directly impacted neighborhoods to provide support services for youth in and out of custody. Re-entry support with connection to the community is critical and should begin right away.
  - Robust educational and vocational opportunities should be provided.
- **Therapeutic, home-like environments**
    - Out-of-home placements—both non-secure or secure—should promote healing in a safe, therapeutic, home-like environment; engage/deliver services within a therapeutic milieu; and provide reentry services to ensure a seamless and positive return to the community.
    - Facility staffing should prioritize hiring from backgrounds in evidence-based, youth development approaches to working with youth. All staff must be trained in and committed to adopting a trauma-informed, positive, youth-centered approach.
- **Further reducing reliance on detention**

Implementing alternatives to DJJ should will be consistent with the County’s overall commitment to further reduce its reliance on detention, consolidate and close remaining facilities where feasible and redirect cost-savings towards more therapeutic alternatives.
- **Countywide Systems Coordination**

Planning, decision-making and implementation of alternatives to DJJ should leverage, and be coordinated and integrated with related county initiatives, including the expanding work of the Office of Diversion and Reentry’s Youth Diversion and Development division and Youth Justice Reimagined.
- **Family and community engagement**

Youth's family and community should be active participants in their healing.

- **Period reviews and collaborative decision-making**

Periodic court reviews should happen during a youth's confinement term to discuss the progress a youth has made – highlighting the skills they have developed to be able to step down to a less restrictive setting as soon as possible, and engaging multi-disciplinary perspectives in reporting and decision-making.

- **Transparency and Accountability, Centering Impacted Voices**

Planning and implementation should ensure transparency and accountability across system and community-based providers and center the voices and perspectives of those most impacted – including youth who are incarcerated or formerly incarcerated, and victims of serious crimes.

- **Evaluation and System Improvement**

Policies and practices should be guided by qualitative and quantitative evidence. To improve outcomes for youth and the community and facilitate transparency and accountability, the County should collect and report on consistent and meaningful outcomes on the impact and effectiveness of all facilities, programs, services and other components of local alternatives on an annual basis (at minimum), and make system, program and practice improvements accordingly.

- **Racial Equity**

All programs, services and other responses to youth seek to recognize and reduce the racial and ethnic and geographic disparities in access to services and more severe outcomes in juvenile justice processing.

To facilitate youth well-being as well as public safety, positive youth development is a holistic approach that focuses on youth strengths and assets instead of deficits and problems; emphasizes building positive relationships; supports the development of skills and competencies; and connects youth to educational, employment, civic, and cultural opportunities. Developing and implementing local alternatives to the Division of Juvenile Justice includes strengthening and better utilizing a continuum of care, from community-based supports to out-of-home settings (both non-secure and secure) and reserving secure confinement for youth as a last resort for the shortest duration possible.

This approach ensures that all collaborative partners leverage available resources and coordinate approaches in a setting described as a “therapeutic milieu.” The therapeutic milieu refers to and includes all aspects of the environment within which youth live and staff work. The milieu is characterized by a “culture of care” and respect among all persons in the setting (e.g., probation staff, youth, kitchen staff, medical providers, mental health clinicians, administrators, educators, volunteers, and any other person who provides services) as well as the formal programming and education elements that are

critical to each young person's development. The milieu is designed to cultivate opportunities for growth and healing while promoting personal autonomy and responsibility.

Probation is continues to collaborate with the JJRBG and other stakeholders to develop a strategic long-term implementation plan that utilizes the approaches outlined in the LA Model.

Launched by the Los Angeles County Probation Department at Campus Kilpatrick in 2017, the "LA Model" was a new approach to juvenile justice in Los Angeles that is focused on the positive development of youth in small, home-like settings using intensive group processing facilitated by consistent staff-youth teams. In this environment, youth hold each other accountable for maintaining a safe, respectful environment, engaging in treatment, and working towards change.

### **Facility and Supervision**

On July 27, 2021, The Board of Supervisors established Campus Kilpatrick to serve as a temporary site for a Secure Youth Treatment Facility for up to thirty-two male youth. In January 2023, the Department received delegated authority to contract with community-based organizations to provide transitional and supportive housing as less restrictive step-down options for youth who have completed a significant portion of their SYTF program.

Los Angeles County will pursue a staffing model from across County departments that surrounds youth with a multi- disciplinary team that is well-equipped with the skills to effectively engage, motivate, and facilitate groups of youth towards a positive peer culture in which youth feel safe sharing past experiences, traumas, and fears, to learn new social emotional (soft) skills, and reinforce new positive behaviors.

Staffing will consist of multiple departments in multiple disciplines including Probation who will provide sufficient staff to ensure adequate implementation of the plan and meet all other licensing standards. Additionally, transformative staffing through the use of credible messengers has been established through the Department of Youth Development and will be incorporated by March 1, 2023, to compliment the services provided by various County Departments.

Sworn staff selected to work in the facility will have completed the state mandated Juvenile Correctional Officer Core (JCOC) academy and be trained and assessed for competence in the following areas:

- a. Adolescent Stages of Development
- b. Social Learning Model
- c. Trauma-Informed Care
- d. Motivation, Engagement and De-escalation
- e. Use of Force Continuum and Defense Tactics

- f. Case Management
- g. Core Correctional Practices

## Program Design

### Practice Area 1: Developing the Individualized Rehabilitation Plan

Youth is ordered Secure Youth Treatment Facility (SYTF) and within 30-days an Individualized Rehabilitation Plan (IRP) Approval Hearing is scheduled. The Multi-Disciplinary Team meeting is scheduled within 15-days. The MDT includes the youth, Deputy Probation Officer, Juvenile Court Health Services (JCHS), Department of Mental Health (DMH), Los Angeles County Office of Education (LACOE) (or other education providers), the youth's parents, caregiver and Treatment Providers, and any other agencies or individuals deemed appropriate by the court and/or treatment team to develop an IRP.

