

PLEASE CLICK ON THE COUNTY OF LOS ANGELES SEAL
TO RETURN TO THIS PAGE

[CLICK HERE FOR THE DIRECTOR OF THE OFFICE OF DIVERSION AND RE-ENTRY'S REPORT DATED JANUARY 22, 2021](#)

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED JUNE 28, 2021](#)

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED OCTOBER 5, 2021](#)

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED JANUARY 21, 2022](#)

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED MAY 20, 2022](#)

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED JULY 12, 2022](#)

[CLICK HERE FOR THE INTERIM DIRECTOR OF YOUTH DEVELOPMENT'S REPORT
DATED AUGUST 15, 2022](#)

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED APRIL 26, 2023](#)

[CLICK HERE FOR THE DIRECTOR OF YOUTH DEVELOPMENT'S REPORT DATED JUNE 21, 2023](#)

January 22, 2021

**Los Angeles County
Board of Supervisors**

Hilda L. Solis
First District

Holly J. Mitchell
Second District

Sheila Kuehl
Third District

Janice Hahn
Fourth District

Kathryn Barger
Fifth District

TO: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: Peter Espinoza, 
Director of the Office of Diversion and Reentry

SUBJECT: **YOUTH JUSTICE REIMAGINED: PHASE 1
PROPOSED PLAN AND INITIAL ANALYSIS (ITEM
NO. 19, NOVEMBER 24, 2020)**

Christina R. Ghaly, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Deputy Director, Clinical Affairs

Nina J. Park, M.D.
Chief Deputy Director, Population Health

222 S. Hill Street, 3rd Floor
Los Angeles, CA 90012

Tel: (213) 418-3643
Fax: (213) 437-0034

www.dhs.lacounty.gov

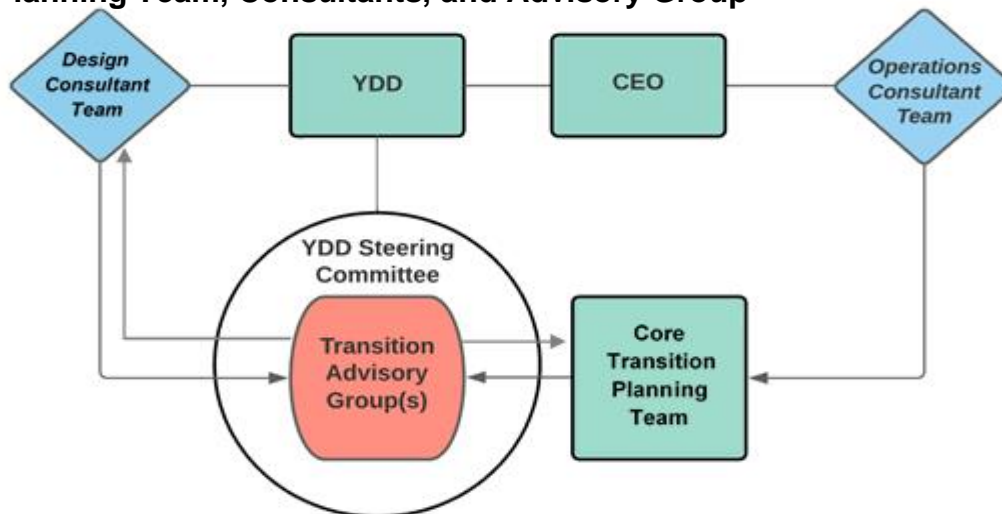
In November 2020, the Board of Supervisors adopted the core values of the collaborative Youth Justice Work Group's report, "Youth Justice Reimagined" and committed to transitioning the County's youth justice system to the care-first model outlined in report (Youth Justice Reimagined) by 2025, pending resolution of the necessary legal, budgetary, and legislative issues. As a next step, the Chief Executive Office (CEO) and Office of Diversion and Reentry's Division of Youth Diversion and Development (YDD) were instructed to report back in 60 days with a plan to establish and resource a transition-planning team, including mutually agreed upon consultant(s); a plan to establish a Youth Justice Transition Advisory Group; and an analysis of YDD's staffing model. The following proposed plan includes the elements requested of the initial 60-day report-back with the exception of County Counsel's comprehensive legal analysis, which will be submitted separately: 1) a plan to establish and resource a transition-planning team, consultant(s), and an advisory group and 2) an analysis of YDD's current staffing model and capacity needs to implement the recommendations outlined in Phase 1 of Youth Justice Reimagined.

In order to realize the core values and goals of Youth Justice Reimagined and engage stakeholders in the Youth Justice Transition Advisory Group in a timely manner, YDD first requests authority to contract with a Research and Design Consultant Team. Additionally, an analysis of YDD's capacity to implement current and upcoming responsibilities reveals a need for an immediate initial allocation of \$1.8M to begin to hire the Program Management and Research staff needed to expand youth diversion and development services countywide, per the goals outlined in Phase 1 of Youth Justice Reimagined and the pressing need created by the District Attorney's Office's new policy for presumptive youth diversion. Reflecting an updated assessment of the budget implications outlined in the Youth Justice Reimagined report, an additional \$55.6M will be needed in FY 2020-21 to fund expanded youth diversion and development services; support ongoing consultant costs; and ensure sufficient leadership for capacity-building, housing and reentry, and youth development.

*"To advance the health of our
patients and our communities by
providing extraordinary care"*



1. Plan to Establish and Resource the Youth Justice Reimagined Transition-Planning Team, Consultants, and Advisory Group



Together, YDD and CEO developed the following plan to support the Youth Justice Transition Planning Team, Consultants, and Advisory Group that reflects the scope of work needed to realize the values and goals of Youth Justice Reimagined. First, a core Transition Planning Team will include CEO, YDD, County Counsel, Probation, and the project's Consultants. Other relevant agencies will have opportunities to engage with the Transition Planning Team and Advisory Group as specific questions and tasks arise. CEO and YDD will meet regularly to coordinate the project, support consultants, and identify opportunities to collaborate with community and County stakeholders through the Advisory Group.

Second, to adequately support the full breadth of this project, CEO and YDD will bring on two Consultant teams who will coordinate with the Planning Team, Advisory Group, and each other. An Operations Consultant team will provide recommendations and guidance focused on operationalizing the Department of Youth Development and initial transition. CEO and YDD are in the process of reviewing potential Operational Consultant teams. With the support of philanthropy, CEO will establish an agreement with a mutually agreed-upon Operations Consultant team with specific expertise in organizational development; best practices in community contracting; capacity-building, labor, and workforce transition. A Research and Design Consultant Team will focus on ongoing research and collaborative planning for unanswered questions and recommendations requiring further exploration in future phases of Youth Justice Reimagined. YDD requests authority to contract with a Research and Design Consultant, including local subject-matter experts from the Youth Justice Work Group (YJWG), to ensure continuity, fidelity, and continued expertise in advancing equity.

Third, recognizing the importance of minimizing the burden on participants and reflecting the connections between Youth Justice Reimagined and the ongoing work of YDD, we propose embedding the Youth Justice Transition Advisory Group in the existing structure of the YDD Steering Committee with a group of smaller working subcommittees. Facilitated by the Consultant teams, core members of the Youth Justice Transition Advisory Group will include relevant County Departments, system-impacted youth, community-based organizations, education and justice partners who participated in the YJWG. As YDD transitions into a Department of Youth Development (DYD), this structure can also transition as the DYD's collaborative oversight body to provide continuity. For more information about responsibilities for the Operations and Research Consultant Teams and Transition Advisory Group, see Appendix A.

2. Analysis of Current Staffing Model for YDD

Background and Description of Services:

The Office of Diversion and Reentry's Division of Youth Diversion and Development (YDD) was established in late 2017 in response to recommendations from the collaborative Youth Diversion Subcommittee of the Countywide Criminal Justice Coordination Committee and tasked with overseeing the implementation and phased expansion of a new model for pre-arrest youth diversion by funding community-based service providers and supporting referral partnerships with law enforcement agencies.

The YDD program model connects eligible youth, including youth with alleged misdemeanor and non-707(b) felony offenses, to community-based services in lieu of arrest or citation through referrals from local law enforcement. Once a partnership has been established, community-based organizations providing YDD services conduct strengths-based intake assessments, work with youth to develop diversion goals and care plans, and provide care coordination to connect youth to an individualized menu of services including: arts and recreation, academic support, employment support, civic engagement and leadership, physical health, mental health, behavioral health, transportation and basic needs, family engagement, restorative and transformative justice. Upon successful substantial completion of a youth's program goals, the arrest or citation does not move forward. Upon successful completion of a young person's diversion goals, the arrest or citation is dropped or does not move forward. YDD's Program Management staff provides intensive support for building and maintaining referral partnerships, training and technical assistance, contract monitoring and reporting at an ideal ratio of 1 Program Manager to 3 program partnerships. This ratio has been refined to ensure staff are able to work with partners to increase referrals and ensure quality of services and reporting. With approximately 48 smaller municipal law enforcement agencies in Los Angeles County and 2 large law enforcement agencies with 4 bureaus or divisions each, effective and equitable full countywide expansion would require approximately 25 Program Management staff and sufficient leadership to provide regional coordination.

In late 2019, YDD's first cohort began to receive referrals from law enforcement agencies in Culver City; El Monte; Huntington Park; Pasadena; Long Beach; Lancaster; Palmdale; Los Angeles Police Department's Southwest, 77th, Mission Divisions; Los Angeles County Sheriff's Century Station. In its first year, YDD received about 560 referrals. Although referrals have been slower than the ~1,000 expected due to time-intensive ramp-up and the impact of COVID-19, YDD has achieved consistent equity in access for Black youth and other youth of color, improved protective factors, and high participant satisfaction (see Attachment A: YDD's Data Dashboard). YDD also supports My Brother's Keeper BLOOM school-based mentorship program; in FY19-20, YDD-supported BLOOM sites served about 450 youth.

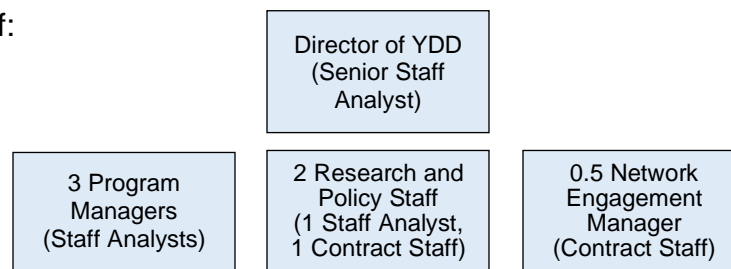
In 2020, YDD worked to expand referrals for current partners; continued to facilitate the YDD Steering Committee; and helped coordinate collaborative planning processes focused on developing a care-first model for youth justice, planning for the closure of the California Department of Juvenile Justice (DJJ), and maintaining the decreased population of incarcerated youth. YDD also began supporting the AmeriCorps LEAD ON employment and peer navigator program for young adults transitioning out of DJJ. In December 2020, the District Attorney's Office instituted a policy for presumptive youth diversion for all misdemeanors and non-707(b) felonies; YDD has since been working to serve youth impacted by this policy in the short term but will require

additional resources to do so in 2021 and beyond. Given successes to date in equity and participant experience, additional staff to provide more intensive program management will enable YDD to expand referrals as fully and quickly as needed.

