



JUVENILE JUSTICE REALIGNMENT BLOCK GRANT ANNUAL PLAN

MAIN CONTACT FOR PLAN

Date: May 1, 2024

County Name: Los Angeles

Contact Name: Sharon Harada

Telephone Number: 562 940-2507

E-mail Address: sharon.harada@probation.lacounty.gov

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. Section 1995 was amended by Assembly Bill 505 (Ting, Chapter 528, Statutes of 2023.) This template has been updated to reflect those amendments which will be in effect on January 1, 2024. All citations are to the law as amended. The statutory language can be found [here](#).

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. (Welf. & Inst. Code § 1995(a).)

County plans are to be submitted to the Office of Youth and Community Restoration in accordance with Welf. & Inst. Code §1995. OYCR may request revisions as necessary or request completion of the required planning process prior to final acceptance of the plan. (Welf. & Inst. Code § 1995 (f).) Plans will be posted to the Office of Youth and Community Restoration website. (Welf. & Inst. Code § 1995(g).)

There are nine sections to the plan:

Part 1: Subcommittee Composition
Part 2: Target Population
Part 3: Programs and Services
Part 4: Juvenile Justice Realignment Block
Grant Funds
Part 5: Facility Plan

Part 6: Retaining the Target Population in
the Juvenile Justice System
Part 7: Regional Efforts
Part 8: Data
Part 9: Other Updates

PART 1: SUBCOMMITTEE COMPOSITION AND PROCESS (WELF. & INST. CODE §§ 1995 (B) AND (C))

List the subcommittee members, agency affiliation where applicable, and contact information:

Agency	Name and Title	Email	Phone Number
Chief Probation Officer (Chair)	Sharon Harada, Bureau Chief	sharon.harada@probation.lacounty.gov	(562) 940-2507
Co-Chair <i>(If Applicable)</i>	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
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 Social Services Representative	Wason Fu	WasonFu@dpss.lacounty.gov	Click or tap here to enter text.
Department of Mental Health	Dr. Karen Streich	Click or tap here to enter text.	(213) 947-6722
Office of Education Representative	Tapau Osborne	Osborne_tapau@laoe.edu_	(562) 922-6766
Court Representative	Tricia Penrose	tpenrose@lacourt.org	(213) 633-0684
Three Community Members <i>(defined as "individuals who have experience providing community-based youth services, youth justice advocates with expertise and knowledge of the juvenile justice system, or have been directly involved in the juvenile justice system" (Welf. & Inst. Code § 1995(b).))</i> Community Member – Board Supervisorial Representative District 3, 1Community Member – Board Supervisorial	Josh Green	jgreen@urbanpeaceinstitute.org	(213) 404-0127
	Bikila Ochoa	biochoa@coc.lacounty.gov	(562) 416-1415
		Click or tap here to enter text.	Click or tap here to enter text.

Representative District 3, and District 1			
Additional Subcommittee Participants			
Community Member – Board Supervisorial Representative District 4	Alexis Hernandez	alexishernandez2374@gmail.com	(213) 955-5885
Community Member – Board Supervisorial Representative District 5	Nicole Vienna	nvienna@vpg-corp.com	213) 355-8791
Community Member – Board Supervisorial Representative District 2	Chris Ah San	cahsan@bos.lacounty.gov	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

Describe the process used to determine whether to select a co-chair for your subcommittee (Welf. & Inst. Code § 1995(b)):

The process is pending approval by the JJCC-JJRBG Subcommittee.

Provide the dates of the last two meetings that the subcommittee convened to discuss your county's JJRBG plan?

Meeting Date 1:

February 5, 2024

Meeting Date 2:

March 6, 2024

Additional meeting dates of the subcommittee, if applicable:

Date that the subcommittee approved the plan by a majority vote.

March 6, 2024

Describe how the plan was developed, including the review and participation of the subcommittee community members as defined in Welf. & Inst. Code § 1995(b):

The JJCC-JJRBG Subcommittee formed an Ad-Hoc Subcommittee to work on reviewing/revising the Annual Plan submitted last year, due on May 1, 2023. The Ad-Hoc Subcommittee met three times during February/early March 2024 to complete the review and draft revisions (of the total 5 Ad-Hoc Subcommittee members, 2 represent the community). At the March 6, 2024 JJCC-JJRBG Subcommittee meeting, a total of 8 of 12 members (draft) were present, including one non-profit CBO Supervisorial Representative.

PART 2: TARGET POPULATION (WELF. & INST. CODE § 1995(D)(1))

Briefly describe the County's realignment target population supported by the block grant.

The “target population” is defined as “youth who were eligible for commitment to the Division of Juvenile Justice prior to its closure and shall further be defined as persons who are adjudicated to be a ward of the juvenile court based on an offense described in subdivision (b) of Section 707 or an offense described in Section 290.008 of the Penal Code.” (Welf. & Inst. Code § 1990(b))

The County of Los Angeles’s realignment target population supported by the block grant includes youth who were eligible for commitment to SYTF based on the offense described in Subdivision (b) of Welfare and Institutions Code (WIC) Section 707 and in compliance with WIC Section 875. This includes youth previously committed to the Division of Juvenile Justice (DJJ) and then committed to Secure Youth Treatment Facility (SYTF) at the time of DJJ’s closure.

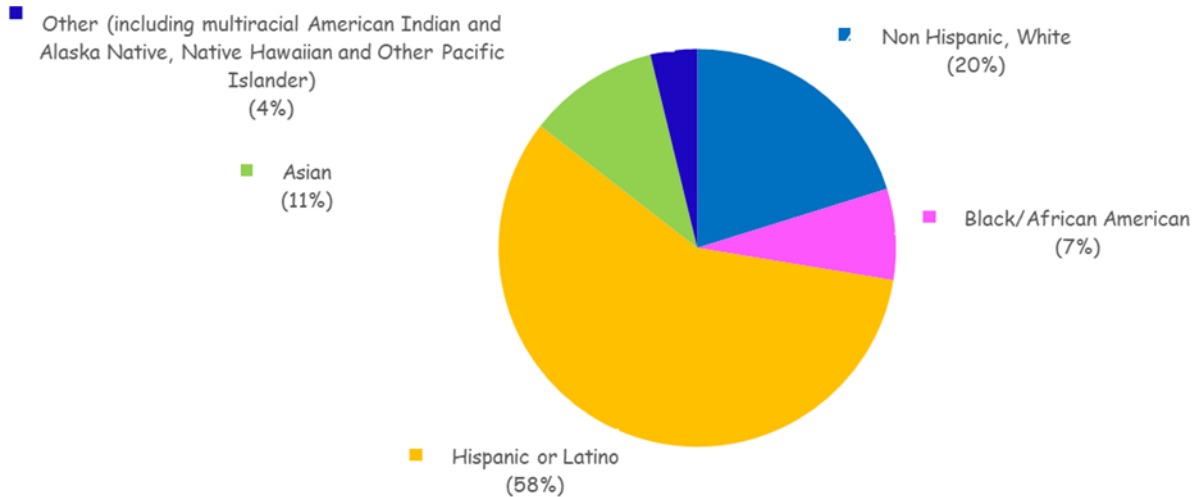
Demographics of identified target population, including anticipated numbers of youth served, disaggregated by factors including age, gender, race or ethnicity, and offense/offense history.

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 2021)	%
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%

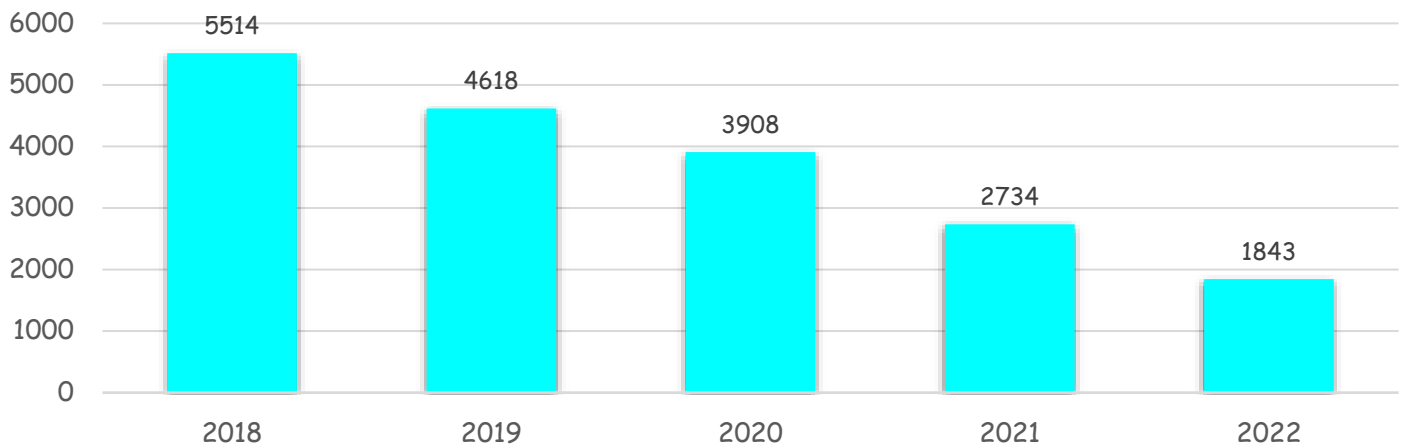
United States Census Bureau Ethnic Group Breakdown (as of 2021)



Snapshot data for youth on Probation for Calendar Years (2018-2022) include the following, with more than a 66% decrease in youth on Probation between 2018 and 2022.

Number of Youth on Probation Supervision

Snapshot Data Reflects 2018-2022

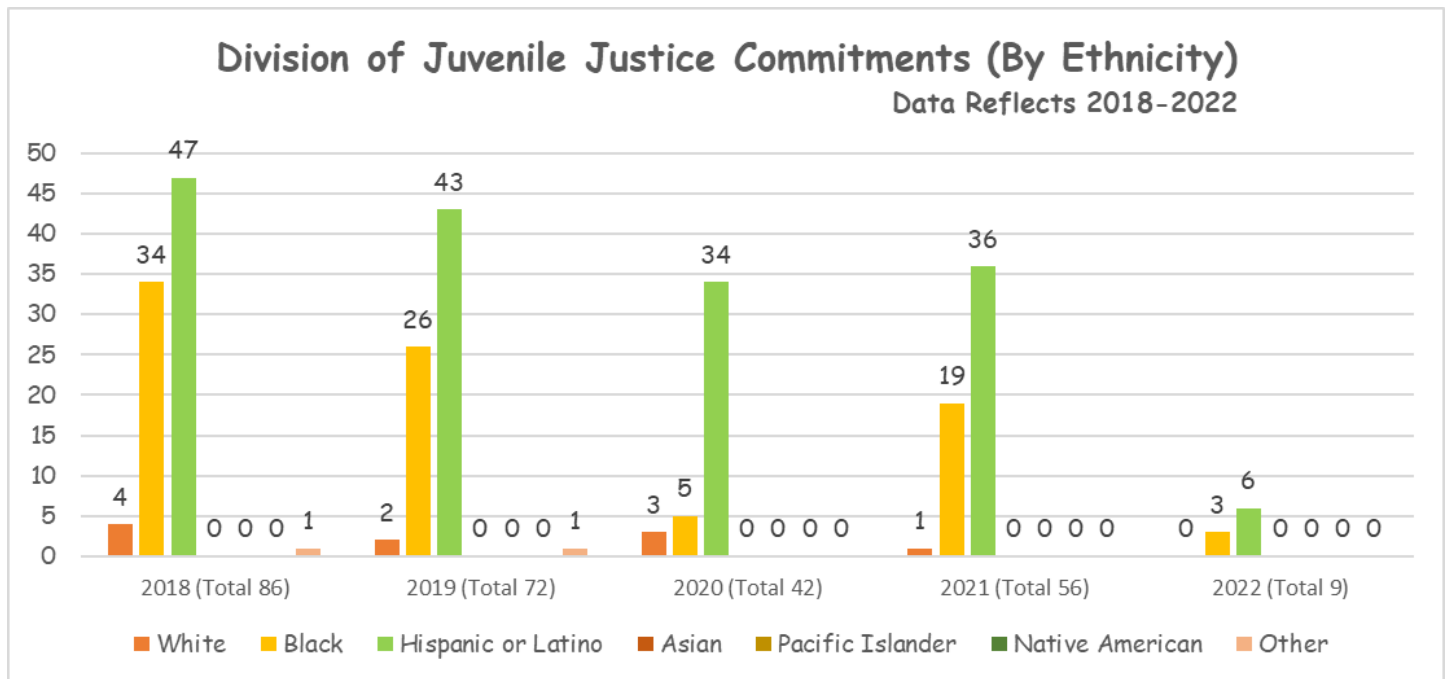


For the specific County identified target Plan population, information is provided by the following categories:

1. Historical demographic information for our County's 265 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 2018-2022.
2. Historical most serious sustained offense information for 179 youth who received a DJJ disposition for Calendar Years 2019-2022.
3. Additional historical delinquency information for 179 youth who received a DJJ disposition for Calendar Years 2020-2022.
4. County youth adjudicated for WIC Section 707 (b) offenses by ethnicity, gender, age, and offense type for Calendar Years 2022-2023.