Upon disposition and transfer to a SYTF site, the youth will undergo the intake and engagement process and will be introduced to the various evidenced-based interventions available at the SB 823 facility. A Multidisciplinary Team (MDT), including the youth, Deputy Probation Officer, Juvenile Court Health Services (JCHS), Department of Mental Health (DMH), Los Angeles County Office of Education (LACOE) staff, credible messengers, appropriate community-based organizations, the youth's parents, caregiver or supportive adult will provide information to develop an Initial SYTF Case Plan.

During intake, youth will receive the following assessments:

Screening / Assessment Instrument	Purpose of the Screening / Assessment
Los Angeles Risk & Resiliency Checkup-II (LARRC-II): *	Assessment tool that measures the risk and protective factors of youth and their families. Utilized in the development of the youth case plan to determine level of recidivism risk and inform case planning.
Massachusetts Youth Screening Instrument (MAYSI-2)	Screening tool used to identify youth at admission/intake that might have special mental health needs
Behavioral Health Assessment	Assessment which includes trauma, risk of suicide, co-occurring disorders
Psycho-educational Assessment	All youth with identified or suspected learning disabilities / special needs to receive appropriate tests to establish Individualized Education Plan (IEP)
Academic and career/technical education	Assessment used to determine abilities, interests, and aspirations.

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Prison Rape Elimination Act (PREA) Screener	Assessment used to determine risk of being sexually abused or sexually abusive toward others.
Youth Outcome Questionnaire (Y-OQ®)	<p>Pre/Post survey assessments used to measure how the youth feels inside, how they are getting along with significant others, how they are coping with stress physically and behaviorally, and how they are performing in important life tasks, such as work and school. These six areas of assessment include:</p> <ul style="list-style-type: none"> <li>• Intrapersonal Distress (emotional distress)</li> <li>• Somatic Distress (distress presenting physically)</li> <li>• Interpersonal Relations (relationship with parents, other adults, and peers)</li> <li>• Critical Items (flags need for those requiring immediate intervention beyond standard outpatient treatment)</li> <li>• Social Problems (socially related problematic behaviors)</li> <li>• Behavioral Dysfunction (unhealthy behaviors)</li> </ul>
Positive Youth Development	Pre/Post survey assessment used to determine competencies, skills, and abilities of youth so that case plans are designed to build on those skills, assets and competencies that empower youth to reach their full potential.
Education/Vocational Assessment	College counselor meets with the youth to develop an educational and career pathway plan.
American Society of Addiction Medicine	Substance abuse assessment facilitated by a contracted Client Engagement and Navigation Services (CENS) provider.

Note: As tools are updated, information will be included in future Annual Plans.

All youth will receive a completed and a comprehensive individualized treatment case plan that is regularly updated during a 6 month MDTs as necessary.

**Practice Area II: Providing the Youth with Services and Supports during Facility Placement**

Youth will be provided with intentional and targeted interventions using a positive youth development approach and evidence-based practices which will result in the following objectives:

1. Improve the psycho-social functioning of youth by using evidence-based mental health.
2. Increase the developmental assets of youth by providing healing and trauma informed services.



3. Improve educational outcomes of youth by providing individualized educational and counseling services.
4. Improve family functioning through Family Engagement and counseling.
5. Improve self-sufficiency through jobs and post-secondary education linkages and supports.

In alignment with this “what works” research, the following is a sample of anticipated program/services to be provided to youth while in custody to prioritize the highest needs.

## **Healing and Restoration**

Restoration should articulate restorative justice practices and a comprehensive model to be implemented/adapted. Credible messengers will facilitate restorative justice circles, conflict mediation and victim restoration.

### *Adapted Dialectic Behavioral Therapy*

Serves individuals who have or may be at risk for symptoms related to emotional dysregulation, which can result in the subsequent adoption of impulsive and problematic behaviors, including suicidal ideation. Dialectic Behavior Therapy (DBT) incorporates a wide variety of treatment strategies including chain analysis, validation, dialectical strategies, mindfulness, contingency management, skills training and acquisition (core mindfulness, emotion regulation, interpersonal effectiveness, distress tolerance and self-management), crisis management, and team consultation.

### *Individual Cognitive Behavioral Therapy*

Intervention for individuals who either have or may be at risk for symptoms related to the early onset of anxiety, depression, and the effects of trauma that impact various domains of daily living. Cognitive Behavioral Therapy (CBT) incorporates a wide variety of treatment strategies including psycho-education, skills acquisition, contingency management, Socratic questioning, behavioral activation, exposure, cognitive modification, acceptance and mindfulness strategies and behavioral rehearsal. Case workers will utilize CBT workbooks during individual case management sessions. Credible messengers will facilitate groups that reinforce skills taught during individual CBT sessions and also use them for their individual mentoring sessions with the youth.

### *Seeking Safety*

Present-focused therapy that helps people attain safety from trauma or Post Traumatic Stress Disorder and substance abuse. It consists of 25 topics that focus on the development of safe coping skills while utilizing a self-empowerment approach. The treatment is designed for flexible use and is conducted in group or individual format, in a variety of settings, and for culturally diverse populations. Seeking safety is provided by Department of Mental Health staff in a group setting.