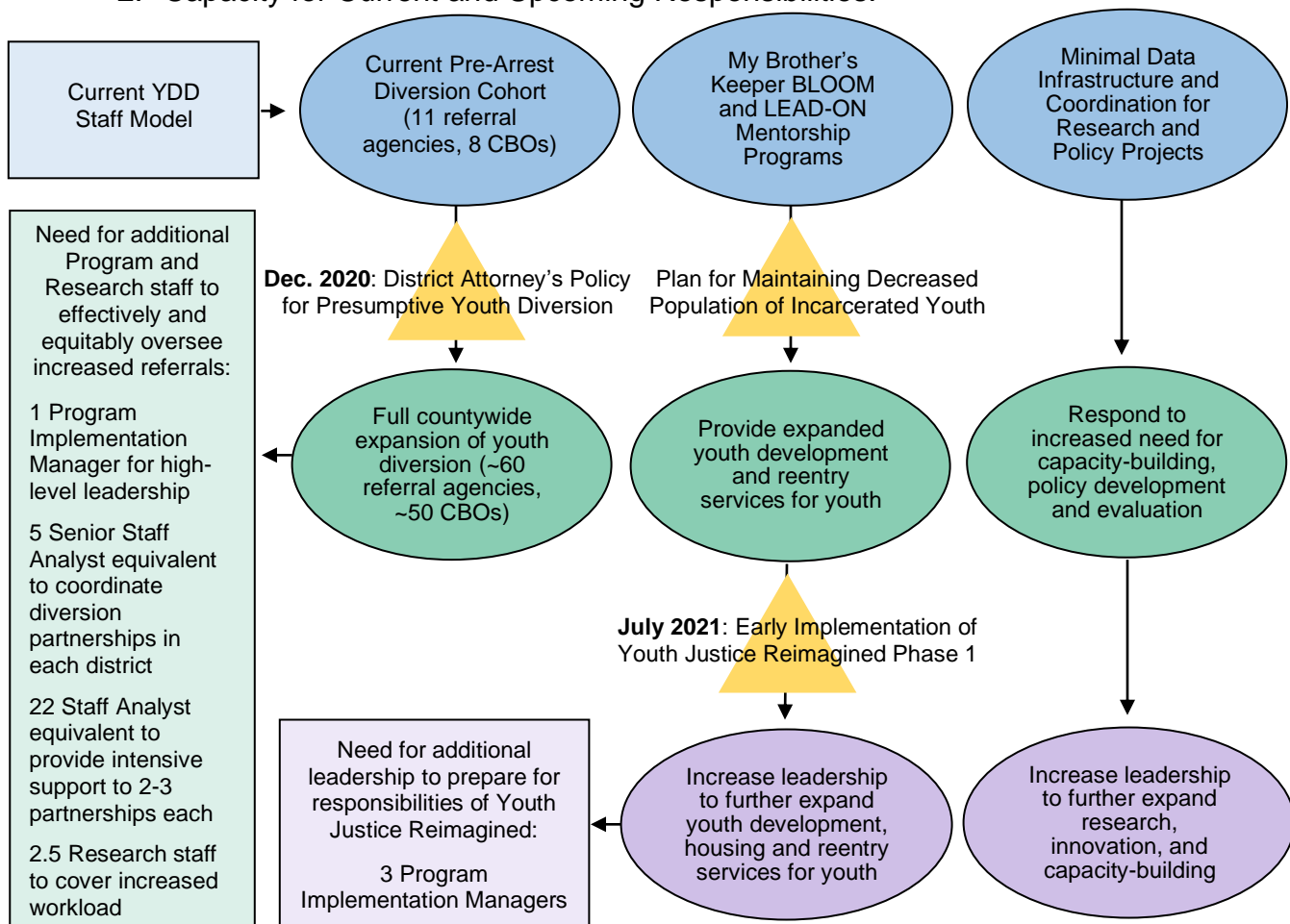
Current Staff Model and Capacity:

YDD's current staff model remains unchanged since the initial staff assigned when the division was established in 2017 with 5 total County positions: 1 Senior Staff Analyst and 4 Staff Analysts. YDD has since brought on 1.5 temporary contract positions in an attempt to address a portion of the increases in responsibilities related to Board-directed projects and slower than expected contracting processes for data infrastructure, evaluation, training, and capacity-building. The following figures represent YDD's current staffing model and capacity to implement expanded youth diversion and development programming in response to needs created by countywide presumptive diversion, recommendations for maintaining the decreased population of incarcerated youth, and Phase 1 of Youth Justice Reimagined:

1. Current Staff:



2. Capacity for Current and Upcoming Responsibilities:



By funding and supporting a cohort of programs that are capable of serving approximately 1,000 youth per year, YDD's 6.5 staff are currently providing all available capacity to cover youth diversion in 8 initial sites as well as initial referrals generated by the District Attorney's new presumptive diversion policy. Without additional staff to meet increased needs over time and oversee implementation and ongoing planning for projects such as Youth Justice Reimagined and maintaining the decreased population of incarcerated youth, YDD will be unable to support high quality services for youth beyond the current program cohort, unable to offer coordination and facilitation to justice partners and Board-mandated projects, and unable to provide the coordination needed to equitably prevent all eligible youth from being arrested or detained.

In 2019, approximately 8,000 youth arrests were reported to the California Department of Justice from Los Angeles County, not including school police data. Based on historical countywide youth arrest data, we know that about 80% of youth arrests reported each year are either alleged misdemeanors or non-707(b) felonies that are legally eligible for referral to community-based diversion. In order to effectively and equitably serve the estimated 6,500 youth who could be diverted or connected with community-based youth development services in 2021, YDD will need to expand accordingly to approximately 5 times its current size and will need an initial allocation of 1 Program Implementation Manager and \$1.9M to bring on 7 additional Senior Staff Analyst equivalent and 22.5 Staff Analyst equivalent contract positions. At the beginning of FY 2021-22, YDD will need an additional \$5.5M to support new staff for the year; \$5M for consultant costs, capacity-building, and evaluation; and \$45.1M to support the full countywide expansion of youth diversion services, reaching approximately 6,500 youth per year.

Bringing on the majority of these new staff through YDD's temporary contract staffing mechanism will allow the Division to hire and train staff in a timely manner in order to establish a strong foundation for Youth Justice Reimagined and be responsive to the urgent need created by the new countywide presumptive diversion policy that impacts all youth charged with alleged misdemeanor and non-707(b) felony offenses across all 50+ law enforcement agencies in the County. Additionally, utilizing temporary contract staff will ensure that individuals with lived experience of justice system involvement and staff from other youth-serving County Departments, including but not limited to Probation Department staff, have equal opportunity to apply for permanent positions in the Department of Youth Development. For more information related to staffing and capacity analysis, including more detailed description of roles needed, see Appendix B.

Next Steps:

1. County Counsel will provide a comprehensive legal analysis to the Board.
2. Once YDD receives authority to contract with the Research and Design Consultant, the Youth Justice Transition Planning Team and Advisory Group will begin to convene and prepare for subsequent quarterly updates.
3. Within 60 days, the CEO will complete a fiscal analysis and plans for quickly augmenting the YDD staffing model per the November 24, 2020 Board Motion.

If you have any questions regarding the plans outlined in this report, please contact me at PEspinoza2@dhs.lacounty.gov; Taylor Schooley, YDD at tschooley@dhs.lacounty.gov; or Vincent Holmes, CEO at vholmes@ceo.lacounty.gov.

Appendix A: Detailed Plan for Transition Planning Team and Advisory Group

1. Youth Justice Reimagined Consultants

Operations Consultant:

With the support of philanthropy, the CEO will hold an agreement with a Departmental Operations Consultant team with specific expertise in organizational development; best practices in community contracting and innovative funding processes; organizational and governance structure; labor, training, and workforce transition.

a. Responsibilities:

- i. Conduct research, including interviews and/or focus groups with local stakeholders, to inform recommendations on operational needs for Youth Justice Reimagined
- ii. Coordinate with the Research and Design Consultants and Transition Planning Team
- iii. Provide regular updates to and processes for meaningful feedback from the Transition Advisory Group to ensure stakeholder and youth engagement as well as continuity with the first phase of design conducted by the Youth Justice Work Group

b. Deliverables:

- i. Provide an initial analysis of operational needs for the DYD and transition of functions from Juvenile Probation with specific recommendations for Departmental structure, staff classifications, hiring and training, workforce transition, infrastructure for contracts and grants, information technology systems
- ii. Provide a summary of research on promising practices relevant to the operational needs of the DYD
- iii. By July 2021, provide recommendations and a plan for immediate structure and processes for the DYD
- iv. By January 2022, provide comprehensive recommendations on processes for the transition of functions from Juvenile Probation

Research and Design Consultant:

YDD requests authority to contract with a Research and Design Consultant team—including an expanded group of local experts who participated in the Youth Justice Work Group—to ensure continuity, fidelity, and equity in all priority areas.

a. Responsibilities:

- i. Facilitate at least 3 Advisory Group meetings by July 2021
- ii. Between July 2021 December 2021, facilitate monthly meetings of the Transition Advisory Group(s)
- iii. Coordinate with Operations Consultant and Planning Team
- iv. Coordinate with the JJCC DJJ subcommittee

b. Deliverables:

- i. Develop a detailed plan for engaging the Transition Advisory Group to answer priority unanswered questions identified in Youth Justice Reimagined, including plans to coordinate with the Operations Consultant, Transition Planning Team, and informed by the legal analysis provided by County Counsel
- ii. Develop recommendations to inform the work of the Operations Consultant.
- iii. Develop collaborative recommendations for Phases 2 and 3 of Youth Justice Reimagined, including a plan for continued collaborative planning and oversight as needed.

2. Youth Justice Transition Advisory Group

Recognizing the importance of minimizing the burden on participants and reflecting the connections between Youth Justice Reimagined and the ongoing work of YDD, we propose embedding the Youth Justice Transition Advisory Group(s) in the existing structure of the YDD Steering Committee as a subcommittee with small, focused working groups. The YDD Steering Committee is a public collaborative space that provides oversight and opportunities for networking to stakeholders and partners interested in youth diversion and development. Many YDD Steering Committee participants were also members of the Youth Justice Work Group in 2020.

In order to accomplish the substantial, complex work of continuing to collaboratively design elements of Youth Justice Reimagined, small working groups of the Youth Justice Transition Advisory Group will undertake focused planning as core members are consulted on quarterly plans. Areas of focus should include but not be limited to:

Proposed Small Working Group	Guiding Questions	Area of Focus in the Current System
Training and Capacity-Building	<ul style="list-style-type: none"> - How do we grow a strong workforce of youth development experts that builds on existing strengths? - How do we build capacity for restorative and transformative justice that responds to the needs of people who have been harmed? 	Diversion and Supervision Case Management
Service-Delivery Model	<ul style="list-style-type: none"> - What is our design for youth and community centers with 24-hour crisis response? - How do we make sure all young people in the County have access to the activities and services they need? 	
Youth Development Pathways	<ul style="list-style-type: none"> - How do we support youth development in schools and other youth-serving systems? - What is the role of an expanded diversion network for schools and other youth-serving systems? 	
Collaborative Decision-Making	<ul style="list-style-type: none"> - How do we support equitable decision-making, reporting, and collaboration with justice system partners across the youth justice continuum? - What is our plan for implementing effective Youth Empowerment and Support teams? 	Pre-Plea / Reporting
Alternatives to Detention and Reentry	<ul style="list-style-type: none"> - What is our design for Safe and Secure Healing Centers and alternatives to DJJ? - How can we integrate a robust approach to reentry services that support continuity of care? 	Detention and Reentry
Data and Research	<ul style="list-style-type: none"> - How will DYD measure success? - What data infrastructure and agreements are needed to guide practice and maintain transparency during the Youth Justice Reimagined transition? - How will DYD use data to guide equity, including practices and policies for girls and gender-non-conforming youth? 	N/A
Communications and Public Awareness	<ul style="list-style-type: none"> - What communication strategies are needed to engage all relevant audiences in Youth Justice Reimagined? - How do we build public awareness and knowledge about effective and equitable approaches to youth? 	
Just Transition	<ul style="list-style-type: none"> - How do we implement equitable pathways and support for staff impacted by Youth Justice Reimagined? 	

Small working groups should meet at least monthly to address specific questions and develop focused recommendations for Phases 2 and 3 of Youth Justice Reimagined. The Transition Advisory Group will meet as a full committee at least quarterly during the YDD Steering Committee meetings to discuss Phase 1 implementation and operational recommendations, share updates across working groups and allow for improved coordination in interconnected areas of work.