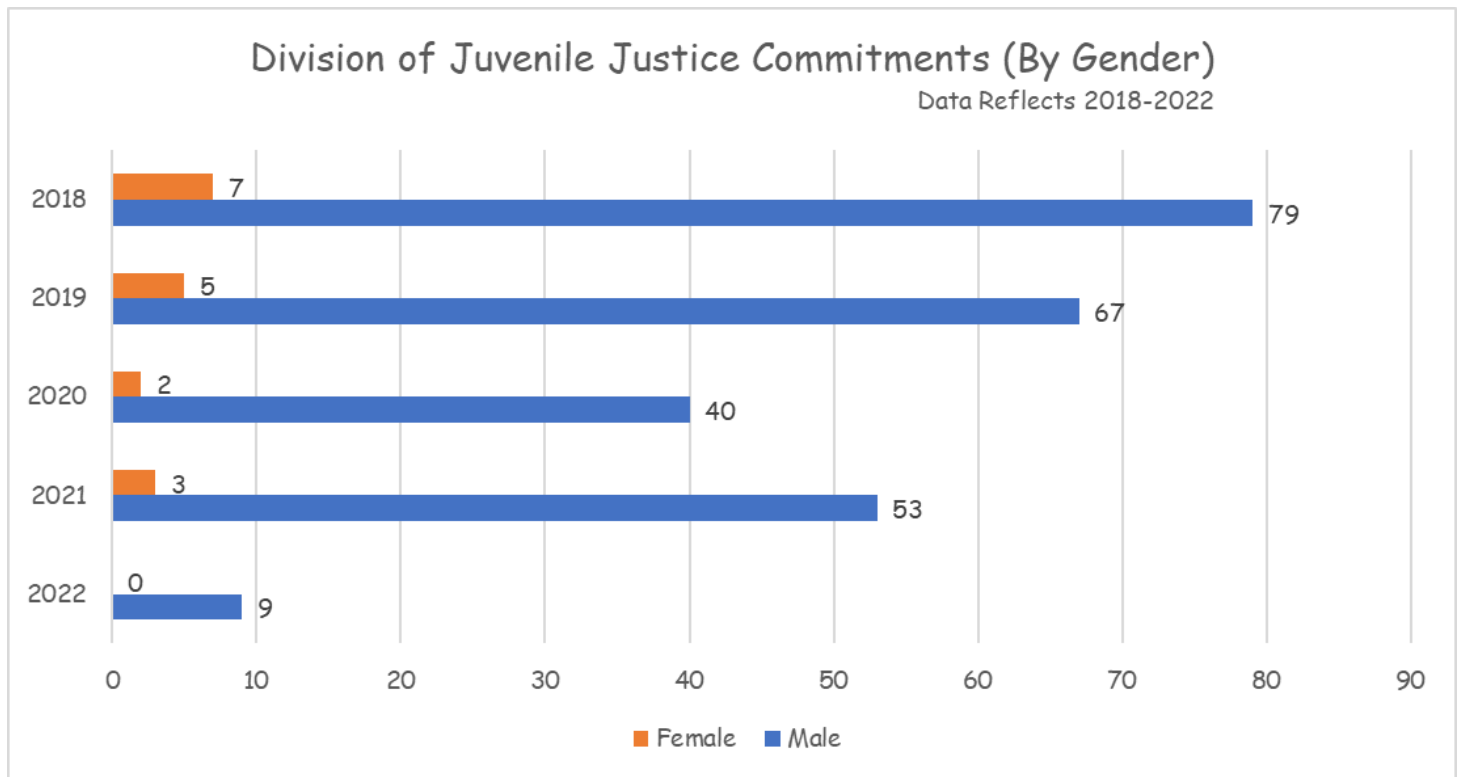
1. (a) Historical ethnicity information for the County's 265 DJJ youth commitments (at time of Juvenile Court Disposition) for Calendar Years 2018-2022 include:

Ethnicity	White		Black		Hispanic or Latino		Asian		Pacific Islander		Native American		Other		Total	
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%
2022	0	0%	3	33%	6	67%	0	0%	0	0%	0	0%	0	0%	9	100%
Total	10	4%	87	33%	166	63%	0	0%	0	0%	0	0%	2	1%	265	100%



Between the Calendar Years of 2018-2022, Black youth DJJ commitments ranged from 12%-40% of the total County commitments; in the 2022 Calendar Year, Black youth made up 33% of the DJJ youth County (b) Historical gender information for the County's 265 DJJ youth commitments (at time of Juvenile Court Disposition) for Calendar Years 2018-2022: need to change total number to 265

Gender	Male		Female		Total	
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%
2022	9	100%	0	0%	9	100%
Total	248	93%	17	7%	265	100%



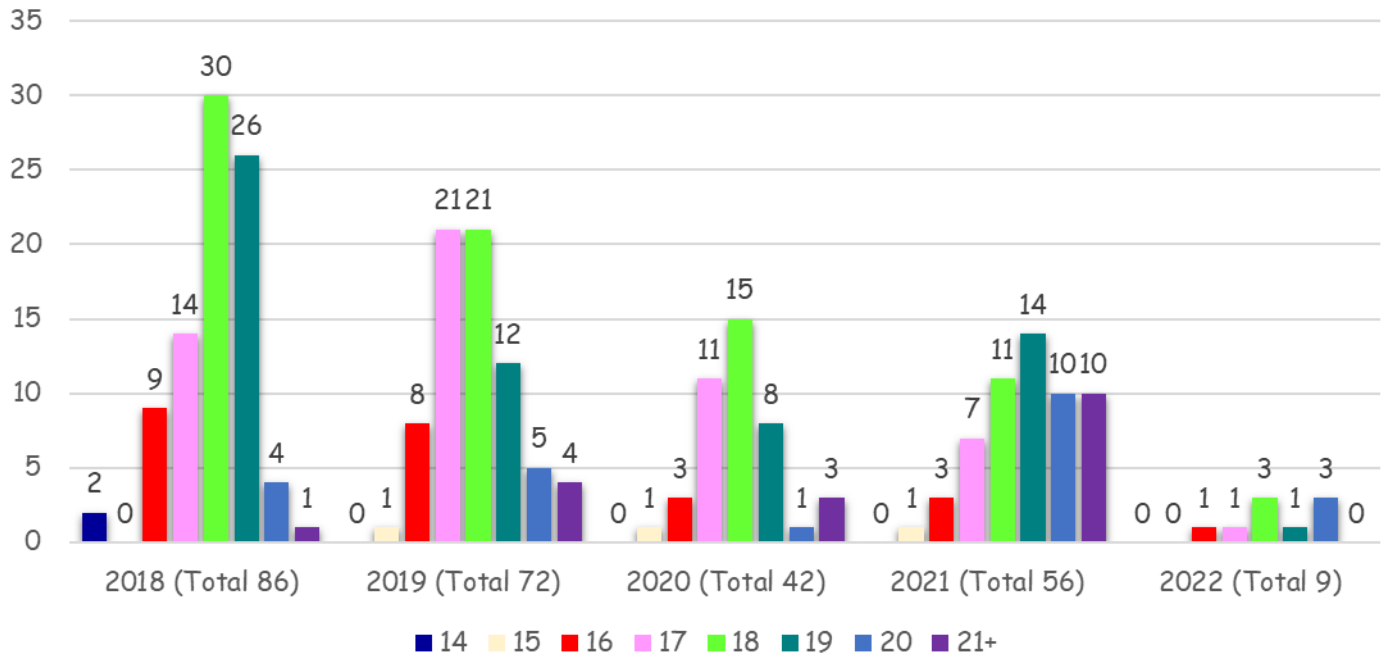
There have not been significant percentage changes for male and female County youth ordered to DJJ for the five (5) Calendar Years (2018-2022) as indicated in Chart/Graph 1b.

(c) Historical age information for the County's 265 DJJ youth commitments (at time of Juvenile Court Disposition) for Calendar Years 2015-2022 include:

Age at Commitment	14		15		16		17		18		19		20		21+		Total	
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%
2022	0	0%	0	0%	1	11%	1	11%	3	33%	1	11%	3	33%	0	0%	9	100%
Total	2	1%	3	5%	24	13%	54	32%	80	28%	61	15%	23	3%	18	3%	265	100%

Division of Juvenile Justice Commitments (By Age)

Data Reflects 2018-2022



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 years 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 of age of commitments based on the following as well as SB 1381 (2018) and AB 2361 (2021) may have subsequently decreased DJJ commitments, supporting less restrictive placements at the County level:

- 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 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.
- SB 1391 amended Proposition 57 to prohibit youth under the age of 16 from being transferred to adult court. The California Supreme Court found SB 1391 on transferring 14 and 15 year olds to adult court fully

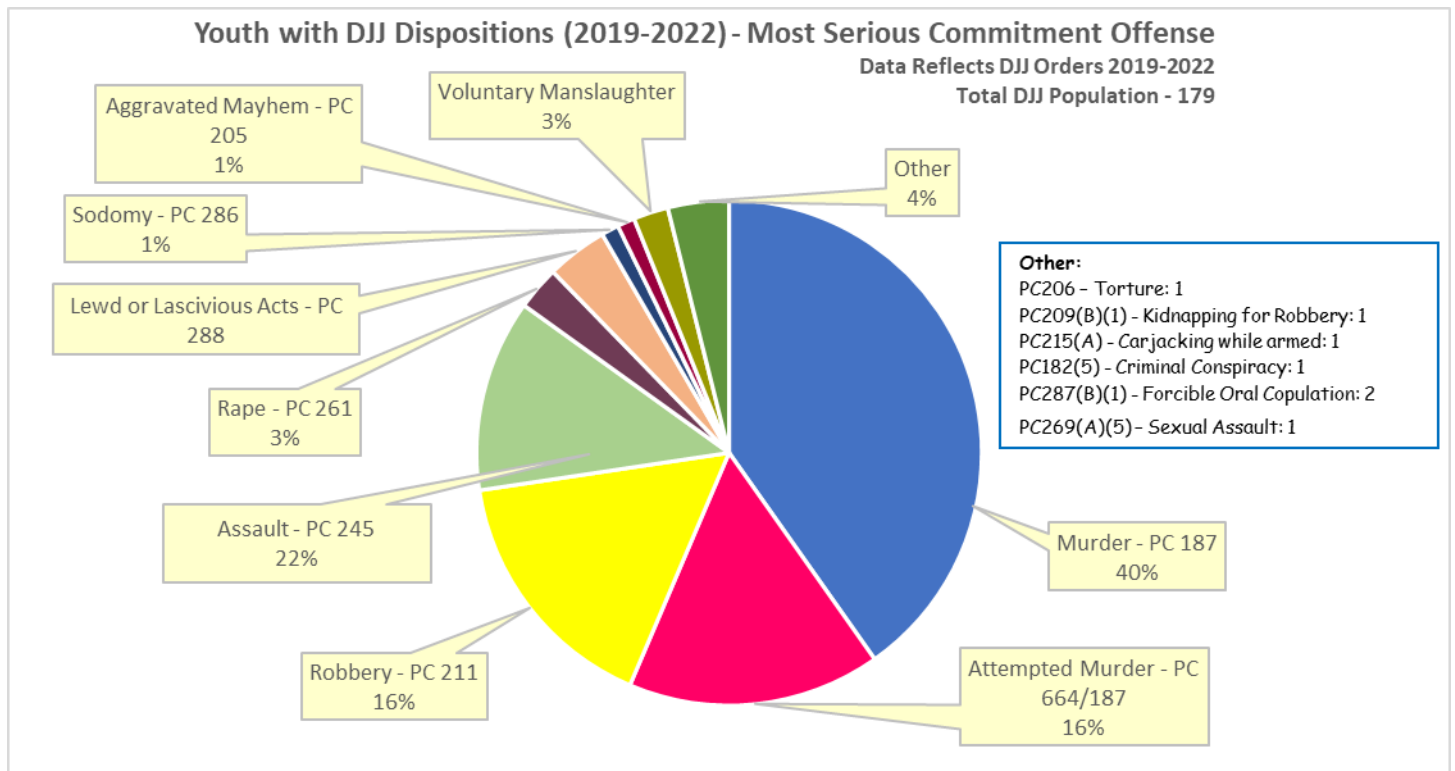
consistent with Proposition 57's fundamental purpose of promoting rehabilitation of youthful offenders and reducing the prison population (*O.G. v. Superior Court (2021)*) 11 Cal.5th82, 87.).

- AB 2361 further restricts the transfer of youth to adult court. This bill increased the burden of proof necessary to transfer a youth from juvenile court to adult court from a "preponderance of evidence" standard to a standard of "clear and convincing evidence" that the youth is unamenable for juvenile court treatment.