### *Developmental Stage System (DSS)*

Cognitive Behavioral journaling system built upon the core principals of the Positive Youth Justice Model which consists of two (2) core assets learning/doing and

attaching/belonging and the use of the credible Cognitive Behavior Therapy (CBT) Interactive Journaling System, Forward Thinking (The ForwardThinking Interactive Journaling Series). The journaling system will foster positive change behavior with the assistance of their caseworker, mentor(s), and collaboration with partner agencies (LACOE, DMH, JCHS, and Educational Services). The Developmental Stage System (DSS) also consists of small groups, relationship building, and skill building. Youth learn skills through their DBT sessions, interactive journaling, and the six practice domains within each stage. The domains are Work, Education, Relationship, Community, Health, and Creativity.

### **Education**

Los Angeles County Office of Education (LACOE) provides educational assessments, instruction, career technical education, and counseling. Services range from academic, acceleration, enrichment, social emotional counseling, academic counseling, parent education, workforce development, and career technical education.

Probation Education Services works with local community colleges to provide counseling and post-secondary education and vocational services.

### **Substance Abuse**

Department of Public Health (DPH) Substance Abuse Prevention and Control (SAPC) manages the delivery of a full spectrum of specialty Substance Use Disorder (SUD) wrap-around services through the Client Engagement and Navigation Services (CENS) program. CENS counselors will provide remote SUD services (such as screenings, patient education, and case management services) and connect youth to a continuum of substance use disorder (SUD) treatment services including outpatient, intensive outpatient and residential treatment programs, and recovery supportive services. CENS will serve as a resource hub for participating youth throughout their treatment while in-custody and as they return and reintegrate into the community.

### **Health**

Department of Health Services (DHS) – Juvenile Court Health Services (JCHS) provides evidence- based, standard medical care for the adolescent and young adult population. All youth receive a health assessment to identify any medical condition(s) requiring further care or treatment and to identify opportunities for providing preventative care. These services include routine dental and eye care and immunizations. Routine laboratory and radiologic services are provided on site. Emergent, inpatient, and specialty care are provided by other DHS facilities as needed. Additionally, nursing and physician staff provide health education to promote good health and build health literacy.

### **Mental Health**

Los Angeles County Department of Mental Health (DMH) provides all mental health assessments and services for youth in custody. Services provided by DMH includes:

- On site clinical staff 7 days per week, minimally 12 hours per day.
- Individual and group psychotherapy services, including evidence-based practices.
- Psychiatric evaluation and medication management
- Evaluation for Psychiatric Hospitalization
- Crisis Intervention
- Family Therapy, where clinically indicated,
- Aftercare Planning

DMH will provide services to the Lesbian, Gay, Bi-Sexual, Transgender, Questioning, Intersex, Asexual, totality of possibilities (LGBTQIA+) population.

The Department of Public Health case worker(s) meet with youth to provide individual mentoring and connections to additional resources and supports.

### **Treatment for Youth Who Have Sexually Offended**

Treatment for youth who have sexually offended is a highly specialized area of treatment and requires a combination of behavioral and cognitive therapies to modify distorted thinking patterns, reduce deviant sexual fantasies and improve social and communication skills. The California Sex Offender Management Board (CASOMB) has released Guidelines for Treating and Supervising Youth Who Have Committed a Sexual Offense. Youth are referred to treatment providers who are certified by CASOMB as meeting the treatment guidelines to provide comprehensive assessments and evidence-based therapies as part of a holistic plan predicated on the individual risk and responsivity factors (history of chronic sexual behaviors, maturity, development status, language, gender, etc.). Youth who are ready to transition into the community are provided with housing and continued treatment.

### **Practice Area III: Transitioning the Youth from the Facility to the Community**

Transition case planning begins upon disposition. Progress review MDT meetings will be administered quarterly and as needed to evaluate the youth's IRP progress in coordination with the Treatment Review and Discharge Hearings. Transition plan is finalized minimally 60-days prior to release into a less restrictive program or the community. The transition plan is completed through the MDT process which prioritizes education; employment; housing; health care (including medical, mental health, and substance use treatment); family and pro-social relationships; and life skills. Family engagement and community support are embedded in the transition planning process. Both the Primary Deputy Probation Officer (DPO – in custody) and the Secondary DPO (in community) are members of the MDT and begin working with the youth and family/supportive adults upon disposition. A Credible Messenger/Transformative Messenger will be assigned to work in collaboration with the DPO, upon the youth's arrival at the facility. The Credible Messenger/Transformative Messenger and the Secondary DPO, as community experts will be responsible for ensuring that community connections

and supports are coordinated, comprehensive and immediately available upon the youth's release. They will work to support the family to ensure that necessary resources are in place prior to the youth's release.

#### **Practice Area IV: Support Youth in the Community**

Economic and housing stability are the highest priority areas, and the following resources and programs are provided to ensure these basic needs are met.

##### **Basic Needs**

Food and other forms of relief - Youth exiting care are assessed for eligibility and referred to the Department of Public Social Services (DPSS) to access a variety of state and federal benefits such as:

- Medi-Cal: Provides comprehensive medical coverage to eligible individuals including Former Foster Youth (FFY) 18 years old or older and Young Adults 19-25.
- CalFresh: Is a food benefit program for individuals or families who have limited income and resources to buy the food they need to stay healthy. Youth, 16-24 years old, are potentially eligible to CalFresh.
- General Relief (GR): Is a County funded program, which provides cash and supportive services to single adults 18 years old and older.
- General Relief Opportunities for WORK (GROW): Is a program designed to remove employment barriers and transition GR participants from cash aid to self-sufficiency.
- CalWORKs: Is a time-limited cash assistance program for eligible needy families with children, or pregnant women and pregnant teens.
- Cal-Learn: is a statewide mandatory program for pregnant and parenting teens receiving CalWORKs, under 19 years of age, and who have not completed their high school education. The program requires participants enroll in a High School or equivalent program with the goal of completing their high school education.
- Greater Avenues for Independence (GAIN): Is a mandatory program that provides employment-related services to CalWORKs participants.