Appendix B. Detailed Analysis of Staffing Model, Current Capacity, and Draft Implementation Plan for Youth Justice Reimagined Phase 1

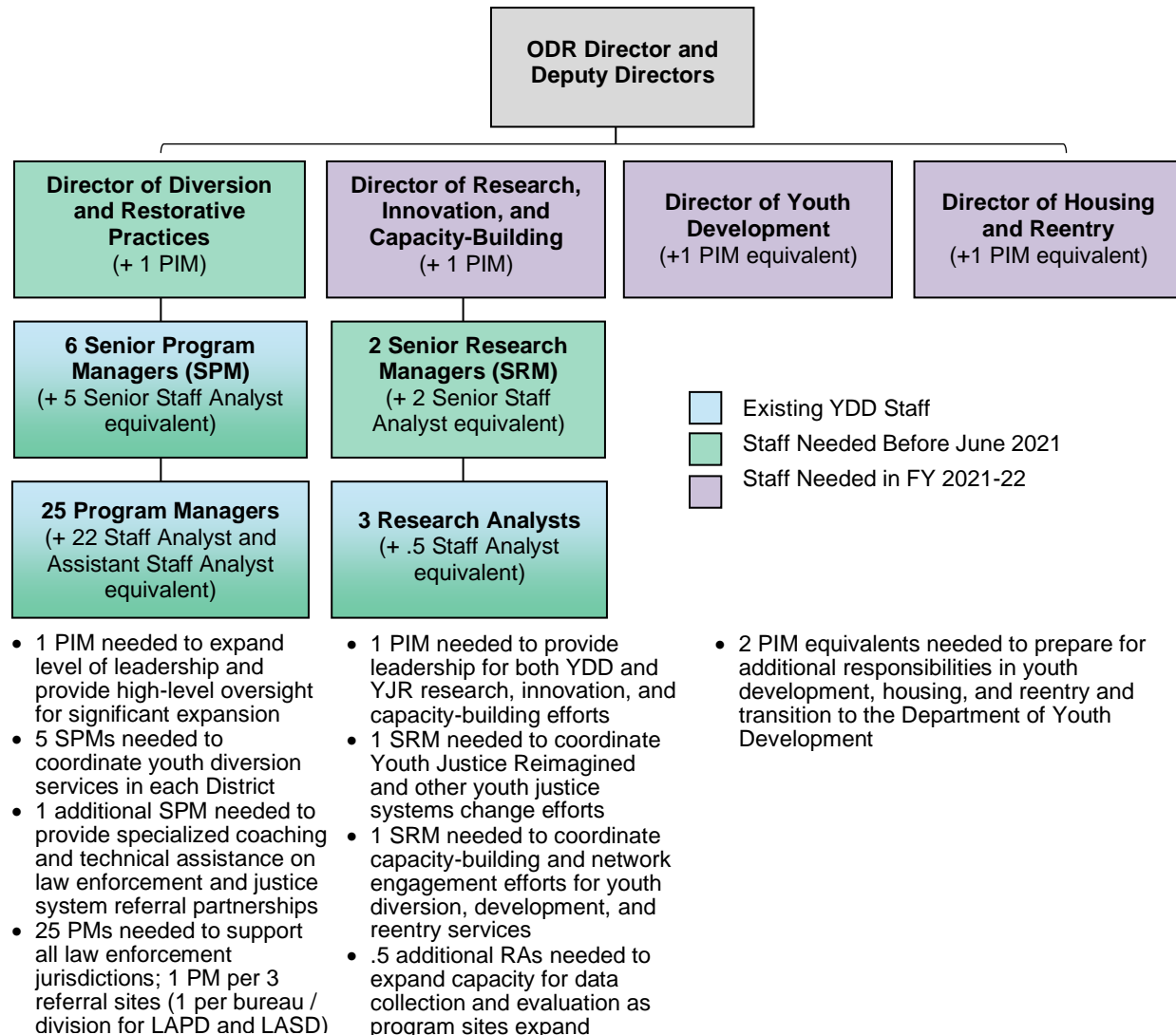
1. Draft Implementation Goals and Timeline for Youth Justice Reimagined Phase 1

Tasks to be Coordinated by YDD	Transition Period	Youth Justice Reimagined Phase 1: 18 Months			
	Jan. – June 2021	July – Dec. 2021	Jan. – June 2022	July – Dec. 2022	
Expand diversion referral partnerships in accordance with the District Attorney's countywide policy for presumptive diversion					
Onboard initial staff to support expansion of services, capacity-building, and data infrastructure					
Coordinate training and capacity-building for YDD providers, including but not limited to Restorative Justice					
Coordinate training for YDD referral partners, including but not limited to adolescent development					
Oversee build of web-based referral and data system as well as external evaluation to support expansion					
Manage contract with Research and Design consultant for Youth Justice Reimagined and support ongoing collaborative planning and oversight					
Establish and coordinate Youth Justice Transition Advisory Group, including efforts to maintain the decreased population of incarcerated youth					
Onboard additional staff needed to further expand services and infrastructure for data, youth development, housing and reentry					
Expand programs countywide to serve all youth otherwise served by Probation-led diversion programs, including support for schools and other systems					
Begin to transition into newly launched Department of Youth Development					
Coordinate early implementation of reentry services for youth detained in juvenile halls / camps					
Coordinate early implementation of youth development services					
Complete research and evaluation needed to inform expansion / next steps					

2. Assessment of Current Capacity for YDD Responsibilities, Current and Outlined in YJR

Responsibilities	Current Capacity	Benefit of Additional Capacity	Additional Capacity Needed
Implement current pre-arrest diversion cohort of 9 program sites (3 sites per Program Manager).	Adequate	Additional Program Management staff would allow for increased time devoted to relationship-building with law enforcement partners to increase referrals.	1 Program Implementation Manager needed to expand level of leadership and provide high-level oversight for current and expanded programming
Expand pre-arrest and citation diversion countywide in 2021 through countywide presumptive diversion policy, including youth otherwise served by Probation-led diversion programs	Insufficient	Based on estimates of arrests and an estimate of over 6,000 potential referrals and approximately 60 potential referral jurisdictions in 2021, YDD needs additional Program Management staff to effectively and equitably support diversion programs across all regions of the County, with 1 Program Manager per 2 - 3 referral sites and regional leadership in each supervisorial district.	22 additional Program Managers (Staff Analyst equivalent) for intensive program partnership support 5 Senior Program Managers (Senior Staff Analyst equivalent) for high-level regional coordination and partnership building
Support data collection and basic descriptive analyses quarterly	Adequate	Additional Research staff would allow for more data technical assistance for providers and law enforcement, more regular analyses, and more rigorous evaluation.	0.5 additional FTE Research Analyst (Staff Analyst equivalent) to support launch and maintenance for new YDD data system
Provide meaningful training and capacity-building support to community-based organizations, law enforcement, and other partners	Limited	YDD needs at least one staff person to coordinate these efforts, manage consultants, facilitate collaborative processes for ongoing planning, and oversee implementation and transition.	1 Senior Research Manager (Senior Staff Analyst equivalent) to coordinate capacity-building and network engagement efforts for diversion, development, and reentry services
Coordinate Board-mandated collaborative planning efforts related to Youth Justice Reimagined	Limited	YDD has one staff with the capacity to help coordinate this project and lead all research and policy work but needs additional qualified staff and authority to bring on a team of consultants to accomplish this high-priority task with additional resources to maintain beyond July 2021.	1 Senior Research Manager (Senior Staff Analyst equivalent) to coordinate Youth Justice Reimagined and other youth justice systems change efforts
Coordinate Board-mandated collaborative planning efforts and ongoing work related to maintaining the decreased population of incarcerated youth and SB 439	Insufficient	YDD has no current capacity here and needs the resources and authority to bring on qualified staff to accomplish these high-priority tasks.	1 Senior Program Manager (Senior Staff Analyst equivalent) to provide specialized coaching and technical assistance on law enforcement and justice system referral partnerships
Support early implementation of responsibilities beyond youth diversion, including youth development services, housing and reentry services	Insufficient	Before the Department of Youth Development is launched and ready to hire, YDD will need to begin to support initial staff with specific expertise in these areas of work.	3 Program Implementation Manager equivalent positions needed to prepare for additional responsibilities in youth development, housing, and reentry and transition to the Department of Youth Development

3. Assessment of Need for Additional Staff and Description of Roles Needed



4. Current Budget for the Division of Youth Diversion and Development (YDD)

YDD Budget for Fiscal Year 2020-2021	
Salaries and Benefits	\$1,362,470.00
Youth Diversion Services	\$6,250,000.00
Youth Development Services	\$1,100,000.00
Services and Supplies	\$18,000.00
Training and Technical Assistance	\$100,000.00
Data System Infrastructure	\$174,000.00
External Evaluation	\$300,000.00
Travel and Mileage	\$20,000.00
Total	\$9,324,470.00

5. Summary of YDD's Funding Sources

Funding Source	Amount for FY 2020-21	Date Source Expires	Estimated Carryover for FY 2021-22
AB 109	\$901,000	June 30, 2022	\$0
DMH Mental Health Services Act	\$3,600,000	June 30, 2021	\$0
Juvenile Justice Coordinating Committee	\$3,000,000	June 30, 2022	\$8,500,000
BSCC Youth Reinvestment Grant	\$500,000	Feb. 28, 2023	\$1,000,000

6. Summary of Phase 1 Costs Informed by YDD Staffing and Capacity Needs

A. January to June 2021: \$1,793,785.32

- i. YDD is able to spend \$350,000 of its existing budget to support a Research Consultant team in the remaining months of FY20-21.
- ii. To accomplish the responsibilities YDD will face between January and June 2021, YDD requires an additional allocation of approximately \$1.8M for 1 County position and 29.5 new contract staff to support initial expansion of youth diversion programs and fully utilize existing funds.

Resources Needed in FY 2020-21	Calculation of Ongoing Annual Cost	Cost Per Month	Total Cost for March - June of FY 2020-21
Staff	\$5,431,356.7 *	\$452,613	\$1,810,452.00
1 Program Implementation Manager	$(\$179,973 + \$77,388.4) = \$257,361.40$	\$21,447	\$85,787
7 Senior Staff Analysts	$(\$141,544 + \$60,863.9) * 7 = \$1,416,855.30$	\$118,071	\$472,285
22.5 Staff Analysts	$(\$116,772 + \$50,212.0) * 22.5 = \$3,757,140.00$	\$313,095	\$1,252,380
Total Cost for FY 2020-21			\$2,143,785.30

* Annual cost for staff calculated using [Salary] + [Benefits @ 43%].

** Annual cost for expanded youth diversion and development calculated using [Comprehensive Cost Per Youth Per Month, including \$50 Transportation] * [Estimated # of Youth Served During Ramp-Up @ 0.5 * 6,500 Eligible Youth Arrests Per Year].

B. July 2021 to June 2022: \$55,555,127.50

- i. YDD is able to utilize an estimated \$9.5M of carryover funds from its existing budget in FY 2021-22 for the expansion of diversion services.
- ii. In January 2021, the Juvenile Justice Crime Prevention Act allocated funding to support 3 Staff Analyst positions in FY 2021-22.
- iii. To accomplish the responsibilities YDD will face between July 2021 and June 2022, YDD will therefore require the following support in FY 21-22:
 - a) Allocate \$5.5M for 1 new County staff and 29.5 contract staff
 - b) Allocate \$5M for consultant, capacity-building, evaluation costs
 - c) Allocate \$45.1M to reach full expansion and serve all youth eligible for diversion countywide, provide training and capacity-building, and support evaluation.

Resources Needed in FY 2021-22	Calculation of Ongoing Annual Cost	Total Cost for FY 21-22
Staff		\$5,455,127.50
3 Program Implementation Managers	$(\$179,973 + \$77,388.4) * 3 = \$772,084.20$	\$772,084.20
7 Senior Staff Analysts	$(\$141,544 + \$60,863.9) * 7 = \$1,416,855.30$	\$1,416,855.30
19.5 Staff Analysts	$(\$116,772 + \$50,212.0) * 19.5 = \$3,256,188.00$	\$3,256,188.00
Services and Supplies		\$59,600,000.00
Consultants, Supplies, Research, Data System	\$5,000,000.00	\$5,000,000.00
Expanded Youth Diversion and Development Services	$\$700 * 12 * 6,500 = \$54,600,000.00 *$	\$54,600,000.00
Total Cost for FY 2020-21		\$65,055,127.50
Total Carryover Funds Available in Current Budget		- \$9,500,000.00
Total Additional Resources Needed		\$55,555,127.50

* Cost for expanded Youth Diversion and Development program services calculated using [Cost per Youth Served per Month] * [12 Months] * [Estimated Number of Youth Served per Year].



FESIA A. DAVENPORT
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

June 28, 2021

To: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

YOUTH JUSTICE REIMAGINED: PHASE 1 BUDGET ANALYSIS (ITEM NO. 19, NOVEMBER 24, 2020)

On November 24, 2020, the Board of Supervisors (Board) adopted the core values of the "Youth Justice Reimagined" report (Youth Justice Report) and committed to transitioning the County's youth justice system to this care-first model by 2025, pending resolution of the necessary legal, budgetary, and legislative issues.