2. For the 179 County youth committed to DJJ during Calendar Years 2019-2022, the following includes their most serious commitment offense:

Youth with DJJ Dispositions (2019-2022) - Most Serious Commitment Offense

Commitment Offense (Most Serious)	Commitment Offense Code	# of Youth	%
Murder	PC 187	72	40%
Attempted Murder	PC 664/187	29	16%
Robbery	PC 211	29	16%
Assault	PC 245	22	12%
Rape	PC 261	5	3%
Lewd or Lascivious Acts	PC 288	7	4%
Voluntary Manslaughter	PC 192(A)	4	3%
Sodomy	PC 286	2	1%
Aggravated Mayhem	PC 205	2	1%
Other: Torture Kidnapping for Robbery Carjacking While Armed Criminal Conspiracy Forcible Oral Copulation Sexual Assault	PC 206 PC 209(B)(1) PC 215(A) PC 182(5) PC 287(B)(1) PC 269(A)(5)	7	4%
Total		179	100%



As this pie chart indicates, approximately 72 of County youth were ordered to DJJ for Murder/Attempted Murder (56% total – Murder 40% and Attempted Murder – 16%) and Robbery (16%).

3. For the 179 County youth committed to DJJ during Calendar Years 2019-2022, 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%
2022	9	19.6	4	5	6
			44%	56%	67%

	# 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
2019	5	52	4	15.6
	7%	72%		
2020	7	25	4	15.7
	17%	60%		
2021	11	27	4	17.2
	20%	48%		
2022	0	3	1	18
	0%	33%		

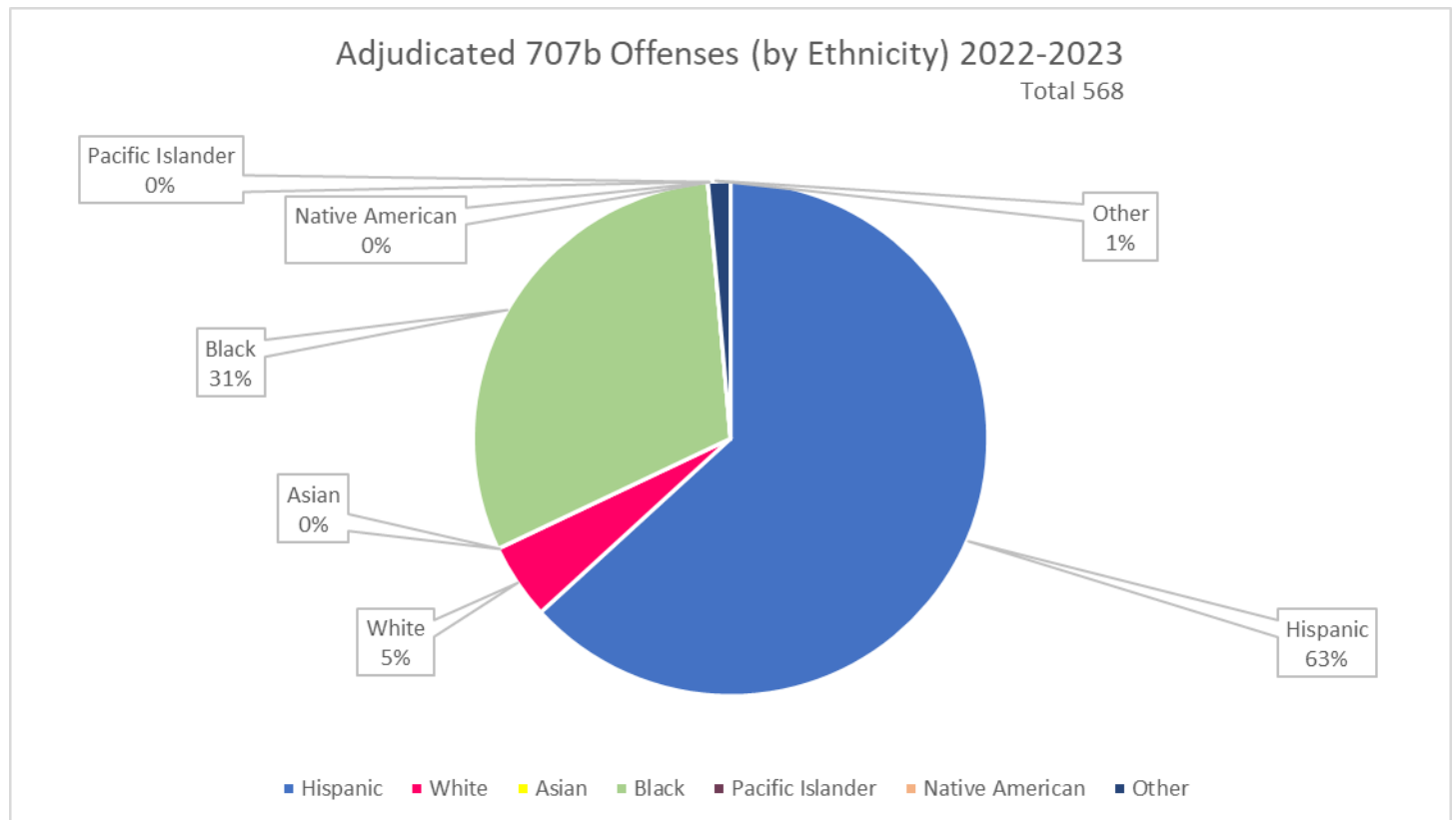
As mentioned, the average age of DJJ commitment increased to approximately 18-19 years and stayed steady from 2021 to 2022. Additionally, the youth committed to DJJ for the Calendar Years 2019-2022:

- 75% (average) had prior arrests/Probation history
- 16.6 years was the average age when Juvenile Court wardship was declared
- 60% (average) had prior Juvenile Court ordered delinquency wardship prior to their DJJ disposition

4. County youth adjudicated for WIC Section 707 (b) offenses by ethnicity, gender, age, and offense type for Calendar Years 2022-2023.

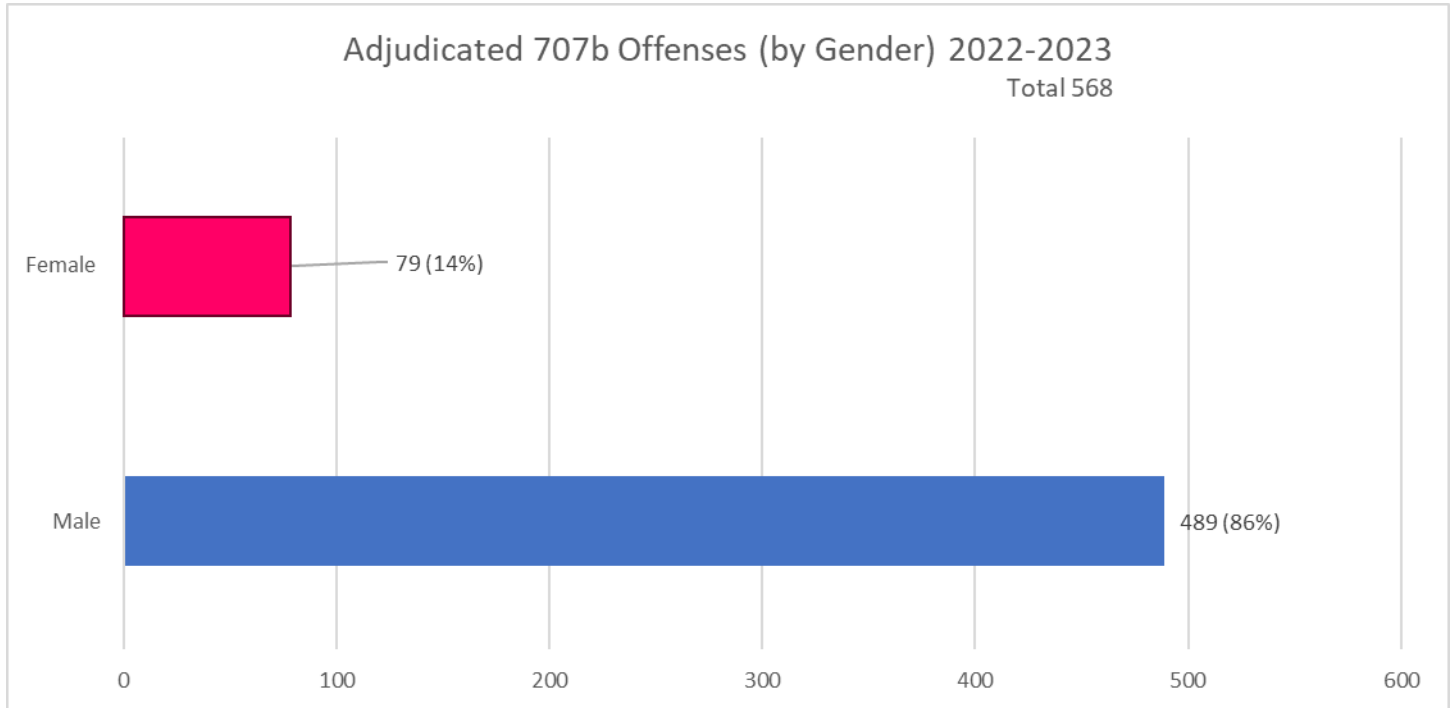
Youth Adjudicated for WIC Section 707 (b) Offenses by Ethnicity

Ethnicity	White		Black		Hispanic or Latino		Asian		Pacific Islander		Native American		Other		Total	
2022	14	5%	87	29%	200	65%	0	0%	0	0%	0	0%	3	1%	304	100%
2023	13	5%	87	33%	159	60%	0	0%	0	0%	0	0%	5	2%	264	100%
Total	27	5%	174	31%	359	63%	0	0%	0	0%	0	0%	8	1%	568	100%



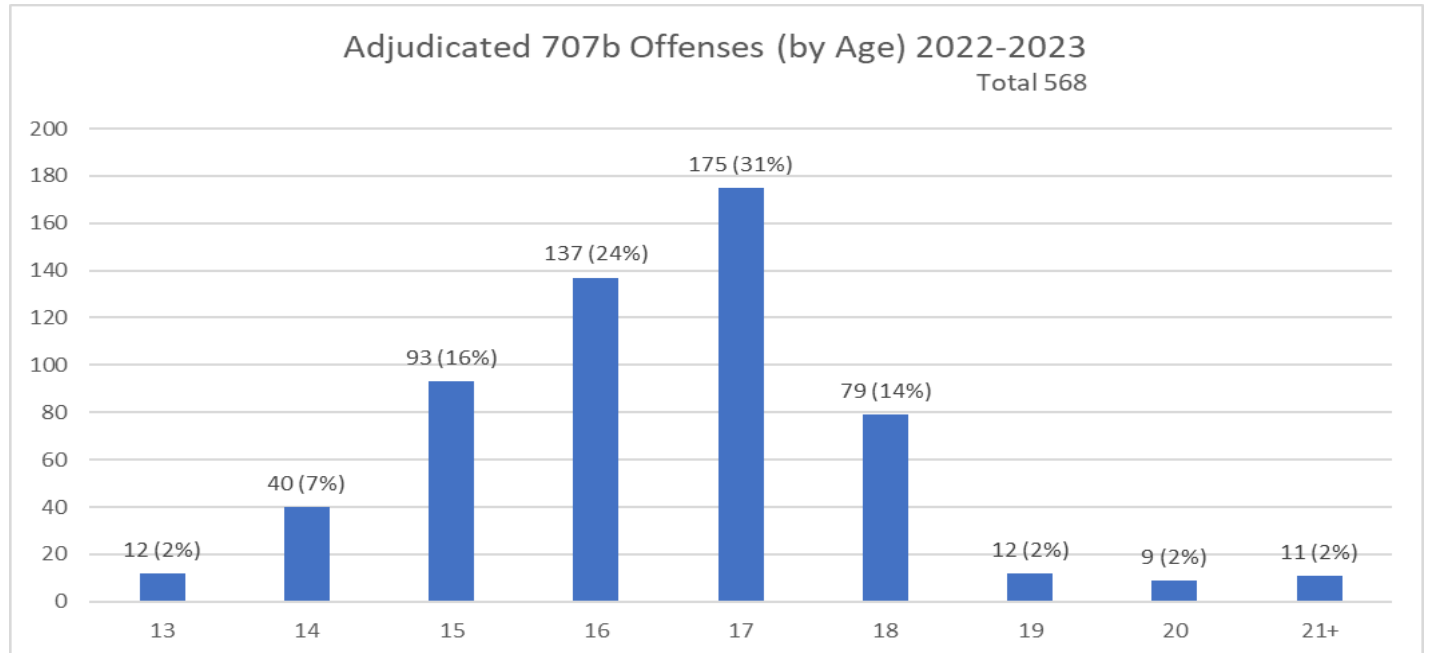
Youth Adjudicated for WIC Section 707 (b) Offenses by Gender

Gender	Male		Female		Transgender		Total	
2022	267	88%	37	12%	0	0%	304	100%
2023	222	84%	42	16%	0	0%	264	100%
Total	489	86%	79	14%	0	0%	568	100%