**Identification Documents** - youth will be assisted to obtain a governmental identification and other documentation.

**Transition Care Package** - youth will be provided with toiletries and clothing items upon release Transitional Housing and Independent Living

The Department is contracting with community-based organizations for transitional housing and supportive services. Additionally, some youth will be eligible for housing through the Independent Living Program (ILP) and AB12 state revenues.

## **Family Engagement and Community Support**

The County continues to implement a robust Family Engagement Model that includes the engagement and partnership with family members as partners throughout the young person's stay, specifically at critical decision points. The research is clear about the benefits of keeping youth connected to their family while detained. Engaging families and employing them as full partners throughout the continuum of care is a central tenet of programming for this population and a part of a broader goal that will facilitate and enhance well-being outcomes that extend through to reentry. Further, family will be broadly defined to include biological family members, extended chosen family (godparents, foster siblings, intimate partner, child, etc.) and other important people such as mentors, teachers, and coaches.

Additionally, there will be a deliberate focus to expand and dedicate Family Finding services to increase the opportunity to locate family members for youth in need permanent supportive adult relationships with the possibility of family members serving a dual purpose, as possible post release option and/or as positive meaningful adult connection during the young person's stay and upon release.

Further, visiting times will be flexible. Also, families will be included in special meals, special on-site events, family team and decision-making meetings to build a strong network of support around the young person and to foster connections with staff.

## **Staff/Provider Training**

Members from the Juvenile Justice Coordinating Council – Juvenile Justice Realignment Block Grant (JJCC-JJRBG) Subcommittee, community-based organizations, and other County departments developed a training academy for individuals that will be working with the SYTF population. The training includes, but is not limited to, the LA Model, De-escalation, an Overview of Defensive Tactics, and the Developmental Stage System.

## **Healing and Restoration**

- **Credible Messengers/Transformative Mentoring (Youth Advocate Navigator):**  
The Credible Messenger program provides integrated and coordinated responses while youth are detained in SYTF, and upon transition into the community by facilitating groups, providing individual mentoring, improving family engagement and collaborating with other partner agencies during the MDTs by sharing information regarding youth's progress and treatment needs. The Credible Messenger will also assist the aftercare DPO to successfully mobilize community resources which will include continued mentoring and support provided by a credible messenger within that community.
- **Cognitive Behavioral Therapy:** Intervention for individuals who either have or may be at risk for symptoms related to the early onset of anxiety, depression, and the effects of trauma that impact various domains of daily living. CBT incorporates a wide variety of treatment strategies including psycho-education, skills acquisition,

contingency management, Socratic questioning, behavioral activation, exposure, cognitive modification, acceptance and mindfulness strategies and behavioral rehearsal.

- Healing Circles: Derived from practices of indigenous peoples, the Circle Process brings together people in an atmosphere of mutual respect to have an open exchange about difficult issues or painful experiences. The healing comes from speaking openly with others who have suffered similar trauma.
- Restorative Justice Leadership Training

## **Education**

The Department is continuing to expand relationships with the community college districts to leverage federal and state education funds to provide dual enrollment of youth in college courses and successful enrollment and linkages to post-secondary education.

The Department has established relationships with community colleges who participate in the Rising Scholars Network (RSN) initiative to expand number of justice-involved students participating and succeeding in the community colleges. Many community colleges have a hub for justice-involved students where they can receive counseling and wraparound services (housing, counseling, jobs). The long-term goal is to establish peer navigators from the RSN who will begin meeting and developing a relationship with youth while they are in custody to increase the number of youth who will attend college upon release. The California Community Colleges Chancellor's Office will be releasing a solicitation in 2023 giving community colleges grants to provide counseling, and peer navigation services for detained youth. The Department has relationships established and will provide a letter of support for applicants that will include in-custody peer navigation.

## **Employment**

The Department of Economic Opportunity (DEO) leverages federal and state funds to provide job readiness and experience training for youth in custody and linkages to America's Job Centers for employment upon release. Through the Youth at Work and other workforce investment funding, the County provides subsidized employment, educational stipends, and vocational training funding, which prioritizes the reentry population. The Department will also contract with Community-Based providers for employment services.

## **Substance Abuse Disorder Treatment and Client Engagement and Navigation Services**

The Department of Public Health Substance Abuse Prevention and Control contracts with community-based providers to provide substance use disorder services (SUD). The contracted Client Engagement and Navigation Services provider will participate in the transitional MDT to link youth to community-based services prior to release. Services includes a range of outpatient, intensive outpatient, residential, withdrawal management

(detox), opioid treatment programs, recovery bridge housing, and recovery support services. Substance Use Disorder (SUD) treatment focuses on a patient centered, individualized approach, where a patient is supported throughout their recovery journey. Recovery Support Services (RSS) are available to justice involved individuals immediately upon release from custody.

**Mental Health Services** – individual and family services

**Part 4: Juvenile Justice Realignment Block Grant Funds (WIC 1995 (3)(a))**

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*Describe how the County plans to apply grant funds to address the mental health, sex offender treatment, or related behavioral or trauma-based needs of the target population:*

The County plans to apply grant funds to address the mental health, sex offender treatment or related behavioral or trauma-based needs of the target population primarily funded through Medi-Cal and Mental Health Services Act funding that are not available for youth in custody:

As mentioned, Los Angeles County Department of Mental Health (DMH) provides all mental health assessments and services for youth in custody. For additional information, refer to Part 3: Programs and Services section on Mental Health. Additionally, the Department will contract for treatment for youth who have sexually offended using the new guidelines developed by the California Sex Offender Management Board (CASOMB). For additional information, refer to Part 3: Programs and Services section on Treatment for Youth Who Have Sexually Offended.