This memorandum reflects the Chief Executive Office's (CEO) funding recommendation based on a fiscal analysis of the Youth Justice Report's Phase 1 implementation plan and the Alternatives to Incarceration (ATI) Initiative's review of programmatic/operational issues:

1. The CEO recommends full funding of the \$26.1 million budget request from the Office of Diversion and Re-Entry's Division of Youth Diversion and Development (YDD) during the Fiscal Year (FY) 2021-22 Final Changes Budget phase to expand and provide pre-arrest prevention and youth development services to all eligible youth countywide.
2. The Youth Justice Report does not include the budget details, such as staffing, operations, and resources, that are necessary to evaluate the funding required to establish a new Department of Youth Development (DYD). YDD has retained a consultant to refine the proposed youth justice system model, and the CEO recommends YDD work with its consultant to develop a comprehensive DYD budget proposal.

In addition to these recommendations, the CEO continues with a wide-ranging examination to identify fiscally sustainable ongoing revenue sources to support the transformation of the youth justice system, including use of Assembly Bill (AB) 109 and the Probation Department's (Probation) revenue sources. The CEO will return in October, as part of the FY 2021-22 Supplemental Budget phase, with revenue recommendations that align with the Board's vision of "Care First, Jails Last."

Background

On October 30, 2020, the W. Haywood Burns Institute completed the Youth Justice Report that proposed establishing the DYD that would be responsible for providing countywide community-based prevention and diversion, detention and alternative custody services, and post-release support services by assuming Probation Juvenile Services' functions and converting them into a youth-centered, trauma informed, and restorative model. The transformation was divided into three phases, over approximately five years. The essential functions from each phase are noted below:

Phase 1 (18 months)

- Expand YDD's pre-arrest diversion programming countywide;
- Increase capacity building among youth-serving agencies;
- Work with Probation to improve alternatives to detention;
- Collaborate with Probation and community-based partners on the development of reentry services and supports; and
- Identify funding to support the establishment of a DYD.

Phase 2 (18 months)

- Identify additional funding to support DYD;
- Establish 24-hour youth crisis centers with support teams at each center to assist both pre- and post-adjudication;
- Transfer facilities from Probation to DYD and establish Safe and Secure Healing Centers; and
- Coordinate youth reentry services for youth exiting the juvenile justice system.

Phase 3 (18 months)

- Identify remaining funding to support DYD;
- Continue expanding 24-hour crisis centers; and
- Close existing juvenile halls and camps as Safe and Secure Healing Centers expand.

As discussed later in this memo, legal and legislative actions are required before legally mandated Probation responsibilities can be transferred to DYD. A legal analysis of the Phase 1 recommendations determined that the majority can be operationalized without legislative changes. Phases 2 and 3 will require State and local legislative action to operationalize the remaining recommendations which will be a multi-year effort.

Phase 1 Budget Analysis and Recommendations

The Youth Justice Report proposed a \$75 million budget to implement Phase 1, comprised of \$60 million for YDD countywide expansion and \$15 million for the initial establishment of the DYD. However, at the time of this estimate, the report did not have the benefit of a complete cost analysis, including verified staffing levels, program costs, and youth cost estimates.

On January 22, 2021, YDD provided the Board with an analysis of their current staffing model and a Phase 1 implementation plan for countywide expansion of its pre-arrest prevention and diversion program. Our office worked with YDD to refine their countywide expansion budget proposal. YDD's latest cost analysis and budget proposal includes lower costs than those estimated in the Youth Justice Report for the same level of service. The YDD countywide expansion budget estimate is \$26.1 million (compared to the \$60 million Youth Justice Report estimate), and reflects YDD's leadership and subject matter experts' refinements to projections of caseloads, service levels, staffing levels, and corresponding costs. The CEO's FY 2021-22 Final Changes Budget recommendation includes fully funding YDD's \$26.1 million budget request to expand and provide pre-arrest prevention and youth development services to all eligible youth countywide with ongoing funding being explored in the next budget phase.

With regard to the Youth Justice Report's estimate of \$15 million to establish the initial DYD staffing and infrastructure, additional work is needed to refine these cost estimates, including development of a comprehensive DYD budget proposal identifying the number, level, and duties of staff and their workload; an explanation of operations and services; a description of the organizational structure; and identification of additional resources necessary to establish the new department. This requested information is not unique to

the DYD and would be needed to establish any new Department in the County. The DYD budget proposal should also reflect organizational capability for expansion as more responsibilities are transferred in the later implementation phases. YDD should work with its consultant and CEO to develop the required DYD budget proposal with an eye towards producing the most accurate cost estimate possible.

The underlying funding mechanism for the transformation of the youth justice system, as described in the Youth Justice Report, is to transfer the Probation Juvenile Services' budget incrementally to YDD (and ultimately to DYD); specifically, as Probation operations wind down, then the corresponding budget is transferred. The remainder of this report identifies challenges to this model along with potential solutions to move past them.

YDD and Probation both serve youth and provide services at different points in time. Specifically, the goal of YDD is to serve youth by diverting them away from further involvement with the justice system. If successful, these youth do not become a ward of the court and placed under the jurisdiction of Probation. On the other hand, Probation becomes involved after a youth has been arrested and adjudged a ward of the court. At that point in time, Probation services can include: detention, placement and supervision. Within the scope of Phase 1, the YDD and Probation staff are, in large part, performing different functions.

The distinction regarding functions performed by YDD and Probation is important because it impacts the type and amount of funding potentially available to transfer to YDD in Phase I. For example, portions of Probation's budget for juvenile services are required by law to fund services for youth adjudged wards of the court or to maintain halls and camps. Other funding, net County cost, included in Probation's budget is passed through to the Departments of Mental Health and Health Services to provide services to youth in the halls and camps. An assessment is necessary to ensure that the levels of health and mental health services provided to the youth (and therefore the associated funding) are aligned with the service levels of the dwindling youth population. The CEO, in conjunction with County Counsel, will complete an analysis of Probation's statutory obligation regarding the statutorily prescribed funding. The CEO will also conduct an assessment to determine whether service delivery levels are aligned with needs of the youth who remain in halls and camps. This will help to determine whether funding for these services, can be transferred to YDD during Phase I.

In addition to evaluating alignment between service needs and service delivery levels, the CEO will conduct a comprehensive analysis of Probation staffing levels (filled and unfilled positions) for staff assigned to work in the Juvenile Services Bureau. The goal of the analysis is to confirm the number of staff assigned to halls and camps and to determine

the number of staff needed to appropriately supervise this dwindling population. The purpose of this analysis is to determine whether halls and camps are appropriately staffed and steps needed to right-size staffing levels so that they are consistent with the dwindling population in the halls and camps.

Other strategies the CEO is pursuing to move Phase I forward include working with the Chief Probation Officer (CPO) to identify funding to support YDD's expansion and the exploration of federal stimulus funding to support building capacity within the network of community-based organizations that provide youth-focused services including: pre-arrest diversion, re-entry, education, employment, and support services.

The CEO will provide revenue recommendations during the FY 2021-22 Supplemental Budget phase. Based on the results of our analysis, and if completed by the time of the Supplemental Budget phase, the CEO will also include recommendations regarding establishing a DYD Project Fund, to be seeded with funding over multiple budget years and deployed as appropriate, to help operationalize the DYD.

Employee Relations Issues

As noted in our October 30, 2020 memo, implementation of the Youth Justice Reimagined model—including the proposed elimination of Probation Juvenile Services—will have significant labor implications. Generally, State law and local rules require the County to negotiate with labor over the impacts of any transfer of duties currently performed by a Memorandum of Understanding (MOU)-covered employee classification. The County will need to account for the additional time required, to be determined and subject to the negotiable issues, to meet these obligations within the overall implementation timeline. For Phase 1, the Youth Justice Report proposed transferring Probation's Citation Diversion Program and its corresponding funding to YDD, which would impact 19.0 Probation budgeted positions, thereby likely triggering the aforementioned rules and processes. The CEO will work with the Probation Department and any impacted labor organizations to meet our statutorily required obligations.

Legislative Issues

Existing State law vests responsibility for the care and custody of detained youth in the Probation Department and prohibits the transfer of certain Probation duties to another County department. Existing law additionally requires the placement of pre-disposition detained youth in a juvenile hall or "other suitable place" and provides that the operation of such facilities must be carried out by the CPO. The transfer of non-ministerial duties and obligations of the Probation Department, as specified under existing law, necessitates legislative changes. Additionally, the Government Code and Welfare and

Each Supervisor
June 28, 2021
Page 6

Institutions Code enumerate multiple other duties of the CPO, and these duties cannot be transferred to DYD or YDD without legislative changes. CEO Legislative Affairs Branch is working with County Counsel to develop a multi-year legislative strategy to address these existing statutory limitations on the transfer of duties and responsibilities from Probation to the YDD/DYD.

Next Steps

The FY 2021-22 Final Changes Budget includes the CEO's recommendation to fully fund the \$26.1 million budget for YDD's countywide expansion, to provide pre-arrest prevention, youth diversion, and development services to all eligible youth. We will also provide revenue recommendations during the FY 2021-22 Supplemental Budget phase in October, including the potential of establishing a DYD Project Fund. Finally, we will provide your Board with quarterly youth justice system status updates, with the next report due September 10, 2021.

Should you have any questions concerning this matter, please contact me or Rene Phillips, Public Safety Cluster, at (213) 893-1478 or rphillips@ceo.lacounty.gov, or Songhai Armstead, Executive Director of the Alternatives to Incarceration Initiative, at (213) 974-1664 or sarmstead@ceo.lacounty.gov.

FAD:JMN:MM
SW:RP:DT:cg

c: Executive Office, Board of Supervisors
 County Counsel
 Office of Diversion and Re-Entry
 Probation



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

FESIA A. DAVENPORT
Chief Executive Officer

October 5, 2021

To: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

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

On July 13, 2021, the Board of Supervisors (Board) directed the Chief Executive Officer (CEO), in collaboration with the Chief Probation Officer (CPO), the Director of the Office of Diversion and Reentry through the Youth Diversion and Development (YDD) Unit, the Director of Personnel, and County Counsel, to include the following updates in the next Youth Justice Reimagined (YJR) Report:

1. A comprehensive list of functions, duties, or activities currently carried out by the Probation Department (Probation) that are not statutorily required to be performed by sworn peace officers or other Probation staff, including any school or home-based activity Probation is currently engaged in, as well as any therapeutic services that are currently being provided directly by sworn personnel;
2. An update on the analysis and conceptual framework called for in Directive 4(d) of Board Order No. 19 of the November 24, 2020 motion, with an additional focus on strategies that can be used to ensure that Probation's footprint does not grow in a manner that might hinder or delay the transition to a Department of Youth Development (DYD); and
3. A detailed update on the legislative strategy that will be implemented to pursue the legislative changes that are necessary to move forward with the YJR model, with a focus on legislative changes correlating to the phased implementation set forth in the October 2020 YJR Report.

This report provides updates on the directives listed above. We should also note that information related to the progress of YJR is also being reported elsewhere, including the response provided by County Counsel to the Board on their legal analysis of the YJR recommendations, a comprehensive list of [youth justice related funding streams](#) by Probation and a recommendation for the creation of a YJR Development Fund by CEO in the Supplemental Budget Recommendations.

CEO Actions on Board Directives

Update on Directive 1

The existing Government Code requires that certain duties related to youth who are wards of the court be performed solely by the CPO. These duties relate to the care and custody of wards of the court, from initial contact with Probation through post-disposition, and are detailed in Government Code section 27771.

The functions, duties, activities, and programs that are not statutorily in the CPO's sole discretion, but are nevertheless currently performed by the CPO include diversion and prevention program activities that serve young people who are not wards of the court such as Probation's Citation Diversion Program. After looking at the applicable law, it is our belief that only diversion or prevention efforts can be transitioned out of Probation without legislative changes.

As such, the CEO, in consultation with YDD, Probation and County Counsel, will provide in our next report a plan and timetable for transitioning those functions out of Probation into YDD or the new Department of Youth Development (DYD).