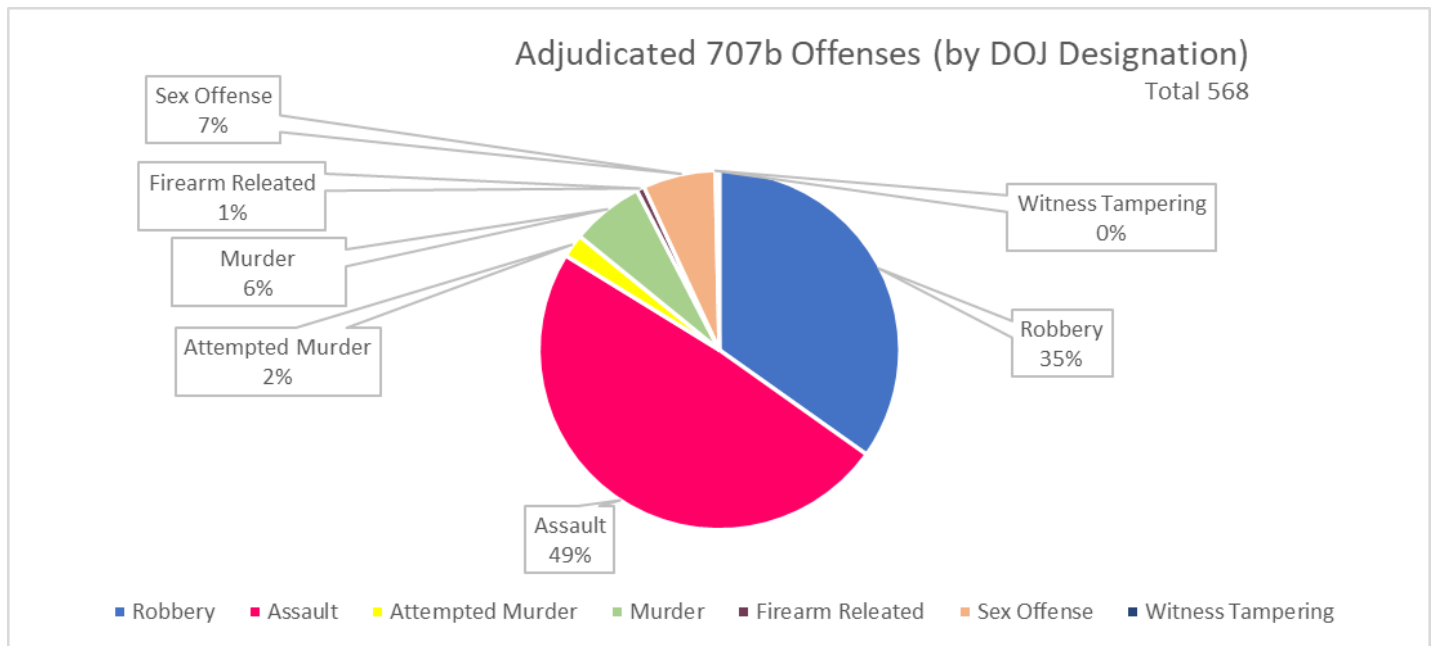
Youth Adjudicated for WIC Section 707 (b) Offenses by Age

Age at Adjudication	13		14		15		16		17		18		19		20		21+		Total	
2022	8	3%	21	7%	50	16%	75	25%	87	28%	45	15%	6	2%	6	2%	6	2%	304	100%
2023	4	2%	19	7%	43	16%	62	23%	88	33%	34	13%	6	3%	3	1%	5	2%	264	100%
Total	12	2%	40	7%	93	16%	137	25%	175	31%	79	14%	12	2%	9	2%	11	2%	556	100%



Youth Adjudicated for WIC Section 707 (b) Offenses by Offense

DOJ Designation	Robbery		Assault		Attempted Murder		Murder		Firearm Related		Sex Offense		Witness Tampering		Total	
2022	95	31%	153	50%	7	2%	21	7%	2	1%	25	8%	1	1%	304	100%
2023	103	39%	125	47%	5	2%	16	6%	2	1%	12	4%	1	1%	264	100%
Total	198	34%	278	49%	12	2%	37	7%	4	1%	37	6%	2	1%	568	100%

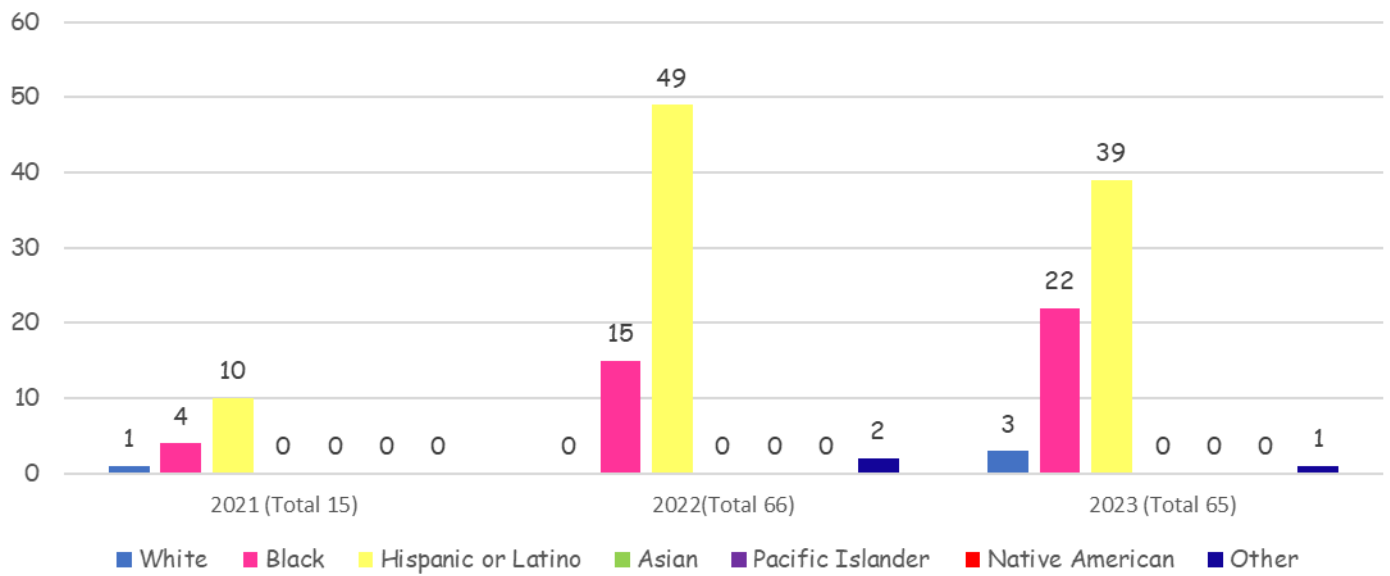


Senate Bill 823 (passed in 2020) closed all State operated DJJ facilities, transferring jurisdiction to individual Counties. In July 2021, Los Angeles County opened the Secure Youth Treatment Facility (SYTF). The following depicts the County of Los Angeles' SYTF demographic population information from July 1, 2021 to December 31, 2023.

Year	White	Black	Hispanic or Latino	Asian	Pacific Islander	Native American	Other	Total
2021	1	4	10	0	0	0	0	15
2022	0	15	49	0	0	0	2	66
2023	3	22	39	0	0	0	1	65
Total	4	41	98	0	0	0	3	146

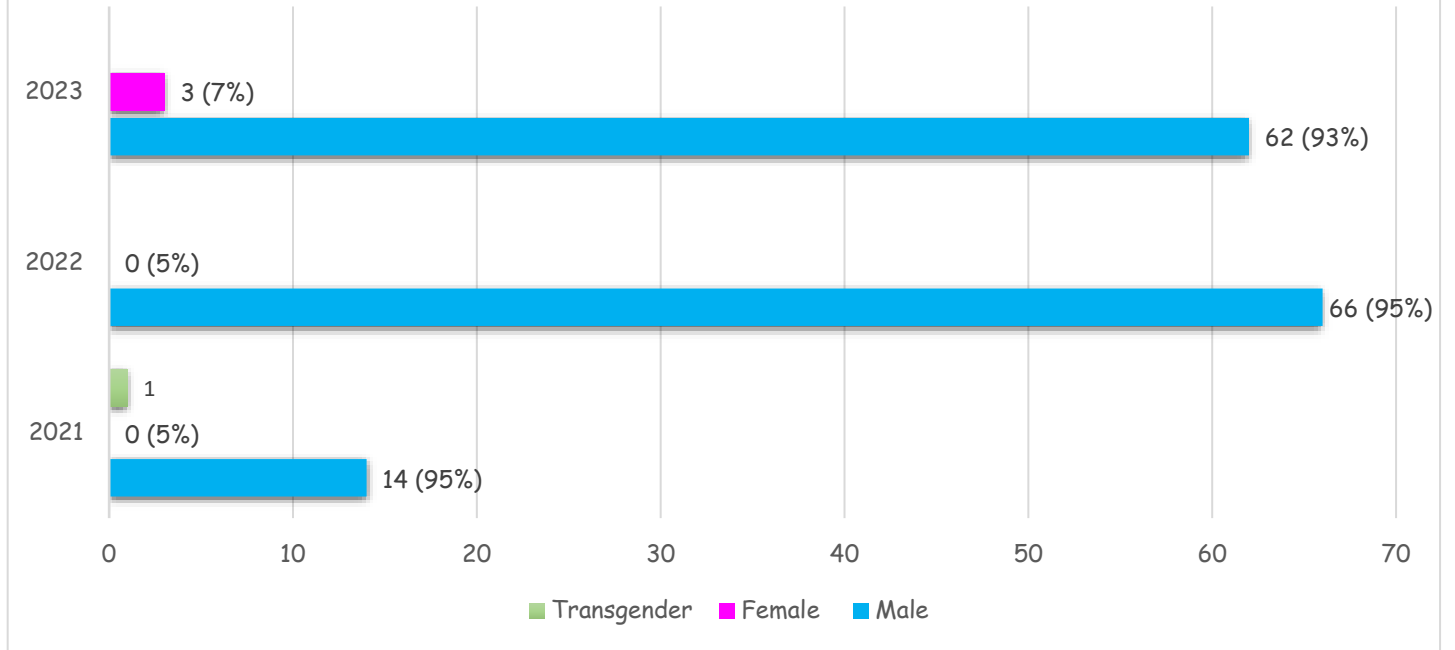
Secure Youth Treatment Facility Commitments (By Ethnicity)

Data Reflects 2021-2023



Gender	Male	Female	Transgender	Total
2021	14	0	1	15
2022	66	0	0	66
2023	62	3	0	65
Total	142	3	1	146

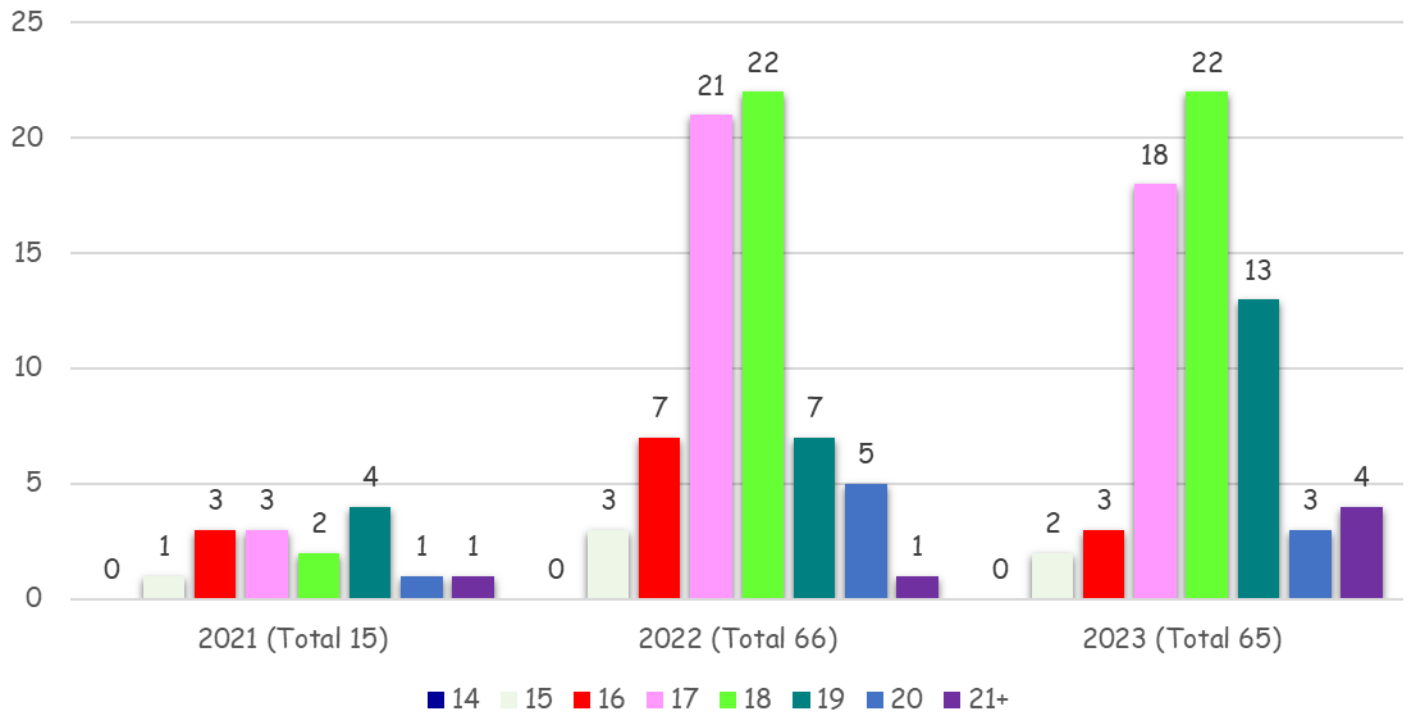
Secure Youth Treatment Facility Commitments (By Gender) Data Reflects 2021-2023