In addition, other trauma related behaviors such as domestic violence, co-parenting, parenting, family therapy programs may be needed for youth to regain visitation or custody of a child post release.

*Describe how the County plans to apply grant funds to address support programs or services that promote healthy adolescent development for the target population: (WIC 1995 (3) (B))*

The dynamics characterizing adolescent development during young adulthood are unique and complex and have direct implications for those who work this population. Healthy adolescent development in the broadest sense refers to stages that all youth go through to acquire the attitudes, competencies, values, and social skills they need to become successful adults.

The Positive Youth Development framework presupposes that youth are continuing to change and develop; and as a practice, Youth Development programs prepare youth to meet challenges of adolescence by focusing on cultivating their strengths to help them achieve their full potential. Additionally, further implications drawn from this approach suggest that the youth/young adults' ability to develop successfully greatly depends on the support and assistance they receive from the institutions and people surrounding

them. Supportive programs will be designed to recognize, utilize, and enhance the young person's strengths while providing opportunities to foster positive relationships with adult and peers. Implementation of the Developmental Stage System (DSS), a cognitive behavioral journaling system built upon the core principals of the Positive Youth Justice Model will foster positive change behavior with the assistance of the caseworker, mentor(s), and collaboration with partner agencies (LACOE, DMH, JCHS, and Educational Services). DSS consists of two (2) core assets learning/doing and attaching/belonging and the use of the credible Cognitive Behavior Therapy (CBT) Interactive Journaling System, Forward Thinking (The Forward Thinking Interactive Journaling Series). The DSS also consists of small groups, relationship building, and skill building. Youth learn skills through their DBT sessions, interactive journaling, and the six practice domains within each stage. The domains are Work, Education, Relationship, Community, Health, and Creativity. Additionally, as a part of the treatment team, Credible Messengers will be one of the collaborative features of programming, providing both in-facility and aftercare services for this population. Credible Messengers are people who are recognized and validated by the community they serve by providing transformative mentoring programming that includes healing circles, individual mentoring, family engagement, case management, community leadership opportunities, etc. They easily connect with this population because they come from the same/or a similar community, were formerly incarcerated and/or involved in the justice system and are skilled and trained in mentoring young people.

Adolescent Development and Stages of Change training will be provided for staff, agencies, and community-based providers.

*Describe how the County plans to apply grant funds to address family engagement in programs for the target population: (WIC 1995 (3) (C))*

As mentioned, the County intends to implement a robust Family Engagement Model that includes the engagement and partnership with family members as partners throughout the young person's stay, specifically at critical decision points. For additional information, refer to Part 3: Programs and Services section on Family Engagement and Community Support

*Describe how the County plans to apply grant funds to address reentry, including planning and linkages to support employment, housing and continuing education for the target population: (WIC 1995 (3) (D))*

The County will begin aftercare planning on receipt of the order for Secure Alternative Placement. Aftercare planning will include the assignment of an Aftercare/Transition community-based Deputy Probation Officer (DPO) and Credible Messenger that will serve also in a secondary/support role with the on-site treatment team and a primary role in the community with family, caregiver, educational providers and other behavioral health practitioners to ensure that a viable youth led plan that connects youth to the resources and opportunities in the community are being pursued and ready for activation, upon release.



The Positive Youth Development approach will be the cornerstone of the transition strategy. Positive Youth Development is founded on the belief that young people are continuing to grow and change and are best able to navigate through their developmental stages when supported by prosocial adults and institutions within their ecology.

An additional challenge includes the coordination of multiagency participation that is an extension of services provided in the facility to wrap around youth and further emphasize and build on the strengths of family, community and most of all the gains made while incarcerated. The Community- Based Deputy Probation Officer and the Credible Messenger/ Transformative Mentor will be principal parties responsible for ensuring that the pertinent key protective networks are well coordinated. Additionally, they will also be responsible for coordinating community-based resources for the family to prepare them for the youth's return home.

There is a heightened opportunity for relapse if Transition plans are not well coordinated as this population will not only be faced with navigating the transition from a well-structured setting to one of more independence, but also physically and mentally navigating the movement from adolescence to adulthood as the average age of DJJ disposition is 18 years and the average upon DJJ release is 21 years. Therefore, it is imperative that all living, housing arrangements are immediately accessible upon release. The Community-Based phase of the model will deliberately focus efforts to ensure a continuum of care and support that increases protective factors/assets as opposed to employing practices that emphasize a deficit/risk-based approach. The family and the natural supports in the youth's ecology will also be emphasized and placed at the forefront of the community integration phase.

The aftercare case plan goals, as developed, reassessed from the beginning of the youth's stay in the Secure Alternative to DJJ will be accomplished through leveraging resources from governmental agencies, community-based organizations, faith-based partners and volunteers working in concert to support transition plans. The Credible Messenger/Transformative Mentor component will be key in ensuring that all viable community supports are in place and that youth will have the resources to successfully engage.

*Describe how the County plans to apply grant funds to address evidence-based, promising, trauma- informed and culturally responsive services for the target population: (WIC 1995 (3) (E))*

The Department will utilize the Principles of Effective Correctional Interventions as the evidence-based framework to fund programs that address the highest criminogenic need areas of Antisocial Attitudes, Values, Beliefs, Antisocial Peers, Antisocial Personality, Family, Education/Employment, Substance Abuse and Leisure Activities, while using

cognitive behavioral interventions.<sup>2</sup> For specific interventions, the Department will rely on the Model Programs Guide (MPG) established by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to replicate programs that have been shown to work and fit the community's needs.