Update on Directive 2

In 2016, the CEO's office worked with Probation to assess staffing needs at Probation's halls and camps. The assessment was driven by the decline of youth in Probation's custody and the need to right-size staffing levels commensurate with the number of youth in Probation's custody. Those assessments resulted in a staffing formula and a tool which could be used to regularly assess, adjust, and ultimately right-size staffing levels in light of the declining population. This formula informed plans to close juvenile camps and halls and decisions about staff transfers staff associated with those closures. The formula included operational factors such as appropriate staffing ratios between staff and youth, accounted for employees on leave or who called in sick, and was tailored to each youth-serving facility. After the formula was operationalized, Probation ultimately assumed responsibility for the ongoing maintenance of and use of the tool to guide staffing decisions related to the halls and camps.

As we work to identify resources for the new DYD, the staffing formula needs to be updated and the formula consistently applied. The current CPO has committed to working with the CEO's office to update the formula based on current data – including giving CEO staff access to necessary Probation staff, facilities, and all necessary data. Last month, the CEO's office identified staff who will engage in the work needed to update the formula. We will work with Probation to update the formula and then apply the formula to each Probation facility as needed. After updating the formula and assessing needs, the CEO's office can make recommendations to the Board regarding staffing ratios, and staff reassessments. The CEO's Supplemental Budget Board Letter contains a recommendation to place a hiring freeze on Probation's Juvenile Operations Division while we assess staffing levels and to control the footprint of the division with an eye towards transitioning resources to the DYD over time and as allowed by law.

Update on Directive 3

As described above, Government Code section 27771 outlines functions that are currently assigned to the Chief Probation Officer and section 27773 outlines restrictions on consolidation or integration of Probation roles and responsibilities.

There are two basic approaches to seek needed legislative changes:

1. Request a waiver for the County only that would allow a new entity/department to carry out functions that are currently and exclusive vested in the Chief Probation Officer and staff of the Probation Department; or
2. Request a statewide change in the law that would remove the exclusive authority the Chief Probation officer over youth in the justice system.

Regardless of the approach pursued, successful legislative advocacy will require the County to move from concept to specifics in the form of clearly articulated, desired changes – i.e., concrete asks. The concrete asks must be clear descriptions of each ground level change envisioned for, among other things, the functions of the DYD, and the responsibilities and authority of the staff of the DYD, to name a few.

For purposes of developing a legislative strategy, we need to start with the end in mind. What specific legislative changes do we need and will we seek in order to stand-up the DYD – a new organizational entity within County government? This question has been answered at the conceptual level. We can ascertain from prior reports what the mission of the DYD will be. However, more specificity is required. It is well settled in the area of organizational design that form follows function – in ideal cases. To that end, the essential next step is to start with the foundation of the DYD – i.e., those staff who will be entrusted

to work with youth serviced by the DYD. For purposes of this memo and ease of reference we will refer to these staff as Youth Development Workers.

The position description for the Youth Development Worker should not be developed with the existing legal constraints in mind. Rather, the description should be written by identifying what is needed. For example: What will a worker be required or empowered to do on a day-to-day basis when interacting with the youth, their families, and support network? What tools and data access should the Youth Development Worker be provided in order to accomplish his or her job? What are the desired levels of education, training, prior experience, and which competencies will be needed to perform this job well? Once the needs have been clearly articulated, County Counsel can conduct a duty-by-duty analysis of which requirements require legislative changes. This sets the stage to advance the legislative advocacy work. For those desired skill sets requiring a change in the law, the legislative team can then develop the legislative proposal (i.e., language that can be included in a legislative enactment) and further recommend which approach would be most beneficial to the DYD and which approach will most likely succeed. The developed legislative proposal would then need to be socialized with partners, other counties (potentially) and of course the State Legislature.

Proceeding in this manner has collateral benefits in that it will drive other steps necessary to develop the organizational model for the DYD. Once we have a well vetted position description of the duties, responsibilities, training, experience, and core competencies of the Youth Development Worker, the CEO Compensation and Classification units, using the Civil Service Rules, can then start to build out (i.e., reverse engineer) the staffing structure for the DYD as a whole. The number of youth to be served will drive the number of Youth Development Workers needed. The number of Youth Development Workers needed will drive the number of supervisors and support staff needed. The number of supervisors will drive the number of managers needed, and so on.

Once we have a sense of the number of staff needed, we can assess and plan for the administrative staff needed to support the new department, e.g., budget, personnel, and employee relations staff. Knowing these specifics will then position us to determine the budget necessary to support the new department. This process lends the necessary specificity to the development of the DYD structure and budget rather than broad estimates.

Each Supervisor
October 5, 2021
Page 5

NEXT STEPS

This month, the CEO will convene a meeting of the Alternatives to Incarceration Office, the Youth Development and Diversion Office and their consultant, and representatives from the Youth Justice Transition Advisory Group to begin the work of developing the position description of the foundational worker of the DYD – i.e., the Youth Development Worker. This will enable the legislative team to develop a legislative strategy as well as advance the work to identify the staff type and resources needed for the DYD. We will report on the progress of this work in our next quarterly report.

Should you have any questions concerning this matter, please contact me or your staff may contact Songhai Armstead, Executive Director of ATI Office , at (213) 974-1664 or sarmstead@ceo.lacounty.gov.

FAD:JMN:TJM
SA:VH:TS:lac

c: Executive Office, Board of Supervisors
 County Counsel
 Health Services
 Probation



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

FESIA A. DAVENPORT
Chief Executive Officer

January 21, 2022

To: Supervisor Holly J. Mitchell, Chair
Supervisor Hilda L. Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

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

On November 24, 2020, the Board of Supervisors (Board) unanimously adopted the core values of Youth Justice Reimagined (YJR) and committed to transitioning the County's youth justice system to the care-first model outlined in the October 2020 Youth Justice Reimagined report (Youth Justice Report) by 2025, pending resolution of the necessary legal, budgetary, and legislative issues, while supporting the continued planning and collaboration required to make the model, including a Department of Youth Development (DYD), a reality.

The County of Los Angeles (County) Chief Executive Office (CEO) was tasked with including the following elements in ongoing quarterly reporting, in partnership with the Division of Youth Diversion and Development (YDD), County Counsel, Probation Department (Probation), and other relevant County departments, and the Youth Justice Transition Advisory Group (YJ-TAG):

1. A clear timeline and action plans for implementing the recommendations outlined in Phase 1 of the Youth Justice Report, including transitioning functions currently carried out by Probation's Juvenile Operations that can be transitioned to YDD or DYD, noting legal and legislative considerations;
2. A comprehensive legal and fiscal analysis of current laws, regulations, relevant settlement mandates, and funding restrictions that will need to be addressed to fully transition juvenile operations from Probation to the DYD as well as an action plan and legislative strategy to accomplish necessary changes;

"To Enrich Lives Through Effective And Caring Service"

3. Establishing a reserve fund that reflects a direct correlation between standing up a new DYD and the gradual wind-down of Probation's juvenile operations; and
4. An analysis of Probation's current workforce and class specifications and an initial concept for the transition of existing Juvenile Probation staff to avoid layoffs.

In response to the July 13, 2021 motion, CEO, County Counsel, Probation, and YDD provided updates on the creation of a YJR Trust and recommended hiring freeze on Probation's Juvenile Operations division; legal and legislative analysis; related youth justice funding streams; and the progress of the YJ-TAG and support for collaborative research, design, and capacity-building.

This report includes updates on the quarterly reporting directives listed above, including elements referenced in our October 5, 2021, quarterly update: A) a progress report related to the development of a position description for the foundational worker of the DYD; B) a proposed plan for ending Probation's Citation Diversion Program (CDP) and transitioning citations not eligible for diversion to the Court; and C) a timetable for launching the DYD and implementing other elements of the initial YJR model not requiring legislative change.

Update on Directive Nos. 1 and 4: Transition Timeline and Action Plan

See *Attachment I, Youth Justice Reimagined Phase 1 Recommendations*, for an overall summary of Phase 1 recommendations from the Youth Justice Report and current progress towards each recommendation.

A. New Youth Development Specialist Classification:

Between October and December 2021, the CEO convened a group of partners—including representatives from the YJ-TAG—to collaboratively design a description of the staff classification that will be the foundation of the staffing structure of the DYD: the Youth Development Specialist (YDS) classification. As described in the October 5, 2021 quarterly update, this proposed new classification will allow partners to build out the organizational structure and responsibilities of the first iteration of the DYD and inform next steps towards future phases and the full implementation of YJR, including necessary legislative strategy. See *Attachment II, Draft Specification for Foundational Department of Youth Development Youth Development Specialist Classification*, for a draft of the proposed YDS classification specification, reflecting the range of responsibilities and qualifications for the initial staff of the DYD. After appropriate legal and labor review, we anticipate submitting this proposed classification to your Board for consideration in April 2022.

By April 2022, CEO ATI will finalize the proposed initial organizational structure of the DYD in collaboration with Classification and Compensation, Human Relations, YDD, and the YJ-TAG. This draft organizational structure will reflect the number and type of staff needed to accomplish the DYD's first phase responsibilities, including DYD

leadership and staff in the areas of youth development and capacity-building, diversion and restorative practices, research, policy, youth and community engagement, contracts and grants, and other administrative support.

B. Proposed Plan for Probation's Citation Diversion Program:

As stated in the previous quarterly update, the Probation's CDP is not a statutory responsibility of the Chief Probation Officer. We are evaluating the feasibility of transitioning approximately \$2.2 million in ongoing funding from the CDP to the YJR Trust Fund to support the launch of DYD. We will work with our partners in labor regarding the potential impacts to the positions in CDP.

Pursuing this option will require collaboration with Probation and the Superior Court to support the transition and ensure pending CDP cases and CDP-related driver's license holds are dismissed and to transition vehicle code citations for youth to the Superior Court. Additionally, YDD will need to institutionalize a meaningful process for youth to contest alleged citations or arrests to ensure due process rights for youth referred to community-based diversion. Cost savings generated by ending CDP should be allocated to the YJR Trust Fund.

C. Timeline and Action Steps for Launching the DYD and Advancing YJR:

The following high-level action steps are needed to meet the goal of establishing the DYD beginning July 1, 2022:

1. Build on the YDS classification specification to refine the initial organizational structure of the DYD, in consultation with the YJ-TAG and other partners.
2. Review the YJ-TAG's 2021 proposals once they are available and coordinate with the Research & Design Consultant Team to operationalize key elements; identify any gaps that need addressing to develop necessary legislative strategy; and prioritize further areas of research, design, and implementation.
3. Work with the Department of Health Services' Office of Diversion & Reentry and YDD to ensure YDD responsibilities, resources, and staff are prepared to transition to the DYD effective July 1, 2022.
4. Work with Probation to establish pathways to transition qualifying staff and reallocate any cost savings to the DYD or the YJR Trust Fund, including funds no longer allocated to CDP. See Attachment IV, *Summary of Staff Ratio Analysis Process*, for a summary of the Staff Ratio Analysis process.
5. Begin outreach and recruitment for DYD leadership and initial staff with a target to make initial hires including, but not limited to, a Director or Interim Director by July 1, 2022.
6. Identify any additional funding needed beyond YJR Trust Fund and identify plans to allocate to DYD during the Fiscal Year (FY) 2022-23 budgeting cycle.

Each Supervisor
January 21, 2022
Page 4

See Attachment III, *Summary of Timeline for Youth Justice Reimagined Implementation, January-December 2022*, for a more detailed timetable for launching the DYD and implementing additional functions not requiring legislative change.

Update on Directive No. 2: Legislative Strategy

Once the YJ-TAG shares their updated proposal outlining the collaborative's vision for functions transitioned from Juvenile Probation (e.g., investigation, community supervision, detention), we will work with County Counsel, in consultation with the YJ-TAG, to develop legislative strategy by August 2022. See *Attachment V, Youth Justice Reimagined Legislative Update*, for an update on our current legislative efforts.

Update on Directive No. 3: Reserve Fund and FY 2021-22 Investment

Through the Supplemental Budgeting process, the Board approved \$27.4 million to establish the YJR Trust Fund. This Fund builds on a \$43.6 million allocation committed through the FY 2021-22 budgeting process and provides sustainable funding to YDD's for mentoring, housing, jobs, arts, diversion programs, and other services for youth. In total, these investments reflect an initial \$71 million investment in YJR identified in FY 2021-22.

NEXT STEPS

The CEO will continue to work with relevant partners and the YJ-TAG to provide quarterly YJR updates on the action steps and key elements included here.

Should you have any questions concerning this matter, please contact me or Songhai Armstead, Executive Director of ATI, at (213) 974-1664 or sarmstead@ceo.lacounty.gov.