Age at Commitment	14	15	16	17	18	19	20	21+	Total
2021	0	1	3	3	2	4	1	1	15
2022	0	3	7	21	22	7	5	1	66
2023	0	2	3	18	22	13	3	4	65
Total	0	6	13	42	46	24	9	6	146

Secure Youth Treatment Facility Commitments (By Age)

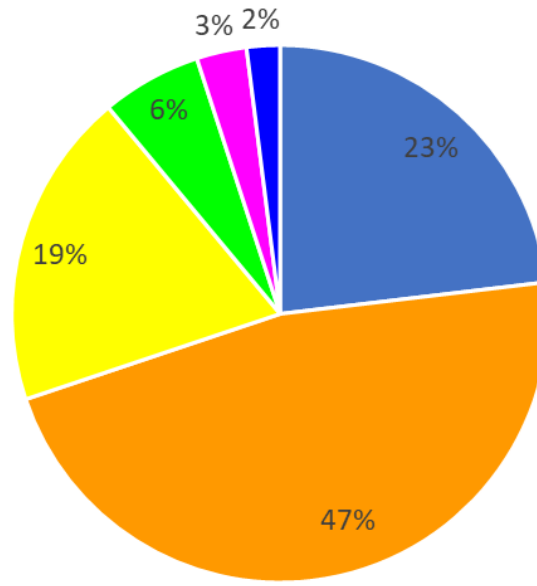
Data Reflects 2021-2023



The mental health profile of the 146 youth ordered to SYTF (between July 1, 2021 and December 31, 2023) includes:

1. Youth primary diagnosis Included:

DSM 5 Diagnosis



- Druptive, Impulse Control and Conduct Disorder
- Trauma and Stressor-Related Disorders
- Mood Disorders
- Neurodevelopmental Disorder (ADHD)
- Anxiety Disorders
- Substance-Related and Addictive Disorders

Mental Health Profile of SYTF Youth

- Los Angeles County Youth with SYTF Disposition
- From January 1, 2023 – December 31, 2023
- Total Sample = 146
- Primary Diagnosis
- Many youth have secondary diagnoses

Other Key Indicators of Mental Health Needs

History of Prior Psychiatric Hospitalization

- 5% of the youth had at least one psychiatric hospitalization

Prior Placement on Enhanced Supervision

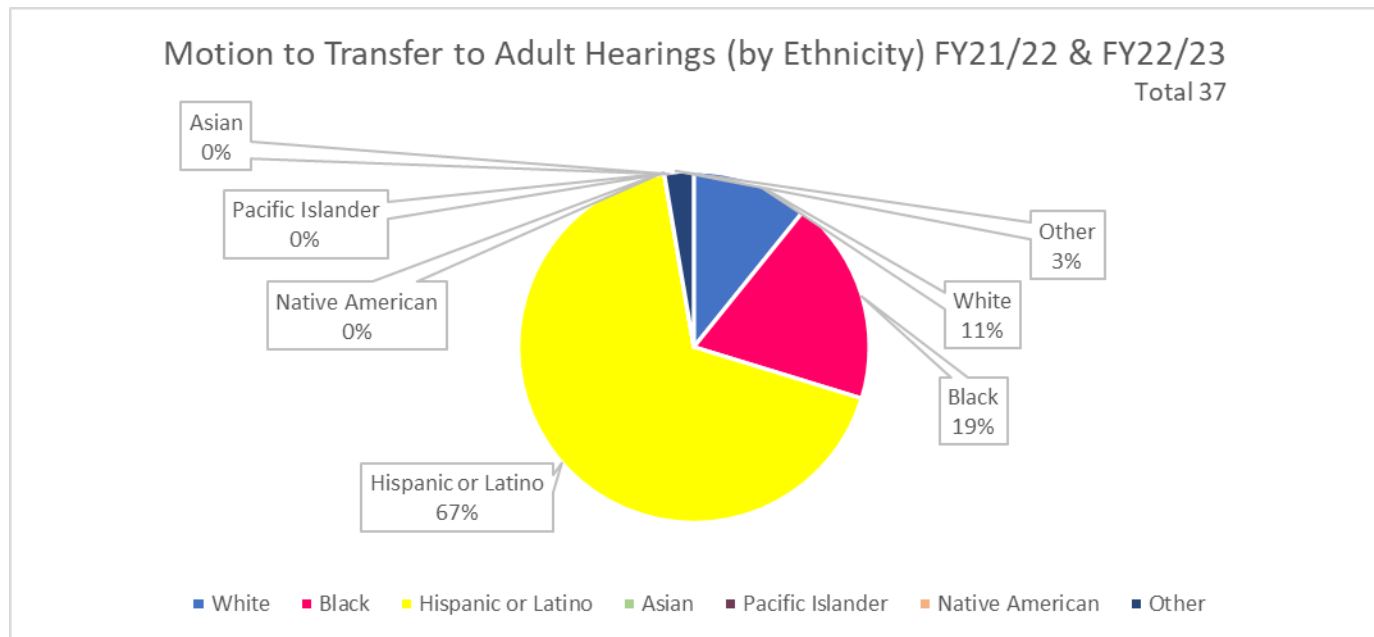
- 37% of the youth had ever been on Enhanced Supervision

History of Psychotropic Medication in the Juvenile Facilities

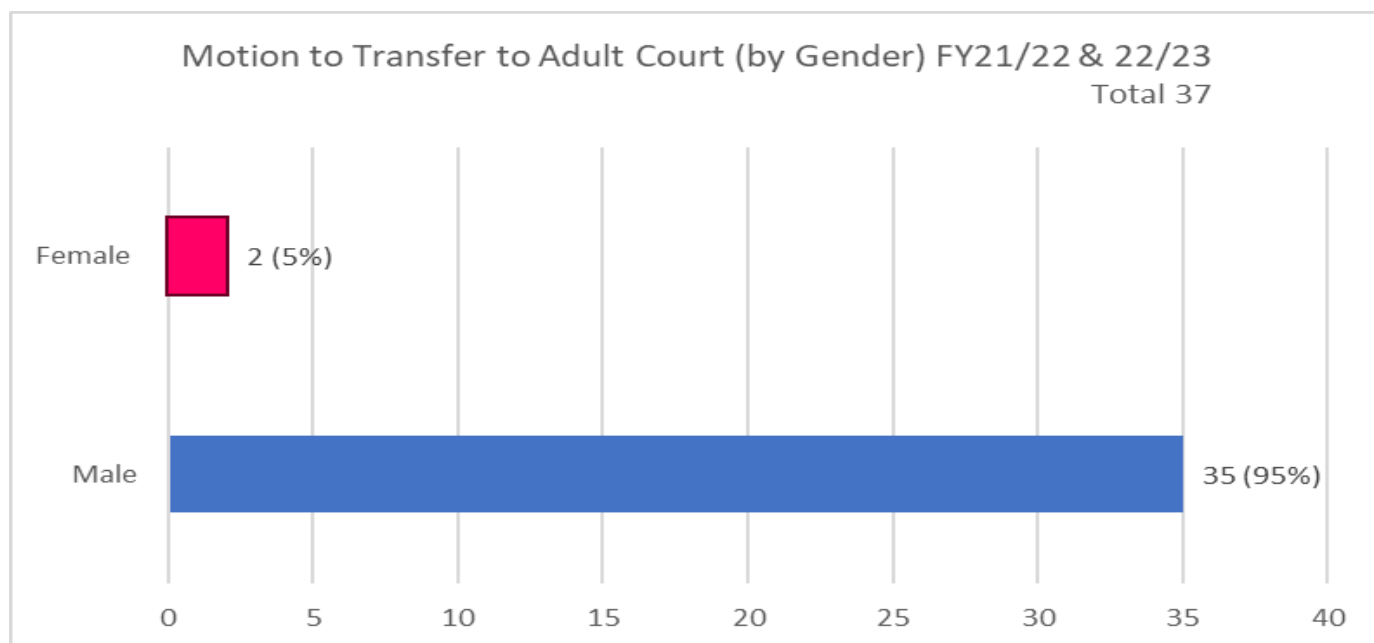
- 87% of the youth had ever been on psychotropic medication.
- Many of the sample were currently on medication.
- A significant number of the youth were treated for insomnia which inflates the overall percentage.

Additional population consideration includes youth going through the Motion to Transfer to Adult Court proceedings:

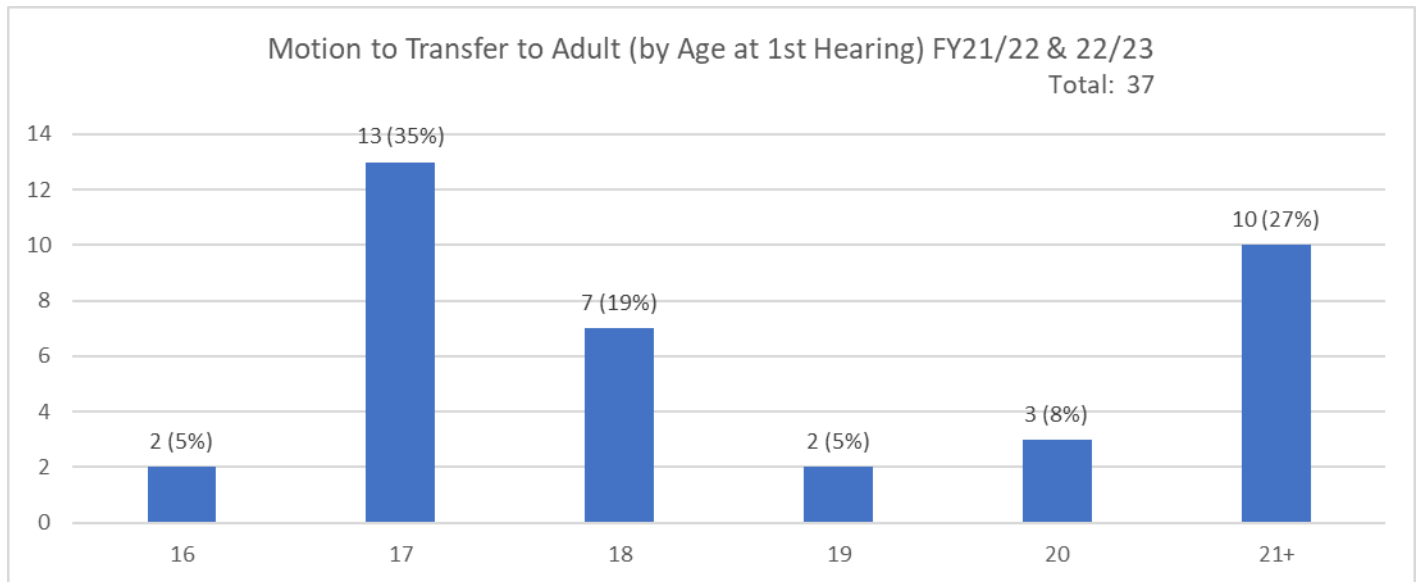
Ethnicity	White		Black		Hispanic or Latino		Asian		Pacific Islander		Native American		Other		Total	
FY21/22	2	11%	2	11%	13	72%	0	0%	0	0%	0	0%	1	6%	18	100%
FY22/23	2	11%	5	26%	12	63%	0	0%	0	0%	0	0%	0	0%	19	100%
Total	4	11%	7	19%	25	67%	0	0%	0	0%	0	0%	1	3%	37	100%