As personal characteristics (responsivity), such as motivation, developmental age, learning disabilities, intelligence, learning style culture, gender, mental health (depression, history of sexual abuse), and personality, may interfere or hinder engagement, motivation and efficacy, programs and services will be guided by research and trauma informed.<sup>3</sup>

Staff and providers alike will be trained in approaches that focus on the positive development of youth in small, home-like settings using intensive group processing facilitated by consistent staff-youth teams. Small, high-functioning, consistent, collaborative staffing teams will support youth in building a positive peer culture in which youth feel safe sharing past experiences, traumas, and fears, to learn new social emotional (soft) skills, and reinforce new positive behaviors, proven to positively impact an array of sectors, including areas of sexual and reproductive health, mental health, education, crime, and violence (Catalano, 2002; Gavin et al., 2010; Roth 2003).

Therefore, training and competencies of staff will continuously be evaluated and updated to reflect the following set of principles that will shape the attitudes, behaviors, and organizational culture required to effectively implement evidence-based, trauma-informed and culturally responsive services:

- Evidence and Research Based: All youth services will be informed by research on effective and promising practices, for the juvenile justice population.
- Developmentally Appropriate: Services and programs must be tailored to the specific responsivity factors of each youth (age, gender, learning style, language, culture).
- Family Centered Engagement and Empowerment: Family (includes non-biological supportive adults, loved by the youth) are recognized as valued partners and part of the decision-making team that are incorporated into the youth's individualized treatment plan.
- Strengths-Based: Staff and system partners must view youth as individuals who have positive attributes that can be enhanced through programming that utilizes intentional youth development practices to effectuate changes to the youth's social emotional skills (Emotional Management, Empathy, Teamwork, Initiative, Responsibility, and Problem Solving.)



<sup>2</sup> Gendreau, P., French, S., & Goinet, A. (2004). What Works (What Doesn't Work): The Principles of Effective correctional Treatment. *Journal of Community Corrections*, 13, 4-30.

<sup>3</sup> Hubbard, Dana Jones and Pealer, Jennifer, "The Importance of Responsivity Factors in Predicting Reductions in Antisocial Attitudes and Cognitive Distortions Among Adult Male Offenders" (2009). *Sociology & Criminology Faculty Publications*. 57. [https://engagedscholarship.csuohio.edu/clsoc\\_crim\\_facpub/57](https://engagedscholarship.csuohio.edu/clsoc_crim_facpub/57)

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- Trauma Informed: Staff and system partners understands the impacts of trauma and builds pathways for recovery by recognizing and responding to the signs and symptoms of trauma.
- Culturally Responsive: Staff and systems partners value diversity and demonstrate social competence and sensitivity to cultural differences of groups of people with various backgrounds.
- Coordinated and Cohesive Case Management: Staff and system partners develop coordinated services through multi-disciplinary team meetings, and case plans so each youth's team (supportive adult, youth, teacher, clinician, social worker, treatment provider) are working together to achieve treatment goals and objectives.

Therefore, part of the grant funding will be utilized to cross-train staff and contractors and provide interventions. The evidence-based interventions utilized will be assessed for utilizing pre-post test data to ensure program fidelity and efficacy. Existing evidence-based practices such as Dialectic Behavioral Therapy, Seeking Safety, Mindfulness Based Substance Abuse treatment, and other cognitive behavioral interventions have been incorporated in the treatment plan for the SB 823 population.

*Describe whether and how the County plans to apply grant funds to include services or programs for the target population that are provided by nongovernmental or community-based providers: (WIC 1995 (3) (F))*

Many of the programs/services, with the exception of supervision and reentry case management is being provided by non-governmental community-based providers. As prescribed, funding will pass through to the Department mandated by municipal code (e.g., Department of Mental Health) for managed care plans to community-based providers, where appropriate.

The following illustrates a sample of anticipated program/services to be provided known to enhance protective factors, while targeting criminogenic needs and responsivity factors in-custody and in the community:

### Family

- Transportation for Parents (in custody)
- Dedicated Family Finding Services (in custody and in community)
- Individual/Group Counseling (in custody and in community)
- Mentoring (in custody and in community)

### Education/Vocational

- Tutoring (in custody and in community)
- College counseling and support services (in custody and in community)
- Education Pathways and Vocational Opportunity Services (in community)
- Vocational Training (in custody and in community)

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- Career technical training and online courses (in custody and in community)
- Employment Readiness (in custody)
- Employment (in community)

### Substance Abuse

- Substance Abuse Treatment (in custody and in community)
- Client Engagement and Navigation (in community)
- Alcoholics Anonymous (in custody and community)
- Client Engagement and Navigation (assessment for community service linkages)

### Healing and Restoration

- Transformative Mentoring/Credible Messengers (in custody and in community)
- Healing Circles (in custody and in community)
- Cognitive Behavioral Therapy (e.g. Emotional Regulation/Mindfulness) (in custody and in community)
- Restorative Justice Leadership Training (in custody and in community)
- Victim Impact Classes (in custody)

Mental Health – CBO services will be contracted as deemed appropriate by DMH for Cognitive Behavioral Therapy, crisis de-escalation, psychiatric treatment, etc.

### Positive Youth Development

- Arts (e.g. music, literature, drama, dancing, etc.) (in custody)
- Leadership/Conflict Resolution (Youth Councils) (in custody)
- Diversity Training (in custody)

Leisure –the Department is currently engaged in dialogue with faith-based entities, fraternities and sororities to assist with volunteerism in various areas such as: religious services, book clubs, intramural sports activities, banking, investing, career exploration, etc., which also accomplishes the goal of youth being connected to prosocial adults,

Housing – the Department intends to explore the expansion of current contracts with community- based providers for transitional housing.