FAD:JMN:SA
VH:TS:lac

Attachments

c: Executive Office, Board of Supervisors
County Counsel

Youth Justice Reimagined Phase 1 Recommendations January 2022

The 2020 Youth Justice Work Group Report included the following recommendations for Phase 1 of Youth Justice Reimagined (YJR), focused on establishing infrastructure and initial administrative, program, and planning capacity to bring YJR to life.

Summary of Phase 1 Recommendations from YJR Report	Summary of Progress To-Date
1. Establish the Department of Youth Development (DYD), including new staff classifications to provide leadership for the YJR model, coordinate investments in youth development and capacity-building needed to equitably reduce justice system involvement for youth, and assume responsibility for the phased transition of Juvenile Probation functions over time.	<ul style="list-style-type: none"> Initial \$71 million investment in YJR identified in Fiscal Year (FY) 2021-22, including a \$43.6 million investment in youth diversion and development supports and a new \$27.4 million YJR Trust Fund. New classification specification developed for the foundational DYD position. Youth Justice Transition Advisory Group (YJ-TAG) DYD Infrastructure/Oversight workgroup conducting initial research/design to inform the structure and approach of the DYD.
2. With the goal of transitioning Youth Diversion and Development (YDD) to DYD as soon as possible, begin planning to expand YDD and allocate initial funding to the countywide expansion of community-based alternatives to suspension, expulsion, citation, and arrest to replace the functions of Probation Department's (Probation) Citation Diversion Program (CDP), Early Intervention and Prevention diversion, and school-based programs.	<ul style="list-style-type: none"> YDD is in the process of completing a solicitation for the expansion of youth diversion and development services. YDD and Probation have also been in discussions regarding referring a subsection of Citation Diversion Program youth to YDD. CEO is evaluating the feasibility of transitioning \$2.2 million in funding from CDP to the YJR Trust Fund and will engage labor on impacts to the CDP staff.
3. First YDD and then DYD facilitate ongoing collaborative planning to address unanswered questions and areas prioritized for future exploration to support the next phases of YJR.	<ul style="list-style-type: none"> YDD is supporting the Research & Design Consultant team, led by the W. Haywood Burns Institute and local experts including system-impacted young people, who facilitate the collaborative YJ-TAG. Further updates will be included in YDD's next report-back.
4. First YDD and then DYD work with Probation to establish and implement an improved process for detention decision-making, including the elimination of deficit-based tools and the development of a clear protocol to prevent detention for bench warrants, technical violations, misdemeanors, and offenses that should be referred diversion.	<ul style="list-style-type: none"> The Research & Design Consultant Team has established workgroups focused on collaborative decision-making and support for youth at the point of detention. Further updates will be included in YDD's next report-back.
5. Begin collaborative planning to enhance and expand reentry support for youth in juvenile halls and camps, working with Probation and other key stakeholders to increase access to Community Based Organizations.	<ul style="list-style-type: none"> The Research & Design Consultant Team has established a Reentry workgroup. Further updates will be included in YDD's next report-back.

Summary of Phase 1 Recommendations from YJR Report	Summary of Progress To-Date
<p>6. Create a labor support and transition planning process engaging both community, Probation, and other County representatives.</p>	<ul style="list-style-type: none"> • The Research & Design Consultant Team has established a Just Transition workgroup. • Further updates will be included in YDD's next report-back.
<p>7. Develop a framework for ensuring accountability to youth, families, and communities, including measures of success, active oversight, and participatory decision-making processes.</p>	<ul style="list-style-type: none"> • The Research & Design Consultant team has established a DYD Infrastructure and Oversight workgroup. • Further updates will be included in YDD's next report-back.
<p>8. Adopt legislative and local policy changes needed to enable the transfer of Juvenile Probation's functions to a new health and development-focused department.</p>	<ul style="list-style-type: none"> • County Counsel and CEO's Legislative Affairs and Intergovernmental Relations coordinated a presentation to YJ-TAG and responded to the YJ-TAG's questions about the steps needed to advance a meaningful legislative strategy. • Once the YJ-TAG shares updated proposals on necessary elements, CEO will engage all relevant partners to develop and pursue a legislative strategy.

**Draft Specification for Foundational Department of Youth Development Youth
Development Specialist Classification
January 2022**

Between October and December 2021, the County of Los Angeles (County) Chief Executive Office (CEO) Alternatives to Incarceration Office (CEO ATI) and Classification and Compensation division convened a small focused group of partners including representatives from the Youth Justice Transition Advisory Group to collaboratively design a classification specification for a foundational position of the Department of Youth Development.

Youth Development Specialist DRAFT Classification Description

Definition:

Provides coordination and collaborative project management for a wide range of youth development services, opportunities and support—from prevention and early intervention to engagement and support for youth and their families involved in the justice system—so that all youth in Los Angeles County have access to youth development.

Class Standards:

Positions allocable to this class are responsible for coordinating and facilitating service delivery; information-sharing, communication, and collaboration among relevant community partners; and interdepartmental collaboration with County partners; providing youth development services, opportunities, and supports to youth on their behalf through connections from schools, child welfare, community organizations, youth and community centers, law enforcement agencies, and other partners within a young person's network. Youth Development Specialists may provide direct services to youth by connecting them with community-based services and other services as appropriate, supporting youth participating in collaborative programs or policy planning, and by participating as members of multi-disciplinary teams engaging in crisis response.

Youth Development Specialists are expected to have in-depth knowledge of core principles of youth development. Positions in this class are also expected to have familiarity with federal and State laws pertaining to youth justice and diversion, as well as the Department's policies, regulations, and procedures, and to work creatively and independently, referring only the most complex cases to a supervisor. Youth Development Specialists must demonstrate knowledge in youth development, equity and anti-racism, restorative justice, conflict de-escalation, trauma-informed crisis response, other healing-centered and cultural practices, and relevant policy and legislation impacting youth in Los Angeles County.

Examples of Duties:

Develops and coordinates training, capacity-building support, shared learning, and co-designed policy and protocols with community-based organizations (CBOs), individuals with lived experience, and collaborative Youth Empowerment and Support (YES) Teams.

Facilitates and manages resources and support for CBOs serving as youth development hubs, as well as engaging contractors and partners, in assessing opportunities for improvement and capacity-building in program and policy planning, implementation, and oversight.

Develops culturally responsive and equity-centered spaces and relationships with youth, community groups, and other stakeholders to receive and communicate information, including collaborative research, planning, and decision-making, as well as coordinate resources or services.

Partners with young people, their families, and other partners in a young person's network to support equitable rehabilitative engagement and advocacy for youth.

Works to enhance youth-centered, care-first service delivery and system navigation, accountability, and improvement with youth justice system partners, including the County's Office of Public Defender, Alternate Public Defender, District Attorney, and Probation Department.

Interacts directly with youth to provide support to those participating in collaborative program or policy planning, youth and community led oversight committees, and other leadership development and engagement activities.

Engages, supports, and cultivates youth through leadership development, training, shared learning, and partnership opportunities.

Coordinates multi-disciplinary YES Teams or similar multi-disciplinary groups in order to connect youth to supportive services such as 24-hour crisis response at Youth and Community Centers, Safe and Secure Healing Centers, or as liaisons to the court.

Engages youth, community, and systems in service delivery, systems navigation, and systems accountability and improvement; coordinates or makes referrals for out-of-home placements and Safe and Secure Healing Centers, ensuring youth have access to step-down possibilities to transition safely away from supervision and confinement.

Connects youth with arts, culture, recreation, health, education, and other services related to youth development based on a young person's individual strengths and needs.

Provides relationship-based contract and project management to facilitate capacity-building, shared learning, and cooperation with relevant agencies, institutions, and CBOs.

Monitors, evaluates, and facilitates learning and capacity-building among service providers to ensure consistency and flexibility, and overall effectiveness of the program.

Conducts outreach, engagement, and storytelling to increase awareness of DYD programs and priorities and to uplift youth narratives and successes to a wide range of audiences, including County partners, youth, and communities.

Develops and maintains collaborative and cooperative working relationships with various city, county, social, legal, court, and law enforcement entities, and educational institutions and school officials and staff to facilitate service delivery, information sharing, communication, and collaboration to advance a youth development framework.

Composes, prepares, and processes a variety of correspondence, reports, data, forms, and other documents; establishes and oversees accurate and efficient program and case management records, including confidential and sensitive files subject to various legal requirements.

Participates and increases access for youth, families, and other partners to training, workshops, and learning opportunities relevant to youth development, restorative justice, conflict de-escalation, anti-racism, healing-centered practices, creative and cultural practices, and more.

Engages in reflection and analysis of gaps and opportunities, including receiving feedback from youth and families to inform active and ongoing improvement.

REQUIRED COMPETENCIES AND QUALIFICATION STANDARDS:

GENERAL COMPETENCIES:

Knowledge:

Youth Development – Knowledge of principles and practices related to adolescent brain development, youth leadership development, and program/policy development and oversight.

Restorative and Transformative Justice – Knowledge of principles and practical applications of restorative and transformative justice, alternatives to punitive approaches, conflict de-escalation, and trauma-informed crisis response.

Care coordination and systems navigation – Knowledge of resources available for the care and development of youth, including knowledge of existing youth-serving systems

and laws impacting young people, as well as programs and opportunities available through CBOs and public agency partners.

Trauma-informed/healing-centered practice – Recognition and response to signs, symptoms, and risks of trauma to better support the needs of youth who have experienced Adverse Childhood Experiences and toxic stress, including holistic healing practices.

Social Justice and Equity – Understanding of research and practices to advance social justice, equity, and systems transformation, emergent strategy, and future building.

Anti-racism and anti-racist practices – Knowledge of practices actively opposing systemic racism and that promote changes to policies, behaviors, and beliefs that perpetuate racist ideas and actions.

Skills:

Collaboration and network building – Includes planning, scheduling, organizing, prioritizing, and monitoring work activities among several contributing groups to achieve established goals.

Youth, family, and community engagement – Includes appropriate communication, active-listening, and empathy when in contact with a young person, their family, and support networks.

Systems navigation – Includes coordination, advocacy, and moving with urgency and initiative to identify challenges or barriers, problem-solve, develop, and implement a meaningful and responsive plan.

Abilities:

Oral Comprehension and Active Listening – The ability to listen to and understand information and ideas presented through spoken words and sentences.

Oral Expression – The ability to communicate information and ideas in speaking so others will understand.

Responsiveness – The ability to identify and address barriers to efficiently and effectively solve problems.

Relationship-Building – The ability to build trust and communication to build strong, supportive, and generative relationships.

Conflict Resolution – The ability to identify and address tension or conflict through facilitation, mediation, or other healing-centered practices.

Written Expression – The ability to communicate information and ideas in writing so others will understand.

Reasoning and Problem-Solving – The ability to apply the rules of logic when synthesizing a variety of information to identify a problem or reach a workable decision, resolution, or recommendation.

Information Ordering – The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).

MINIMUM REQUIREMENTS:

TRAINING AND EXPERIENCE:

Option 1:

Two years of experience working directly with youth in service-oriented environments for care coordination, case management, or mentorship, including CBOs, schools, healing centers, public agencies, secure placement facilities or locked institutions, and philanthropic or academic centers with a focus on youth or community investment.

Option 2:

One year of experience in youth development-oriented collaborative project management or coordination of service delivery from community-based providers involving youth development programs, youth diversion programs or other partnerships with justice or education partners.

Option 3:

One year of experience managing youth diversion programs at the level of Assistant Staff Analyst, Health.

LICENSE:

A valid California Class C Driver License or the ability to utilize an alternative method of transportation when needed to carry out job-related essential functions.

PHYSICAL CLASS:

2 - Light.

Positions within this class require light physical effort that may include occasional light lifting up to a 10-pound limit and some bending, stooping, or squatting. Considerable ambulation may be involved.

SPECIALTY REQUIREMENTS:

In accordance with TITLE 5 – PERSONNEL, APPENDIX 1 (Civil Service Rule 11/03) of the Los Angeles County Code, specialty requirements may be used for some positions that require special experience, skills, and/or training.

Lived Experience: Individuals with histories of contact with the youth justice and/or child welfare systems working as Youth Development Specialists can make a unique contribution to the responsiveness and effectiveness of service delivery for these populations. The inclusion of a Youth Development Specialist with lived experience demonstrates the capacity of the County to reach a historically unaddressed population, which significantly enhances community education and sector capacity building.