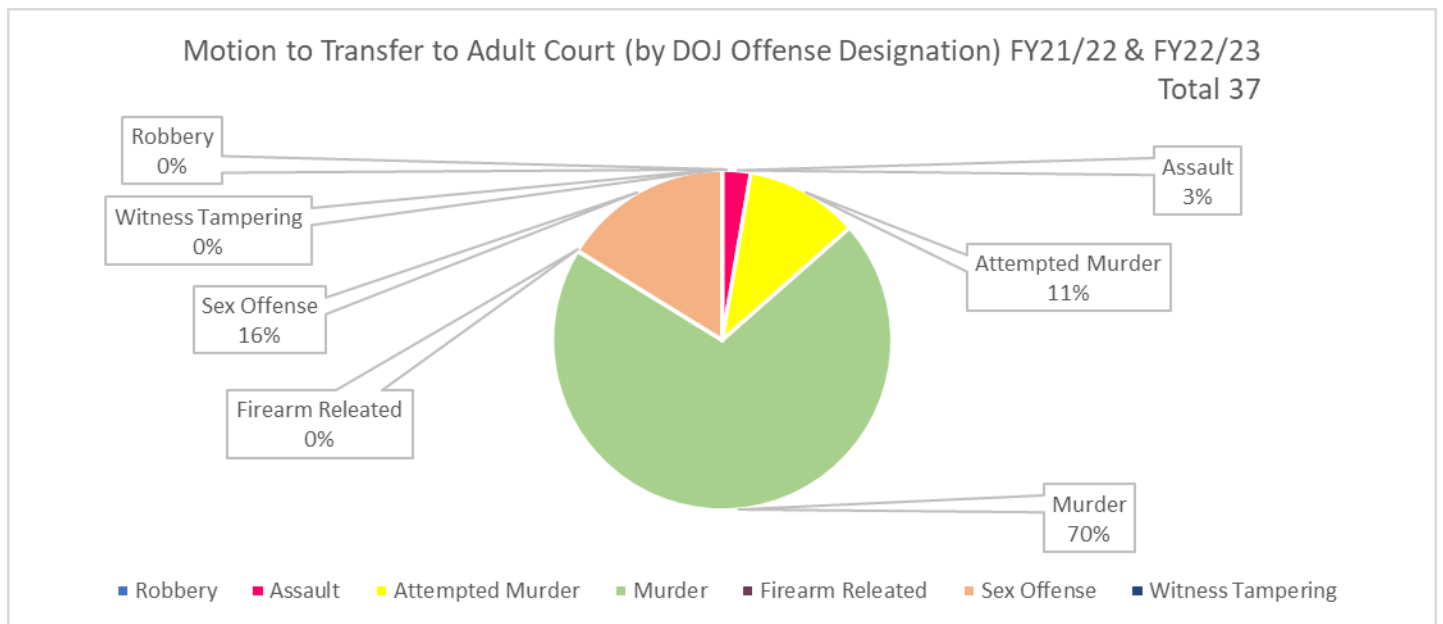
Gender	Male		Female		Transgender		Total	
FY21/22	18	100%	0	0%	0	0%	18	100%
FY22/23	17	89%	2	11%	0	0%	19	100%
Total	35	95%	2	5%	0	0%	37	100%



Age at Hearing Order	16		17		18		19		20		21+		Total	
FY21/22	0	0%	6	33%	4	22%	1	6%	1	6%	6	33%	18	100%
FY22/23	2	11%	7	36%	3	16%	1	5%	2	11%	4	21%	19	100%
Total	2	5%	13	35%	7	19%	2	5%	3	8%	10	28%	37	100%



DOJ Designation	Robbery		Assault		Attempted Murder		Murder		Firearm Related		Sex Offense		Witness Tampering		Total	
FY21/22	0	0%	0	0%	2	11%	12	67%	0	0%	4	22%	0	0%	18	100%
FY22/23	0	0%	1	5%	2	11%	14	73%	0	0%	2	11%	0	0%	19	100%
Total	0	0%	1	3%	4	11%	26	70%	0	0%	6	16%	0	0%	37	100%



Describe the target population, disaggregated by programs, placements and/or facilities to which they have been referred.

The following includes information on the SYTF youth population, disaggregated by programs, placements and/or facilities to which they have been referred for Calendar Years 2021-2023 include:

	# of Youth with Prior Informal Probation	# of Youth with Prior Probation Wardship (Not Including SYTF Offense)	Average # of Law Enforcement Contacts Prior to SYTF Commitment Offense(s)	Average Age When Wardship was Declared	Total # of Youth with Prior Suitable Placement (SP) Orders	Total # of Youth with Prior Camp Community Placement (CCP) Orders
2021	1	7	4.5	16	5	4
	6%	47%			33%	27%
2022	6	32	3.5	15	23	21
	9%	48%			35%	32%
2023	2	31	4.1	16	12	9
	3%	48%			18%	14%
Average	3	23.3	4	15.7	13.3	11.3
	6%	48%			27%	23%

	# 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 SYTF Commitment Offense
2021	12	6	6	2	2	0
	80%	40%	40%	13%	13%	0%
2022	50	29	28	6	6	6
	76%	44%	42%	9%	9%	9%
2023	49	35	31	2	2	1
	75%	54%	48%	3%	3%	2%
Average	37	23.3	21.7	3.3	3.3	2.3
	76%	48%	45%	7%	7%	5%

Additionally, for youth committed to SYTF for Calendar Years 2021-2023:

- 27% (average) of the youth had a prior Suitable Placement disposition order
- 23% (average) had a prior Camp Community Placement disposition order
- 76% (average) had a prior DCFS referral(s) (inconclusive, unsubstantiated or substantiated)
- 48% (average) had at least one (1) substantiated DCFS referral

Provide a description of the facilities, programs, placements, services and service providers, supervision, and other responses that will be provided to the target population. Describe any progress on this element since May 1, 2023, at the end of your response (Welf. & Inst. Code §1995(D)(2) and (d)(8)):

The County of Los Angeles has taken bold steps over the last several years to transform its youth justice system, through the creation of the Youth Justice Workgroup composed of a diverse group of youth leaders, community advocates, service providers, County representatives (including staff from the Probation Department), and justice partners (DA, defense offices, and the Courts) and the subsequent adoption of that body's vision for Youth Justice Reimagined (YJR) that embraces a "care first youth development approach to youth justice" and "commit[s] to transitioning the County's youth justice system to the care-first model outlined in the YJWG Report by 2025" This YJR vision includes a series of structural changes that will transition [the] Juvenile Probation to a Department of Youth Development (DYD) in a three-phase approach spanning a period of at least five years. It is within this transformational moment that LA turns to the opportunity to serve youth who would have previously been committed to DJJ prior to its closure June 30, 2023.

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.

The County of Los Angeles Probation Department has collaborated with many visionaries both locally and nationally to re-imagine the landscape of care and rehabilitation. The facilities are designed to align with the principles centered in the creation of youth centered therapeutic environments for youthful offenders up to the age of 25.

The youth-centered therapeutic environments 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 has developed a strategic, long-term implementation plan that utilizes the practice areas identified in the Youth in Custody Practice Model (YICPM)¹, and approaches outlined in the LA Model. Launched by the County of Los Angeles 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.

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

Vision and Values Guiding SB 823 Implementation

The vision for local alternatives to DJJ – 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, and strengthen and build on the LA Model and work towards Youth Justice Reimagined, 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 DJJ.
- 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 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 SYTF 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~~, Department of Youth Development, Youth Justice Reimagined and the recommendations (where appropriate) of its Youth Justice Work Group DJJ Transition Team report.

- **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 occur 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 Systems 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.

- **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. Additionally, Barry J. Nidorf was also approved to house the SYTF male population and Dorothy Kirby Center for female and gender-expansive youth. While we identify a more permanent site(s), with a plan to develop additional less restrictive step-down options, staffing will align with the support needed for robust and holistic programming that meets the unique needs of this population. 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 consists 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 with the SYTF population 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

- **Use of Less Restrictive Programs - WIC Section 875 (f) (1) (Step-Down)**

Less restrictive programs serve to facilitate the safe and successful reintegration of youth into the community, as ordered by the Court (less restrictive programs include a halfway house, a camp or ranch or a community residential or nonresidential service program).

Practice Area 1: Developing the Individualized Rehabilitation Plan

Youth ordered Secure Youth Treatment Facility (SYTF) participate in a Multi-Disciplinary Team meeting to complete an Individualized Rehabilitation Plan (IRP) for the scheduled Rehabilitation Plan Approval Hearing (within 30 judicial days of SYTF disposition order). The initial Multi-Disciplinary Team meeting participants may include, but are not limited to, the youth, Deputy Probation Officer (DPO), youth service, mental and behavioral health (Juvenile Court Health Services - JCHS) and Department of Mental Health -DMH), education (Los Angeles County Office of Education – LACOE or other education providers), the youth's counsel and District Attorney (may attend and provide input in the plan development), parents/caregiver or supportive adults, Treatment Providers and Credible Messengers (as included by the youth's counsel) convened to advise the Court for this purpose. . As soon as practical and before the MDT meets, the SYTF Transition Administration DPO notifies and collaborates with the MDT members to schedule the meeting, prepare the initial IRP and provide to the Court at the Rehabilitation Plan Approval Hearing.

Upon arrival at SYTF, the youth undergo the intake and orientation/engagement process and is introduced to the various evidenced-based interventions available at SYTF. The SYTF DPO and MDT participants receive and build upon prior case plans to determine the most appropriate service array and program placement. During intake, a Multi-Disciplinary Assessment (MDA) process with the youth occurs that includes the following:

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.
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. The six areas of assessment include:</p> <ul style="list-style-type: none"> • Intrapersonal Distress (emotional distress) • Somatic Distress (distress presenting physically) • Interpersonal Relations (relationship with parents, other adults, and peers) • Critical Items (flags need for those requiring immediate intervention beyond standard outpatient treatment) • Social Problems (socially related problematic behaviors) • Behavioral Dysfunction (unhealthy behaviors)
Education/ Vocational Assessment	College counselor meets with the youth to develop an educational and career pathway plan.
American Society of Addiction Medicine	DPH-SAPC contracted substance use disorder (SUD) providers conduct full ASAM assessment.

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

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

Youth are 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.

Healing and Restoration

Restoration should articulate restorative justice practices and a comprehensive model to be implemented/adapted. The Credible Messenger Program design includes the facilitation of restorative justice circles, conflict mediation and victim restoration.

Adapted Dialectic Behavioral Therapy (A-DBT)

DBT 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. 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 (CBT)

CBT is an 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. 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 use them for their individual mentoring sessions with the youth.

Seeking Safety

Seeking Safety is a 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 and/or doing 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 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 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.

Credible Messengers

Credible Messengers are one of the collaborative features of programming, providing both in-facility and aftercare services for this population. Credible Messengers are individuals 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, and community leadership opportunities. The Urban Institute conducted an independent evaluation of New York's Arches-Transformative Mentoring Program and their findings state that there was a 60% decrease in recidivism among those who participated in the Program.

Credible Messengers

Credible messenger mentoring serve as transformative staffing, programming and reentry model to overlay existing staffing and programs, implemented through the County of Los Angeles' Department of Youth Development. Credible messengers as a transformative staff and programming model have the potential to achieve the following objectives:

- Promote youth's development and healing through community leaders who accompany youth, build healthy and trusting relationships with them, provide mentoring and programming and are integrated and embedded in all relevant staffing meetings and decisions;
- Support and transform all facility staff through co-training and collaboration to ensure safety and security within a facility and transform and increase the efficacy of overall practices and programming;
- Expand, strengthen and connect the existing work of various community-based organizations doing credible messenger and other work by integrating and embedding them full-time in the overall facility staffing and supporting and facilitating collaboration and training them through dedicated infrastructure.

Credible Messenger mentoring brings highly trained community members into secure facilities to provide transformative mentoring to the residents via a series of programs and activities. Credible Messengers work in conjunction with facility programmatic, clinical treatment staff to provide a holistic set of supports to the youth.

Education

Los Angeles County Office of Education (LACOE) is dedicated to fostering a supportive and enriching educational environment. The comprehensive services provided by LACOE aim to address the diverse needs of students, empowering them to excel academically, pursue meaningful careers and navigate the challenges of personal development, educational assessments, instruction, career technical education and counseling.

Services range from academic, acceleration, enrichment, social emotional counseling, academic counseling, transition and aftercare services, parent education, workforce development, and career technical education.

Educational Assessments:

LACOE is dedicated to ensuring that every student receives a thorough and accurate assessment of their academic abilities. Educational assessments are designed to identify strengths, areas of improvement, and individualized educational plans to support student success.

Instruction:

LACOE provides high-quality instructional services to meet the diverse needs of students. This includes academic instruction, acceleration programs for gifted students, and enrichment programs that go beyond the standard curriculum to challenge and inspire learners.

Dual Enrollment Course Offerings:

LACOE in collaboration with the Rising Scholars Programs at local community colleges will offer Dual Enrollment courses, allowing high school students to enroll in college-level courses while still in 9th-12th grades. This initiative provides an invaluable opportunity for advanced learning, college credit acquisition, and smoother transitions to higher education.

Career Technical Education (CTE):

LACOE recognizes the importance of preparing students for future careers. The organization will offer a robust Career Technical Education program, providing students with hands-on experiences, industry-aligned training, and the skills necessary for success in a variety of professions.

Counseling Services:

LACOE is committed to addressing the holistic needs of students through a range of counseling services. This includes social-emotional counseling to support mental health, academic counseling to guide educational pathways, and Transition and career counseling to help students make informed decisions about their future.

Parent Education:

Acknowledging the crucial role of parents in a child's education, LACOE has a robust parent and family education program. The initiative provides parents with resources, workshops, and information to empower them in supporting their child's academic and personal development.

Workforce Development:

LACOE is actively involved in workforce development initiatives, collaborating with community based partners and local community colleges and industries to align education with the needs of the job market. This ensures that students are equipped with the skills and knowledge required for success in the workforce.