### Program Evaluation and Training

- Program Evaluation – Probation's Research Section will develop the framework for the evaluation and pursue the viability of partnership with a University
- Training – CBO/University contracted services

## Part 5: Facility Plan

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*Describe in detail each of the facilities that the County plans to use to house or confine the target population at varying levels of offense severity and treatment need, and improvements to accommodate long-term commitments. Facility information shall also include information on how the facilities will ensure the safety and protection of youth having different ages, genders, special needs, and other relevant characteristics. (WIC 1995 (4))*

The County of Los Angeles Board of Supervisors directed the Youth Justice Work Group (YJWG), facilitated by the Haywood Burns Institute to help lead the first phase of planning “consistent with and informed by the ongoing work to reimagine the juvenile justice system in the County and improve treatment for youth in the County’s care.” The planning group consisted of governmental stakeholders and community-based professionals, guided by an established advisory committee of youth directly impacted by DJJ to inform the work.

### Facility Attributes

- Therapeutic, home-like setting
- Capacity for vocational/educational training
- Vast outdoor spaces
- Healing space to accommodate family visits

### Youth Classification Strategies

To fully embrace a systematic approach to reform and to embrace the reimagined youth-centered therapeutic environments articulated by the LA Model, will require collaborative partners to pool resources and coordinate approaches in a setting described as a “therapeutic milieu.” The therapeutic milieu refers to and includes all aspects of the environment within which youth live and staff work. The milieu is characterized by a “culture of care” and respect among all persons in the setting (e.g., probation personnel, youth, medical providers, mental health clinicians, administrators, educators, volunteers, and any other person who provides services) as well as the formal programming and education elements that are critical to each young person’s development. The milieu is designed to cultivate opportunities for growth and healing while promoting personal autonomy and responsibility.

Services provided to the youth are intended to be achieved in diverse ways (e.g., in individual and group settings) and by a variety of service providers including, at a minimum, officers, educational providers, community-based organizations, religious providers, and mental health clinicians. However, each individual program or service is integrated within the therapeutic milieu.

Probation continues to utilize the LA Model core components to enhance and modify current practices to increase positive outcomes for youth and families as well as provide greater support for staff. The core principles and elements of the LA Model provide a

framework to assist Probation in improving practices to support enhanced communication, coordination and services for youth and families in the facility.

The model will guide the paradigm shift in the facility from a custodial focus to a more supportive, safe, and therapeutic environment for all. This will be achieved by meeting the following objectives:

1. Operational practices will be realigned into small group, supportive living environments. Staffing, which will include stable post assignments led by a supervisor or lead DPO , will allow for greater staff engagement with youth which develops more positive relationships consistent with the LA Model principles.
2. All youth receives purposeful programming, determined to some extent by their length of stay, legal status, and for committed youth, needs as identified by formal assessments and case plans developed as part of a continuum of preparation for successful community re- entry. Programming includes mental health, health, substance use-related, vocational programming and structured activities in alignment with the principles and practices of the LA Model.
3. Youth are engaged by staff to support skill development and healthy behaviors (Positive Youth Development).
4. Staff will be trained to utilize appropriate rewards and sanctions using a behavior management program.
5. Staff will be trained and assessed for competence in the following areas:
  - Adolescent Stages of Development.
  - Social Learning Model;
  - Trauma-Informed Care
  - Vicarious Trauma
  - Engagement and De-escalation;
  - Physical interventions Continuum and Tactics;
  - Emergency Response;
  - Multi-disciplinary Team (MDT) approaches for behavior management;
  - Behavior Management Program;
  - Core Correctional Practices.
  - Courage to Change or Forward Thinking.
6. Incorporation of resources and stakeholder involvement.

To accomplish the objective of providing enhanced programming to mitigate disruptive behaviors, the County is:

- Staffing the facility with direct supervision staffing.
- Staffing the facility with health and mental health experts.
- Increasing first-line supervisors.
- Utilizing DPO I positions for care, custody, and supervision services.
- Hiring DPO II Supervision positions for coordinating services and collaborating with partner agencies and treatment teams.
- Hiring DPO II Caseworker positions will carry a caseload.

- Adding credible messengers for programming and mentoring.

The enhanced staffing model will provide sufficient staff to supervise the youth in a variety of activities. This model of care is intended to realign the tasks and activities of the facility staff into job descriptions and roles that are focused on the care and support of youth residing in our facilities.

#### Identifying a Secure Youth Track Facility Site(s)

On July 27, 2021, the Board of Supervisors (Board) instructed Probation to collaborate with the Youth Justice Advisory Group (YJAG), the Juvenile Justice Realignment Block Grant (JJRBG) subcommittee, relevant County departments and labor partners and community stakeholders to address several matters related to Senate Bill (SB) 823 directing the closure of Division of Juvenile Justice (DJJ) and the transition of those responsibilities to the counties.

The Board has identified Campus Vernon Kilpatrick (CVK) to temporarily house the male DJJ youth while the County identifies and prepares other SYTF sites for the growing population. An assessment of CVK for temporary adaptation into a SYTF is completed and one cottage has been opened which houses male youth assigned to SYTF. The assessment report reflects the identified improvements needed to temporarily house up to 32 youth identified for a SYTF. The report recommendations consider, the June 2021 security assessment completed by the Los Angeles County Sheriff's Department and the least intrusive measures possible to provide increased security while maintaining the integrity of the LA Model and aesthetics of the surrounding community and building infrastructures.