Summary of Timeline for Youth Justice Reimagined Implementation, January–December 2022

Action Steps in 2022		Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
1	YJ-TAG and YDD report Year 1 proposals and updates.												
2	Engage YJ-TAG in the review of initial proposals and confirmation of the DYD's Phase 1 responsibilities and organizational structure.												
3	Work with CEO classifications team and key partners to finalize DYD staff structure and receive feedback from the YJ-TAG.												
4	Informed by YJ-TAG proposals, identify gaps that need to be filled to develop the legislative strategy needed to fully implement YJR.												
5	Work with CEO Legislative Affairs, County Counsel, and YJ-TAG to develop and vet legislative proposal(s).												
6	Work with CEO Staff Ratio Analysis team, Probation, and YJ-TAG representative to identify and develop a plan to transition cost savings to the YJR Trust Fund or the DYD.												
7	Work with DHS ODR YDD to identify and implement steps needed to loan or transition YDD staff, resources, and responsibilities to DYD starting July 1, 2022.												
8	Post initial job bulletins and begin outreach and recruitment for DYD staff, including for the DYD Director.												
9	Identify the review team and begin application review and interviews for initial DYD staff.												
10	Identify and hire an interim DYD Director.												
11	Officially launch DYD with YJR Trust Fund, YDD structure transitioned, and initial staff hired.												
12	Continue hiring and training for DYD staff.												
13	Identify additional funding needed beyond YJR Trust Fund and identify plans to allocate to DYD during FY 2022-2023 budgeting cycle.												

DHS: Department of Health Services
DYD: Department of Youth Development

ODR: Office of Diversion and Reentry
YJR: Youth Justice Reimagined

YDD: Youth Diversion and Development
YJ-TAG: Youth Justice Transition Advisory Group

Attachment IV

Summary of Staff Ratio Analysis Process

Step 1: December 2021 - Work with Probation to determine the number of Juvenile Camps and personnel needed to care for and serve those in camp.

Step 2: Spring 2022 - Work with Probation to determine the Juvenile Hall Housing Modules and personnel needed to care for and serve those in the halls.

Step 3: Summer 2022 - Work with Probation to review Juvenile Field Operations and staffing to determine the personnel needed to serve their clients.

Step 4: Fall 2022 - Develop recommendations for right-sizing the Juvenile Camps, Halls, and Field Operations.

Step 5: Fall 2022 - Work with Probation to review Adult Field Operations and staffing to determine the personnel needed to serve their clients. Adult operations are included in the review to help determine what, if any, promotional and/or transfer opportunities exist for staff that could be displaced by changes to Juvenile operations.

Step 6: Winter 2022 - Develop recommendations for right-sizing Adult Field Operations.

Step 7: Assist Probation with restructuring their organization.

Step 8: Throughout the process, identify and make recommendations to address barriers to implementing right-sizing efforts and adopting a sustainable process for the implementation of ongoing adjustments as populations and case counts continue to shift.

Attachment V

Youth Justice Reimagined Legislative Update January 2022

The County of Los Angeles (County) Chief Executive Office's (CEO) Legislative Affairs and Intergovernmental Relations (CEO-LAIR) and Alternatives to Incarceration (CEO-ATI) and the Department of Health Service's Youth Diversion and Development Office (YDD), in partnership with the Youth Justice Transition Advisory Group (YJ-TAG), are collaborating on the initial stages of developing a legislative proposal and strategy to realize the Board's goals of the Youth Justice Reimagined (YJR) efforts.

Initial Program Design and Policy Development

The *Youth Justice Reimagined Report* by W. Haywood Burns Institute recommends establishing a new Department of Youth Development (DYD) as the vehicle for YJR. There are various elements of this goal that County departments and YJ-TAG are discussing and/or will require deliberation, including what the responsibilities and duties of the Chief Probation Officer to DYD will be. This includes how to create youth community centers, how to expand alternatives to detention, how to advance the continuum of reentry services, how to establish the Youth Empowerment and Support Teams, and how to transfer existing funding streams from the Probation Department to DYD. The decisions and ideas that come out of these conversations will be critical to shifting from concept to identifying the operational and fiscal needs, as well as potential legislative changes needed to achieve the YJR vision.

Relevant Statutes

Some of the California statutes that will require further analysis are: 1) the responsibilities of the Chief Probation Officer in Government Code; 2) the definition of "Juvenile Halls" in the Welfare and Institutions Code (WIC); 3) the prohibition for the Office of the Chief Probation Officer to consolidate with any other office in Government Code; and 4) confidentiality and protection of juvenile case file information in the WIC. In addition, analysis of existing federal and State funding streams to ensure the County maintains eligibility to receive the same funding without interruption is crucial to supporting the DYD.

Legislative Considerations

CEO-LAIR reports that a legislative strategy will need to account for the State's legislative timelines and the political landscape to ensure adequate planning and preparation is conducted to position the County to launch an effective legislative and/or budgetary advocacy campaign. Based on the structure of the new DYD, CEO-LAIR will recommend whether to pursue: 1) policy proposals and/or related budget companion requests; 2) a multi-year approach; 3) legislation that contains mandated requirements, or alternatively, permissive authority for local governments or solely the County; among other considerations. Additionally, as referenced in the last report-back to the Board, the County will need to consider which legislative approach to pursue given that many of the Probation Department's responsibilities and authorities are codified in various intersecting California codes. CEO-LAIR, CEO-ATI, and CEO-YDD will continue to coordinate on these various efforts and will continue to keep the YJ-TAG partners apprised of developments.

Preliminary Advocacy and Education

As County departments and YJ-TAG continue their work to develop the infrastructure and design of the DYD, CEO-LAIR will continue laying the foundation for advocacy by arranging meetings and briefings in which the County can educate legislative members about the progress of this work.



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

FESIA A. DAVENPORT
Chief Executive Officer

May 20, 2022

To: Supervisor Holly J. Mitchell, Chair
Supervisor Hilda L. Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

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

On November 24, 2020, the Board of Supervisors (Board) unanimously adopted the core values of Youth Justice Reimagined (YJR) and committed to transitioning the County's youth justice system to the care-first model outlined in the October 2020 Youth Justice Reimagined report (Youth Justice Report) by 2025, pending resolution of the necessary legal, budgetary, and legislative issues, while supporting the continued planning and collaboration required to make the model, including a Department of Youth Development (DYD), a reality.

The County of Los Angeles (County) Chief Executive Office (CEO) was tasked with including the following elements in ongoing quarterly reporting, in partnership with the Division of Youth Diversion and Development (YDD), County Counsel, Probation Department (Probation), and other relevant County departments, and the Youth Justice Transition Advisory Group (YJ-TAG):

1. A clear timeline and action plans for implementing the recommendations outlined in Phase 1 of the Youth Justice Report, including transitioning functions currently carried out by Probation's Juvenile Operations that can be transitioned to YDD or DYD, noting legal and legislative considerations;
2. A comprehensive legal and fiscal analysis of current laws, regulations, relevant settlement mandates, and funding restrictions that will need to be addressed to fully transition juvenile operations from Probation to the DYD as well as an action plan and legislative strategy to accomplish necessary changes;
3. Establishing a reserve fund that reflects a direct correlation between standing up a new DYD and the gradual wind-down of Probation's juvenile operations; and
4. An analysis of Probation's current workforce and class specifications and an initial concept for the transition of existing Juvenile Probation staff to avoid layoffs.

This report includes updates on the quarterly reporting Directive Nos. 1, 2, 3, and 4.

Update on Directive Nos. 1 and 4: Transition Timeline and Action Plan

A. Timeline and Action Steps for Launching the DYD and Advancing YJR:

As described in the January 2022 update, the CEO worked closely with YJ-TAG representatives to collaboratively design a description of the journey-level classification that will be the foundation of the staffing structure of the DYD: the Youth Development Specialist (YDS), which your Board approved on April 15, 2022. The CEO Alternatives to Incarceration (ATI) Office has continued to work with the CEO's Classification and Compensation team and subject matter experts to draft proposed classification specifications to create additional levels in the Youth Development classification series, including a Youth Development Manager, Youth Development Supervisor, and entry-level Youth Development Ambassador. Careful consideration is being given to ensure those with lived experience have the opportunity to fill these positions. We anticipate submitting these proposed classifications to your Board for consideration in June 2022.

The CEO remains on track to launch the DYD by July 1, 2022; see the Attachment for the detailed timeline included in the January 2022 update. CEO ATI has worked with the CEO's Classification and Compensation team, the Auditor-Controller, and others to finalize the initial organizational and staffing structures for the DYD and establish the DYD Chart of Accounts. The Department of Human Resources is working with stakeholders to conduct a job analysis and develop recruitment materials for the classified positions included in the DYD's initial organizational structure.

The remaining high-level next steps include:

1. Working with the Department of Health Services' Office of Diversion and Reentry and YDD to identify appropriate YDD responsibilities, resources, positions, and staff that will be phased into DYD;
2. Working with the Department of Human Resources to begin outreach and recruitment for DYD leadership and staff to make initial hires;
3. Reviewing the YJ-TAG's updated implementation proposals, including recommendations on elements that may inform the scope of DYD's first years;
4. Evaluating funding needs beyond the \$27.4 million in the YJR Trust Fund; and
5. Working with County Counsel, CEO's Legislative Affairs and Intergovernmental Relations (CEO-LAIR), and YJ-TAG representatives to develop a legislative strategy.

B. Update on Juvenile Probation Staff Ratio Analysis:

CEO continues to move forward with the Staff Ratio Analysis process outlined in the January 2022 update. We anticipate including a more detailed update on the findings, recommendations, and results (including, but not limited to, any cost savings identified as a result of right sizing Juvenile Camp, Hall, and Field units) in the next quarterly update.

Each Supervisor
May 20, 2022
Page 3

C. Update on Probation's Citation Diversion Program (CDP):

In order to close Probation's CDP, the Superior Court rescinded the authority of the CDP hearing officer effective April 30, 2022. Probation has been working closely with the Court to ensure that citations are dismissed and working with YDD to refer to community-based diversion and development services and other community-based providers as appropriate. Additionally, Probation is working with the State of California Department of Motor Vehicles (DMV) on a process that will expedite the dismissal of an estimated 32,000 DMV holds and/or suspensions/delays associated with the dismissal of CDP citations. The CEO and Probation continue to meet regularly to discuss progress and identify opportunities to transition ongoing funds no longer allocated to CDP to the DYD or YJR Trust Fund.

Update on Directive No. 2: Legislative Strategy

In March 2022, CEO, County Counsel, CEO-LAIR, YDD, and YJ-TAG representatives began meeting regularly to discuss key questions and establish a clear plan to develop legislative strategy by September 2022. The parties have begun to lay the groundwork for a legislative strategy and will continue to meet monthly to build out the plan. We anticipate sharing more detail in our next quarterly update.

Update on Directive No. 3: Reserve Fund and FY 2021-22 Investment

We anticipate sharing more detail about possible funding requests based on findings related to the termination of the CDP and any cost savings identified in relation to the Staff Ratio Analysis process, in our next quarterly update.

NEXT STEPS

The CEO will continue to work with relevant partners and the YJ-TAG to provide quarterly YJR updates on the action steps and key elements included here.

Should you have any questions concerning this matter, please contact me or Songhai Armstead, Executive Director of ATI, at (213) 974-1664 or sarmstead@ceo.lacounty.gov.

FAD:JMN:SA
VH:TS:lac

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Health Services
Probation

Summary of Timeline for Youth Justice Reimagined Implementation, January–December 2022

Action Steps in 2022		January	February	March	April	May	June	July	August	September	October	November	December
1	YJ-TAG and YDD report Year 1 proposals and updates.												
2	Engage YJ-TAG in the review of initial proposals and confirmation of the DYD's Phase 1 responsibilities and organizational structure.												
3	Work with the CEO's Classification and Compensation team and key partners to finalize DYD staff structure and receive feedback from the YJ-TAG.												
4	Informed by YJ-TAG proposals, identify gaps that need to be filled to develop the legislative strategy needed to fully implement YJR.												
5	Work with the CEO's Legislative Affairs and Intergovernmental Relations, County Counsel, and YJ-TAG to begin developing recommended legislative proposals for future legislative sessions.												
6	Review the analysis and findings of the CEO's Staff Ratio Team to identify possible Probation cost savings.												
7	Work with DHS to implement steps needed to transition YDD staff, resources, and responsibilities to DYD starting July 1, 2022.												
8	Post initial job bulletins and begin outreach and recruitment for DYD staff, including for the DYD Director.												
9	Begin application review and interviews for DYD leadership.												
10	Start process to hire a DYD Director or Interim.												
11	Officially launch DYD, including the YJR Trust Fund, YDD structure, and initial DYD staff.												
12	Continue hiring and training for DYD staff.												
13	Assess departmental funding needs and develop funding justifications for future budget cycles.												