Tutoring Services (9th-12th Grade and College Courses):

To further support academic success, LACOE provides tutoring services for students in 9th-12th grades and those pursuing college courses. Qualified tutors offer personalized assistance to help students grasp challenging concepts and excel in their studies.

Transition and Aftercare Services:

Recognizing the importance of smooth transitions for SYTF Youth, LACOE provides Transition and Aftercare Services. These services aim to provide support and guidance as students move from the SYTF high school environment back to their school of residence or attending college or entering the workforce, ensuring a seamless and successful transition.

Los Angeles County Library will plan to provide educational enrichment to build upon a youth's competencies and build motivation by building assets and competencies through Library services and resources. Planned services and resources include, but are not limited to online databases with reading, research, and entertainment (music and movies) materials; online and in-person programs that focus on life skills, science technology engineering, arts and mathematics (STEAM), cooking, building and music which promotes healthy adolescent development. The Library will also aim to provide tutoring and book clubs while utilizing clinical social worker librarians and peer advocates to implement many online programs, which demonstrates the library's commitment to provide opportunities for growth and employment to young men and women of color that will project an image of positive outcomes to youth that share similar backgrounds and have experienced the same challenges.

The Department has established relationships with community colleges who participate in the Rising Scholars Network (RSN) initiative to expand the 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 transition to attend college upon release. The Department and LACOE supported eight community colleges who applied for and were awarded the Rising Scholars Network Juvenile Justice Program grant. Additionally, program funding for Rising Scholars will begin in the Spring 2024 semester.

Further, the County's 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.

Substance Use

Department of Public Health (DPH) Substance Abuse Prevention and Control (SAPC) manages the delivery of a full spectrum of specialty Substance Use Disorder (SUD) care. DPH-SAPC contracted providers are available to conduct:

- Screening and assessment
- Educational services
- Outpatient and intensive outpatient SUD treatment
- Recovery Services
- Care coordination

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.

Family Engagement and Support

The County continues to implement a robust Family Engagement Model that includes the engagement and partnership with family members 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 of permanent supportive adult relationships with the possibility of family members serving a dual purpose, as a possible post release option and/or as a 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. Transportation will be made available for families to and from the facility for events and visiting.

Gender Specific Programming

An eight-week curriculum of services is provided through a Community-Based Agency aimed at empowering young girls and teens through education and skill development; the curriculum includes, but is not limited to, the following: mental wellness, body image and health, educational skills, anger management and self-esteem.

Regional Center Programming

Probation has coordinated a process for youth to receive Regional Center programming at the STYF sites as needed.

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.

Research supports that youth who sexually offend differ from the adult population charged with sexual offenses. Given the different developmental status, brain development, and history of chronic sexual behaviors, and the importance of family involvement, a different approach is required for youth who sexually offend.

The nature of behaviors underlying sex offense adjudications range dramatically from developmentally normal, to inappropriate to abusive, aggressive, and violent behaviors. Research has established that the motivations underlying adolescent sex offenses are often sexual exploration, rather than sexual exploitation, and that any sexual misbehavior underlying a youth's adjudication is a symptom or extension of other problems for most youth. For only a small percentage of adolescent sex offenses does the underlying motivation involve a true disorder or deviancy. One-size-fits-all approaches focused on containing and treating youth adjudicated of sex offenses have resulted in many negative consequences, including isolation, depression, increased suicidal ideation and suicide attempts, denied access to education, and fear for their own safety.

A comprehensive assessment of the youth should be conducted post-adjudication which includes an assessment of factors which contribute to sexual and nonsexual recidivism. Well researched risk assessment techniques should be used for assessing both these areas. The assessment additionally should also include appraisal of comorbid psychiatric, neuropsychological, trauma related, and substance abuse factors. Treatment planning should be individually tailored accordingly.

Progress Made Since the Last Annual Plan Submission

- SYTF Intake Assessments - All youth continue to receive completed assessments during the SYTF intake process, which is post the Initial IRP. Program MDTs are held prior to Court Progress Hearings (minimally every 6 months), As-Needed MDTs are scheduled as necessary, and the Transitional MDT is planned for 45-60 days prior to a projected release date from SYTF (for planned releases).
- Credible Messenger Program – implemented in March 2023 at Barry J. Nidorf and at Campus Kilpatrick and will be implemented at Dorothy Kirby Center in March of 2024. The Program continues to expand and will include other youth development programming with a more robust investment in reentry supports and housing. The Program also seeks to create a more youth-centered and rehabilitative climate in LA County's SYTF facilities. Their current curriculum includes emotional intelligence, financial literacy and anger management. Additionally, their program staff aim to: 1) engage, establish rapport and build a trusting relationship with youth; 2) help youth process trauma and develop appropriate coping skills; 3) facilitate restorative group activities that allow youth to practice healthy communication and conflict resolution strategies; 4) support Probation in conflict de-escalation and serve as a partner in problem solving; 5) help bridge cultural divide between Probation staff and youth; 6) collaborate with Probation, education, behavioral health and other staff to support youth in their trajectory through the developmental state system and; 7) support Probation staff in maintaining a calm climate with the facilities.
- Use of Less Restrictive Programs (Step-Downs) - Probation, in an effort to support a re-entry Continuum of Care Model that includes Community-Based partnerships and aid in the establishment and provision of a less restrictive program, implemented a contracted Interim Step-Down Housing and Supportive Services Program (ISHSSP) for youth and young adults on juvenile probation who have earned the opportunity through substantial effort to complete their in-custody Individual Rehabilitation Plan (IRP)/goals. The ISHSSP is designed as an incentive-based, multi-step option for increasing positive outcomes of detained youth/young adults at SYTF to provide them the opportunity to gain enhanced privileges and independence as they prepare to transition back into the community. Additionally, the Step-Down facility is required to provide a safe, highly structured therapeutic and restorative environment with graduated opportunities that lead to self-sufficiency and supports the youth's inherent potential to succeed when released back to the community. This ISHSSP was implemented in June 2023. Since that time, youth have been ordered placed by the Court to this Step-Down location. Probation utilizes Pine Grove Fire Camp as well as other less restrictive placements for youth who the Court determines has made substantial progress towards the goals of their IRP, when placement is consistent with the goals of juvenile justice and community safety. Additionally, the Department continues to pursue contracting with additional Step-Down sites for our SYTF transition

population youth.

- Substance Use Disorder (SUD) Program - provides a full continuum of care for SUD treatment at the SYTF facilities, based on the Treatment Plan. Additionally, in December 2023, SAPC implemented a SUD Unit at Barry J. Nidorf to provide concentrated services to youth through a contracted Community-Based provider.
- Health - Juvenile Court Health Services is in the process of enhancing medical case management through the hiring of Care Managers who will support the coordination of services towards the time of the youth's release from SYTF. These Care Managers will be dedicated to gather the youth's medical information in order to support post release services, including Medi-Cal/insurance coverage and the necessary information transfer to their community health care providers.

Mental Health – services delivered at the SYTF sites, include the following: Adapted Dialectical Behavior Therapy (A-DBT), Co-Occurring Disorder Treatment, Psychiatric Services, Medication Assisted Treatment (MAT), Family Therapy, Individual Psychotherapy and Crisis Intervention. Youth at Barry J. Nidorf and Campus Kilpatrick receive Life Skills and Parenting Programs; additionally, Campus Kilpatrick has community groups and mindful moving/yoga and Barry J. Nidorf has an implemented co-occurring disorder clinic. Additionally, Seeking Safety is also implemented through DMH. CBT is in process and implementation is targeted during the next Annual Plan year.

- Family Engagement and Support – Family engagement events are in process of implementation (baby bonding visits and approved special family visits outside of the regular visitation schedule, Provider Showcase/open house scheduled to occur at the end of March (2024) to host parents/guardians and supportive adults, etc.).
- Developmental Stage System (DSS) - a revised DSS model is in process of implementation at SYTF locations and updates will be included in the next Annual Plan submission.
- Education/Vocational Services – program funding for Rising Scholars will begin in the Spring 2024 semester. LACOE met Rising Scholars and the identified colleges to establish for the administration of dual enrollment. Program implementation is targeted in April 2024 for Barry J. Nidorf, is pending for Campus Kilpatrick and will be implemented at Dorothy Kirby Center when the SYTF population includes youth attending high school. College courses at Dorothy Kirby Center were implemented during the 2022-2023 Fiscal Year. Additionally, collaboration with post-secondary partners support students as they transition back to their communities.
- Employment – the program design includes 20 hours of paid Personal Enrichment Training (PET) facilitated by Probation Education Services staff in SYTF. PET includes financial literacy, dressings for success, resume preparation and employment training. Youth participants receive an employment transition plan that they can utilize when they transition from SYTF.
- Substance Use - DPH-SAPC's contracted providers serve youth throughout their treatment while in custody, including as they transition to other facilities, and as they return and reintegrate into the community.
- Regional Center Programming - Regional Center programming is available at SYTF for youth who are Regional Center consumers.
- Treatment for Youth Who Have Sexually Offended - Counseling for youth who have sexually offended is currently provided through specialized providers in this area of treatment as ordered by the Court.

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

Transition case planning begins upon SYTF disposition. As mentioned in Practice Area I, Program MDTs are held to evaluate the youth's progress with IRP goals and plan for transition, in coordination with the Treatment Review and Discharge Hearings. The transition plan is targeted for 60-days prior to the projected release date (for planned releases) 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/caregiver/supportive adults upon disposition. A Credible Messenger, through the Department of Youth Development, will be assigned to work in collaboration with the DPO, upon the youth's arrival at the facility. The Credible Messenger/Mentor 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.

Progress Made Since the Last Annual Plan Submission

- Transition Planning – transition planning continues from disposition until release; the Primary and Secondary DPOs work together through the MDT process to coordinate services upon release from SYTF. The implementation of the Credible Messenger collaboration with the Transition DPO is pending and an update will be provided in the next Annual Plan update.

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 are assisted to obtain a governmental identification and other documentation.

Transition Care Package - youth will be provided with Transition Care packages post-release, Transitional

Housing, and Independent Living services, where applicable.

The Department is contracting with community-based organizations for transitional housing and supportive services as mentioned. 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 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 of permanent supportive adult relationships with the possibility of family members serving a dual purpose, as a possible post release option and/or as a 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. Transportation will be made available for families to and from the facility for events and visiting.

Understanding families and best practices engaging families is an urgent public health issue requiring professional attention, best practice training activities, new research and use of comprehensive intervention approaches as affirmed by best practices, national and local experts. To that end, the County will explore options to contract expert consultant services with expertise implementing family engagement models designed to meet the cultural needs of youth through the context of family. These professional services will also guide training efforts, development of facility standards, and policies and procedures. It is anticipated that training facility staff and providers in learning effective skills in working with youth and families will further develop their engagement, alliance and validation skills, and motivational enhancements.

Staff/Provider Training

Training for Staff will continue to be enhanced; partner agency training is planned to include DSS, De-escalation, Cognitive Behavior Techniques, Adolescent Stages of Development and Motivational Interviewing.

Healing and Restoration

Credible Messengers (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 the youth's progress and treatment needs. The Credible Messenger will also assist the Transition Supervision DPO to successfully mobilize community resources which will include continued mentoring and support provided by a credible messenger within that community.

Credible Messengers

Credible Messengers provide integrated and coordinated responses to the youth's transition, including facilitating youth, family and community engagement and collaborating with the MDT to successfully mobilize community resources to support the youth.

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.

- Cognitive Behavioral Therapy CBT incorporates a wide variety of treatment strategies including psychoeducation, 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.

- Healing Circles are designed to help youth participate in a safe and accepting environment to open their minds and heart to explore ways of healing to alleviate suffering and find meaning. The basic constructs of a Healing Circle look like the following diagram. The core of the Healing Circle is the “Heart-sharing round(s)” where each person has the opportunity to speak to what is most on their “heart” in the moment, which should be a moment of authenticity, vulnerability, and often self-discovery.

Restorative Justice Leadership Training: Training will provide information on restorative justice best practices.

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 will also continue to work with LACOE to provide high school education or high school equivalency when needed.

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

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.

SUD System of Care

The Department of Public Health Substance Abuse Prevention and Control contracts with community-based providers for SUD treatment services. These providers will make a clinical handoff to SUD services in the community and may participate in the Transitional MDT.

The full range of SUD specialty treatment services includes outpatient, intensive outpatient, residential, withdrawal management, opioid treatment programs (as clinically indicated), recovery bridge housing (available for patients/clients over the age of 18 years and recovery services).

SUD treatment focuses on a patient-centered, individualized approach, where a patient is supported throughout their recovery.