The DLR Group, former architects of CVK, was retained by the Department of Public Works (DPW), through a subcontract with Gonzalez Goodale Architects, to provide professional advice to the Probation Department on its use of existing Board of State and Community Corrections (BSCC) licensed facilities for a SYTF. Since August 2021, DLR has collaborated with Probation, Public Works, County Counsel, the Chief Executive Office (CEO) and Internal Services Department (ISD) to: (1) identify improvements needed to CVK relative to housing youth identified for a secure track treatment program, (2) development of an ideal program to test Probation facility feasibility for long-term SYTF use and (3) evaluation of each facility in terms of functionality, security and location criteria. The requisite construction to comply with Title 24 for the SYTF population should be completed by June 2023, enabling the department to increase the SYTF population at CVK.

Planning efforts to identify a more permanent SYTF are on their way. DLR collaborated with partnering agencies to complete work that included site visits, review and analysis of information, test adaptation of a typical dormitory, development of facility ranking criteria and facility scoring. Throughout the process, Probation has made every effort to incorporate the feedback of JJRBG and YJAG to ensure alignment with the Youth Justice Reimagined (YJR) report. Each facility was evaluated in a total of thirty-three areas,



based on the “ideal program” characteristics, predicated on national best practices, LA Model, and visioning of the YJR. The adaptive responsiveness of each facility to meet the needs to provide sufficient treatment space (including mentors and clinical staff in each unit), individual rooms (best practice for trauma responsive living), while taking into account long-term expansion capacity, and incorporation of less restrictive step-down options, and a diversion center is in process.

#### **Part 6: Retaining the Target Population in the Juvenile Justice System**

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*Describe how the plan will incentivize or facilitate the retention of the target population within the jurisdiction and rehabilitative foundation of the juvenile justice system, in lieu of transfer to the adult criminal justice system: (WIC 1995 (5))*

The purpose clause of SB 823 advises that counties should “reduce the transfer of youth into the adult criminal justice system. Extensive research has shown that sending youth to the adult court and prison system is ineffective and more harmful to both youth and public safety than keeping youth in the juvenile justice system. Moreover, youth of color bear the brunt of adult court prosecution, even when controlling for the nature of the offense and criminal history.

To facilitate retention of youth in the juvenile justice system, the County will:

1. Serve youth through a continuum of effective secure and non-secure alternatives to the criminal court system and Division of Juvenile Justice;
2. In collaboration with the District Attorney, Public Defender, Courts, Probation, the Office of Diversion and Reentry, restorative justice service providers and other relevant stakeholders, create and invest in a restorative justice approach to youth crime, including serious, violent crimes, to facilitate the goals of repair and accountability at any point viable before, during or after adjudication and confinement;
3. Engage leadership of youth formerly incarcerated in DJJ and the adult system and survivors of serious crimes, in developing the continuum of effective secure and non-secure alternatives.

#### **Part 7: Regional Effort**

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*Describe any regional agreements or arrangements supported by the County’s block grant allocation: (WIC 1995 (6))*

The County may enter into a regional agreement or arrangement pending the Board of State and Community Corrections (BSCC) one-time grant as a part of the Regional Youth Programs and Facilities Grant (RYPFGP) under SB 823 (Chapter 337, Statutes of 2020) and how grant funds may serve overarching DJJ realignment needs related to providing custody, supervision and services for out-of-county youth on a regional basis and providing specialized programming for the County’s DJJ realigned youth, including longer-term secure confinement programs and sex-offender, mental health or gender specific programs.



## Part 8: Data – Youth Served

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*Describe how data will be collected on youth served by the block grant: (WIC 1995 (7))*

Collection of data points will occur through multiple systems across various programs and services for youth served by the block grant as follows:

- Youth related demographics (e.g. gender, age, ethnicity, etc.) and case management supportive efforts
- Youth general health services
- Youth mental health services
- Youth educational services – through various agencies providing supportive services (e.g. Los Angeles County Office of Education, Community College, etc.,)
- Youth vocational services and training

Additionally, program specific data points (e.g. number of participants, dosage amount and type, etc.) and possible survey-based responses (e.g. attitude and behavior, cognitive abilities, etc.) will also be targeted for collection in order to analyze outcome measures.

## Part 9: Data- Outcome Measures

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*Describe outcome measures that will be utilized to determine the results of the programs and interventions supported by block grant funds: (WIC 1995 (7))*

Probation will collaborate with subject matter experts to appropriate the necessary information from established sources, in particular partner stakeholders (governmental agencies, community-based service providers for the outcome measures. Probation (Research) will work with any form of data received that consists of (1) program-specific data from Probation and partner agencies and (2) psychometric outcome measures collected at the facilities. Identification of outcome measures will be made by closely supporting program coordinators and collaborating with program subject matter experts. The areas of outcome measures include education, family, substance use, health, life coach, vocational, positive incentive system, mental health, young-adult counselling, and rehabilitative programming, which the Department identifies as “current DJJ youth needs.” Some of the programs’ psychometric outcome measures could be used to evaluate change over time in behavior, while other outcome measures will be used to capture attitudes and cognitive abilities.

Outcomes can be disaggregated by the DJJ youth’s demographic characteristics such as gender, age, race/ethnicity, which will allow for the identification of disproportionalities of the results of the programs, if any, among the population served. Dosage amount and type of direct service provided will also be assessed to identify how the components of the programs may impact the outcomes of interest. The intermediary assessment results can be used for course correction during the program implementation to ensure it

success. For example, counts, ratios, and standard deviations will be used to create performance metrics. Probation (Research) will work with operations to provide technical assistance with developing the tools for any matrix requiring ongoing monitoring and frequent reporting for progress toward program goals. (i.e. weekly, monthly reports).

Depending on the amount and type of data provided, the analyses can examine pre/post program outcomes, performance metrics, and factors that impact outcomes. This can be for short-term and long-term outcomes. This can be done by using descriptive statistics, paired sample t-tests, regression modeling, structural equation modeling, propensity score matching, and moderation & mediation analyses, etc.

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