Mental Health Services – individual and family services

Progress Made Since the Last Annual Plan Submission

- SYTF Transition Services – Transition Supervision DPOs work with youth (within 2 business days of SYTF release) and their families to access identified resources upon transition to the community; this includes basic needs and documentation through the Department of Social Services and the Department of Motor Vehicles as well as services that support the youth's self-sufficiency in the community. The DPO also coordinates any supportive services for the youth through the transition process.
- Credible Messengers – The Program continues to expand and will include other youth development programming with a more robust investment in reentry supports and housing.
- Education - Rising Scholars will begin in the Spring 2024 semester. in collaboration with post-secondary partners support students as they transition back to their communities. The DPO also coordinates any supportive services for the youth through the transition process.
- Employment - programs in SYTF include the development of an employment transition plan, which youth can utilize when they transition from SYTF.
- Staff/Provider Training – Interagency (for LACOE and JCHS) training was provided at Barry J. Nidorf that included DSS and De-escalation (by Department of Mental Health) in February 2024
- SUD and Mental Health Services – support for connections to these services will be strengthen for youth released from SYTF.

PART 4: JUVENILE JUSTICE REALIGNMENT BLOCK GRANT FUNDS (WELF. & INST. CODE §1995(D)(3))

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. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(A) and (d)(8))

The County is applying 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, the County of Los Angeles Department of Mental Health (DMH) provides all mental health assessments and services for youth in SYTF. For additional information, refer to Part 3: Programs and Services section on Mental Health. Additionally, as included in Part 3, 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.

For additional information, refer to Part 3: Programs and Services section on Treatment for Youth Who Have Sexually Offended.

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

Progress Made Since the Last Annual Plan Submission

- Mental Health – As mentioned in Part 3, Department of Mental Health provides an array of services for SYTF youth to address mental health and related behavioral or trauma-based needs at our facilities.
- Treatment for Youth Who Have Sexually Offended – As mentioned, counseling for youth who have sexually offended is currently provided through specialized providers in this area of treatment as ordered by the Court.

Describe how the County plans to apply grant funds to address support programs or services that promote healthy adolescent development for the target population. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(B) and (d)(8))

The dynamics characterizing adolescent development during young adulthood are unique and complex and have direct implications for those who work with 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 the young person's strengths while providing opportunities to foster positive relationships with adult and peers. Supportive programs are being designed to recognize, utilize, and enhance the young person's strengths while providing opportunities to foster positive relationships with adult and peers.

The Department of Arts and Culture, through their Arts and Culture Learning Program provides healing-informed, arts-based youth development for SYTF youth at all sites. The Program engages in healing-centered arts practices; teaching artists assist youth with building resiliency, self-identity, well-being and professional development to promote and embed these evidence-based practices in their work with youth.

The Dog Training Program is a vocational and rehabilitative program consisting of an intensive course that trains the dogs in the basic obedience and house manners necessary for successful adoption and provides youth with life and vocational training skills. Youth are taught how to safely handle and train dogs at Barry J. Nidorf and Campus Kilpatrick.

As mentioned above, the 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 individuals 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.

Progress Made Since the Last Annual Plan Submission

Developmental Stage System (DSS) - enhanced DSS is in process of implementation at SYTF sites.

- Credible Messenger Program – as mentioned, this Program was implemented in March 2023 at Barry J. Nidorf and at Campus Kilpatrick and will be implemented at Dorothy Kirby Center in March of 2024. The Program continues to expand and will include other youth development programming with a more robust investment in reentry supports and housing.
- Arts and Cultural Learning Program – arts instruction includes mural design and installation, music, poetry and/or storytelling, with emphasis on cultural relevance; project-based learning in podcasting, photography, journalism and/or digital media production; learning and mentorship in creative arts, media and technology fields with an emphasis on promoting interests and readiness to pursue careers in Los Angeles' creative economy; healing circles as a meaningful cultural practice grounded in bringing new perspectives and awareness for personal growth and leadership development and; instruction in music production, guitar instruction, rap, recording, etc. to provide musical instruments and mentorship to help transform youth through the power of music.
- Dog Training Program – implemented at Barry J. Nidorf and Campus Kilpatrick through Community-Based Providers.

Describe how the County plans to apply grant funds to address family engagement in programs for the target population. Describe any progress on this element since May 1, 2023, at the end of your response: Welf. & Inst. Code §1995(d)(3)(C) and (d)(8))

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.

Progress Made Since the Last Annual Plan Submission

- Family Engagement and Support – Family engagement events are in process of implementation. A Provider Showcase/open house is scheduled to occur at the end of March (2024) to host parents/guardians and supportive adults.

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. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(D) and (d)(8))

The County begins transition planning on receipt of the order for Secure Youth Treatment Facility. Transition planning will include the assignment of a 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; they will ensure that a viable youth led plan that connects youth to the resources and opportunities in the community are ready, upon release.

The Positive Youth Development approach will be the cornerstone of the transition strategy and the Causal Model of Delinquency is the theoretical framework that will guide and inform programmatic thrusts. 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. The tenets of the Causal Model of Delinquency are grounded in social ecological research (Bronfenbrenner, 1979) that presupposes that behavior is multidetermined through the reciprocal interplay of the youth and his or her social ecology and that programs, service, people, and the social systems where youth are embedded have the capacity to comprehensively enhance protective factors across all domains. The

ultimate goal of both strategies is to help youth become healthy adults, not just arrest free, but fully prepared responsible and productive adults.

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 Transition Supervision DPO and the Credible Messenger, through the Department of Youth Development, 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 probability 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 since the average age of DJJ disposition was 18 years and the average age upon DJJ release was 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 transition case plan goals, as developed, reassessed from the beginning of the youth's stay in the SYTF 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/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.

Progress Made Since the Last Annual Plan Submission

- Use of Less Restrictive Programs (Step-Downs) – as mentioned, Probation implemented a contracted Interim Step-Down Housing and Supportive Services Program (ISHSSP) for youth and young adults on juvenile probation who have earned the opportunity through substantial effort to complete their in-custody Individual Rehabilitation Plan (IRP)/goals in June 2023. Since that time, youth have been ordered placed at this Step-Down location by the Court. Probation utilizes Pine Grove Fire Camp as well as other less restrictive placements for youth who the Court determines has made substantial progress towards the goals of their IRP, when placement is consistent with the goals of juvenile justice and community safety. Additionally, the Department continues to pursue contracting with additional Step-Down sites for our SYTF transition population youth.
- Credible Messenger Program - The Program continues to expand and will include other youth development programming with a more robust investment in reentry supports and housing.

Describe how the County plans to apply grant funds to address evidence-based, promising, trauma-informed and culturally responsive programs or services for the target population. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(E) and (d)(8))

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.² 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.³

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.)
- 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.

Progress Made Since the Last Annual Plan Submission

- Provider Training – as mentioned, Interagency (for LACOE and JCHS) training began at Barry J. Nidorf that included DSS and De-escalation (by Department of Mental Health) in February 2024.
- Gender Expansive Training – Community-Based Provider will offer training that is trauma-responsive, youth-centered cognitive behavioral based and include gender expansive topics (e.g. attitudes and beliefs, gender and sexuality, etc; this training is targeted to begin in April 2024 for STYF youth.

² 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.

³ 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**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. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(F) and (d)(8))**

Many of the programs/services, with the exception of supervision and reentry case management are 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 and implemented program/services, 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)
- Dual Enrollment Courses (in custody)
- Educational Assessment and Support (in custody and in community)
- Transition and Aftercare (in custody and in community)
- Vocational Training (in custody and in community)
- Career technical training and online courses (in custody and in community)
- Employment Readiness (in custody)
- Employment (in community)

Substance Use Disorder Services

- Substance Use Disorder screening, assessment, treatment and recovery services (in-custody and community)
- SubstAlcoholics Anonymous (in custody and community)
-

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)
- Dog Training Program

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

Progress Made Since the Last Annual Plan Submission

- Programs and Services provided by non-governmental and/or community-based providers includes, Transformative Mentoring In-Custody/Credible Messengers (includes healing circles, restorative justice, victim impact services, etc.), Substance Use Disorder services, Mental Health services, Arts and Cultural healing services, Housing for transition, Dog Training Program, and Tutoring services.

Provide a detailed facility plan indicating which facilities will be used 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. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code (d)(8))

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. The YJWG submitted 10 recommendations for preparing the County for DJJ’s closure, which was intended to provide a roadmap for the transition of youth to the County; these recommendations (where appropriate) are considered and incorporated.

I

Identifying a Secure Youth Treatment 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, 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.

Campus Vernon Kilpatrick (CVK) and Barry J. Nidorf were identified to house the male SYTF population and Dorothy Kirby Center to house the female SYTF population. In addition, repairs and refurbishment of the existing facility continue, which supports the Department’s efforts to transform the environment into one that is conducive and consistent with the LA Model.

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 previously 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 considering long- term expansion capacity, and incorporation of less restrictive step-down options, and a diversion center is in process.

Facility Attributes

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

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.

The therapeutic environment must permeate all aspects of the custodial experience and shall be integrated into all daily and nighttime activities, and both adults and youth consistently practice and reinforce the supporting behavior, vocabulary, and strategies. In addition, the program takes advantage of every opportunity to provide all participants choice and autonomy to encourage independent practice of the learned skills.

Services provided to the youth will be 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, faith-based providers, and mental health clinicians. However, each individual program or service shall be required to be integrated within the therapeutic milieu. As indicated in the LA Model, no program operates as a stand-alone service. This community approach emphasizes collaboration, fostering a refined learning environment that is an innovative youth centered approach, rooted in evidence-based practices and trauma-informed care.

Probation will 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 will 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 DPO III, will allow for greater staff engagement with youth which develops more positive relationships consistent with the LA Model principles.
2. All youth will receive 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 will include mental health, health, substance use, education/vocational, transformative mentoring, arts and cultural learning, etc.
3. Youth will be 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 training will occur collaboratively with County partners whenever possible. 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.
 - Diversity, Equity, and Inclusion
6. Policies will be modified based on the LA Model.

7. Incorporation of resources and stakeholder involvement.

To accomplish the objective for providing enhanced programming to mitigate disruptive behaviors, the Department will seek to:

- Staff the facility with Direct Supervision Staffing
- Staff the Facility with Health and Mental Health Experts
- Increase First Line Supervisors
- Add DPO IIs, Treatment and Counseling; to collaborate with DMH in the development of resource teams to respond to crisis situations.
- Add DPOIIs as trainers, mentors and program specialists.
- Add Credible messengers for programming and mentoring

The conceptualized enhanced staffing model, supported by the principles of the LA model, which is designed to support a small-group therapeutic living unit structure to create more positive and interactive relationships between staff and youth, 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.

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 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.

The therapeutic environment must permeate all aspects of the custodial and shall be integrated into all daily and nighttime activities, and both adults and youth consistently practice and reinforce the supporting behavior, vocabulary, and strategies. In addition, the program takes advantage of every opportunity to provide all participants choice and autonomy to encourage independent practice of the learned skills.

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.

Progress Made Since the Last Annual Plan Submission

- SYTF Facilities - The County continues to refurbish SYTF facilities to transform their environments into those that are conducive and consistent with the LA Model as well as execute new agreements and amendments to existing agreements for the provision of ancillary non-construction services.

Staffing – The Department continues to recruit and focus efforts on hiring staffing for facilities, including a focused agency hired to assist with marketing/recruiting and increase potential new hire applications; additionally, the Department utilizes deployment of Field staff to augment and support SYTF facility staffing and to provide sufficient staff to supervise youth in these settings.

PART 6: RETAINING THE TARGET POPULATION IN THE JUVENILE JUSTICE SYSTEM (WELF & INST. CODE § 1995(D)(5))

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. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code (d)(8))

The purpose clause of SB 823 advised 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.

Progress Made Since the Last Annual Plan Submission

- To facilitate retention of youth in the juvenile justice system, the County continues to:
 1. Serve youth through a continuum of effective secure and non-secure alternatives to the criminal court system and Secure Youth Treatment Facility.
 2. In collaboration with the District Attorney, Public Defender, Courts, Probation, the Department of Youth Development, 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 (WELF & INST. CODE § 1995(D)(6))

Describe any regional agreements or arrangements supported by the County’s block grant allocation. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code (d)(8))

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.

Progress Made Since the Last Annual Plan Submission

- At this time, the County has not entered into any regional agreements, however Probation has contracted with the Pine Grove Fire Camp to serve as a Step-Down for SYTF youth from Los Angeles County.

PART 8: DATA (WELF & INST. CODE § 1995(D)(7))

Describe how data will be collected on youth served by the block grant. Describe any progress on this element since May 1, 2023, at the end of your response:

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 to analyze outcome measures.

Progress Made Since the Last Annual Plan Submission

Data collection is in process of implementation across the SYTF facilities. Additional information will be provided in the next Annual Plan update. **Describe outcome measures that will be utilized to measure or determine the results of programs and interventions supported by block grant funds. Describe any progress on this element since May 1, 2023, at the end of your response:**

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 as well as from 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 its 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.

Progress Made Since the Last Annual Plan Submission

- As part of the data collection is fully implemented, Probation will work with subject matter experts and Probation's Research operation will review to identify outcome measures in order to utilize for both intermediary assessment results and program impact on outcome interests.

PART 9: OTHER UPDATES: DESCRIBE ANY PROGRESS ON ELEMENTS SINCE MAY 1, 2023: (WELF. & INST. CODE (D)(8))

Provide a description of progress made regarding any plan elements and any objectives and outcomes in the prior year's plan, to the extent that they have not already been described above.