DHS: Department of Health Services
DYD: Department of Youth Development

ODR: Office of Diversion and Reentry
YJR: Youth Justice Reimagined

YDD: Youth Diversion and Development
YJ-TAG: Youth Justice Transition Advisory Group



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

FESIA A. DAVENPORT
Chief Executive Officer

July 12, 2022

To: Supervisor Holly J. Mitchell, Chair
Supervisor Hilda L. Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

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

On November 24, 2020, the Board of Supervisors (Board) unanimously adopted the core values of Youth Justice Reimagined (YJR) and committed to transitioning the County's youth justice system to the care-first model outlined in the October 2020 YJR Report by 2025, pending resolution of the necessary legal, budgetary, and legislative issues, while supporting the continued planning and collaboration required to make the model, including a Department of Youth Development (DYD), a reality.

The County of Los Angeles (County) Chief Executive Office (CEO) was tasked with including the following elements in ongoing quarterly reporting, in partnership with the Department of Health Services' (DHS) Division of Youth Diversion and Development (YDD), County Counsel, Probation Department (Probation), other relevant County departments, and the Youth Justice Transition Advisory Group (YJ-TAG):

- 1) Timelines and action plans for the phased implementation of the YJR model;
- 2) Legal and fiscal analysis to determine what will need to be addressed to fully transition juvenile operations from Probation to a new DYD;
- 3) Status of the YJR Reserve Fund that reflects a direct correlation between standing up a new DYD and the gradual wind-down of Probation's juvenile operations; and
- 4) Analysis of Probation's current workforce and initial concepts for transitioning existing Juvenile Probation staff to avoid layoffs.

This report includes brief updates on quarterly reporting Directive Nos. 1, 2, 3, and 4.

Update on Directive No. 1: Transition Timeline and Action Plan

Thanks to an incredible effort by all partners involved, the new DYD launched on July 1, 2022. In its first phase, the DYD will primarily focus on shoring up the administrative and staffing infrastructure necessary to fully support the work of the DYD, advancing youth development and youth citation and pre-filing diversion efforts countywide, facilitating collaboration and capacity-building, and conducting program and policy assessments.

County Code:

The Ordinance adding DYD to the County Code was introduced to the Board on May 17, 2022, adopted on May 24, 2022, and effective on July 1, 2022. The adopted ordinance outlines the purpose, scope, and authorities of the DYD. As the DYD evolves, this County Code section can be reexamined and updated (Attachment A – Adopted DYD Ordinance).

Budget:

The DYD's initial budget will include the following three sources of revenue:

<i>Transfer of YDD's existing budget</i>	\$24,832,000.00
<i>Department Head allocation approved in Final Changes</i>	\$ 329,000.00
<i>Access to Youth Justice Reimagined Reserve Fund</i>	\$27,400,000.00
	<hr/>
	\$52,232,000.00

It is anticipated that the DYD will request additional funding to support core responsibilities during the Supplemental budget phase.

Contracts and Other Agreements:

The CEO's DYD Implementation Team worked closely with DHS and YDD to identify processes and agreements needed to ensure services and partnerships transition smoothly when YDD transitions to DYD. DHS and the DYD Implementation Team have developed transition plans to support continued access to the following key resources during a transitional period until DYD can establish its own preferred mechanisms: 1) the Supportive Housing and Services Master Agreement to support the transition of the majority of YDD's contracts for uninterrupted service delivery; and 2) the Comprehensive Health Accompaniment Management Platform agreement for access to YDD's referral and case management data system.

Organizational Structure and Staffing:

Informed by the research and recommendations of the YJ-TAG, the initial organizational structure of the DYD was developed with the goal to create a starting point for the DYD to be successful while ensuring it has the opportunity to grow according to its own strategic priorities (Attachment B – Initial Department of Youth Development Organizational Chart).

DYD's administrative, information technology, and human resources needs will be served by the Department of Auditor-Controller's Shared Services, Internal Services Department, and the Department of Human Resources respectively, until the Justice, Care, and Opportunities Department's administrative unit launches which will also support DYD.

Each Supervisor
July 12, 2022
Page 3

Communications:

To provide DYD with an initial web presence, transitional letterhead, and communication materials, the DYD Implementation Team facilitated a collaborative process, including representatives from the YJ-TAG, to design an interim logo and branding guidelines. These tools can be utilized by the DYD until DYD has the opportunity to pursue a long-term, youth-centered logo design process.

Similarly, the DYD Implementation Team worked with Internal Services Department to establish an interim website that can continue to be updated and edited once the DYD launches. The DYD's website, including a form that allows individuals to sign up for a DYD mailing list, can be found at <https://dyd.lacounty.gov>.

Update on Directive No. 2: Legislative Strategy

In March 2022, the CEO, including its Legislative Affairs and Intergovernmental Relations Unit; County Counsel; YDD; and YJ-TAG representatives began meeting regularly to discuss key questions and establish a clear plan to develop a legislative strategy by September 2022. The parties have begun to lay the groundwork for a legislative strategy and will continue to meet to build out the plan. Once launched, DYD will provide additional direction and leadership to guide the refinement of this plan. We anticipate that DYD will be able to share more directly with the Board in their own communications.

Update on Directives Nos. 3 and 4: Reserve Fund and Workforce Analysis

DYD will coordinate with the CEO to share more detail about analyses related to the termination of Probation's Citation Diversion Program and the CEO Staff Ratio Analysis findings in future updates.

Next Steps

As of its launch on July 1, 2022, the CEO recommends that future YJR updates be led by the DYD who will continue to work with the CEO, relevant partners, and the YJ-TAG to provide quarterly updates on the key elements included here.

Should you have any questions concerning this matter, please contact me or Songhai Armstead, Executive Director of ATI, at (213) 974-1664 or sarmstead@ceo.lacounty.gov.

FAD:JMN:SA
VH:TS:lac

Attachments

c: Executive Office, Board of Supervisors
County Counsel

ORDINANCE NO.

An ordinance amending Title 2 – Administration of the Los Angeles County Code, to create the Department of Youth Development.

The Board of Supervisors of the County of Los Angeles ordains as follows:

SECTION 1. Chapter 2.120 is hereby added to read as follows:

Chapter 2.120 Department of Youth Development.

2.120.010 Creation of Department of Youth Development.

2.120.020 Director – Appointment and Authority.

2.120.030 Definitions.

2.120.040 Purpose of Department

2.120.0450 Duties of the Director.

2.120.0560 Department Functions.

2.120.0670 Agreements with Other County Departments.

2.120.010 Creation of Department of Youth Development.

A department of the County of Los Angeles, which shall be known as the Department of Youth Development, is hereby created (hereafter referred to in this chapter as "Department").

2.120.020 Director – Appointment and Authority.

The position of Director of the Department of Youth Development is created and hereafter in this chapter, will be referred to as "Director". The Department shall be under the direction and management of the Director.

2.120.030 Definitions.

When interpreting this chapter, words and phrases having initial capital letters shall have the following meanings:

A. "Care Coordination" shall mean the function of coordinating or managing services, opportunities, and support for Youth, Transition Age Youth (TAY) ~~Young Adults~~, and their families or guardians, including assessing strengths, needs, and goals; identifying or managing referrals; and providing other support as needed.

B. "Criminal Justice" shall mean the system of law enforcement used for all stages of the criminal proceedings and punishment, involving any contact with law enforcement, courts, correctional facilities, and post-release supervision.

C. "Delinquency Court" shall mean the section of the Juvenile Court in Los Angeles County that handles petitions filed against individuals who were under the age of 18 at time of the alleged offense.

D. "Reentry" shall mean services, opportunities, and supports provided to Youth and TAY ~~Young Adults~~ as they exit detention or incarceration.

E. "TAY" ~~"Young Adults"~~ shall mean individuals between the ages of 18 and 26, acknowledging the science of adolescent development that shows Youth and TAY ~~Young Adults~~ are in stages of development that require approaches that address their unique strengths and needs compared to those developed for adults.

F. "Youth" shall mean individuals under 18 years of age.

G. "Youth Development" shall mean the strengths-based approaches to working with Yyouth, TAY, families, and communities characterized by services, opportunities, and supports that promote care, belonging, and responsibility by empowering young people to develop competencies that enable them to grow and thrive.

H. "Youth Diversion and Development" (YDD) is a division of Department of Health Services Office of Diversion and Reentry (DHS-ODR) focused on youth diversion and development.

I. "Youth Diversion" shall mean an intervention that redirects a response to law enforcement contact in order to prevent a young person's involvement or further involvement in the Criminal Justice system and to better align the response to youth development and underlying strengths and needs. This definition includes Youth Diversion at the following stages: pre-arrest, post-arrest, and pre-filing.

J. "Youth Justice Reimagined" shall mean the vision adopted by the Board of Supervisors on November 24, 2020 based on the collaborative report and recommendations of the same name. This initiative reflects the Board's commitment to transitioning the County's Youth Justice system to the care-first model outlined in the Youth Justice Reimagined report by 2025, pending resolution of the necessary legal, budgetary, and legislative issues.

K. "Youth Justice" shall mean the system of law enforcement, Probation, or Delinquency Court contact for youth under the age of 18. This definition includes the historical term "Juvenile Justice".

2.120.040 **Purpose of Department**

The purpose of the Department is to support the development of young people in Los Angeles County by coordinating and building capacity for a wide range of Youth Development services, opportunities, supports, and other efforts to the fullest extent permissible by law. Such efforts include:

- A. Transitioning the County's Youth Justice system consistent with the County's Care-First model.
- B. Coordinating, expanding, and strengthening community-based, and non-clinical holistic care and services to equitably serve Youth and TAY outside of the Youth Justice system and to reduce the population and scope of the Youth Justice system as much as possible.
- C. Developing multidisciplinary decision-making support and coordination for Youth and TAY.
- D. Implementing a continuum of safe and home-like residential settings focused on Youth Development and healing for justice-involved Youth and TAY.
- F. Collaborating with the Justice, Care and Opportunities Department (JCOD) to coordinate care and services for TAY.

2.120.0450 **Duties of the Director.**

The Director shall carry out the purposes of the Department. The Director's duties shall include, but are not limited to:

- A. Planning, organizing, and directing all functions of the Department to fulfill the purpose of the Department in accordance with applicable federal, State and local

laws, rules, and regulations, as well as ordinances and policies established by the Board of Supervisors.

B. Coordinating activities, including entering into written agreements where necessary, with those of related County officers and Departments to achieve maximum effectiveness and service to the public.

C. Expanding support for community-based Youth Diversion services for Youth and TAY Young Adults.

D. Supporting Youth Development non-clinical services and opportunities for the Youth and TAY Young Adults in Los Angeles County, including but not limited to, the following types of services:

1. Youth Centers
2. School- and community-based mentorship and Care Coordination
3. Other services, opportunities, and supports that increase Youth

Development

E. Leading further development of the Youth Justice Reimagined model and advancing related efforts to expand Youth Development and care-first approaches to young people involved in the Justice Systems, ~~as allowed by law~~ to the fullest extent permitted by law.

F. Supporting research and analysis focused on program evaluation and assessing opportunities to equitably advance Youth Development and reduce Youth Justice System contact. Analyzing the County-wide system of care for Youth and TAY Young Adults involved in the Criminal and Youth Justice Systems, Youth Development,

and Youth Diversion, including the equity and quality of criminal justice, and developing recommendations for improvements, services, and programs to the Board of Supervisors. This shall include informing and recommending policy and legislative priorities and changes to the Board of Supervisors on the County-wide system of care for Youth and TAY Young Adults.

2.120.0650 Department Functions.

A. To the fullest extent permitted by law ~~Where legally permissible~~, the Department shall assume the functions, including any existing funding streams, from the following County departments:

1. DHS-ODR's YDD.
2. Any other County functions by further directive of the Board of Supervisors, consistent with the Welfare and Institutions Code and/or federal, State, and local laws, rules, and ordinances.

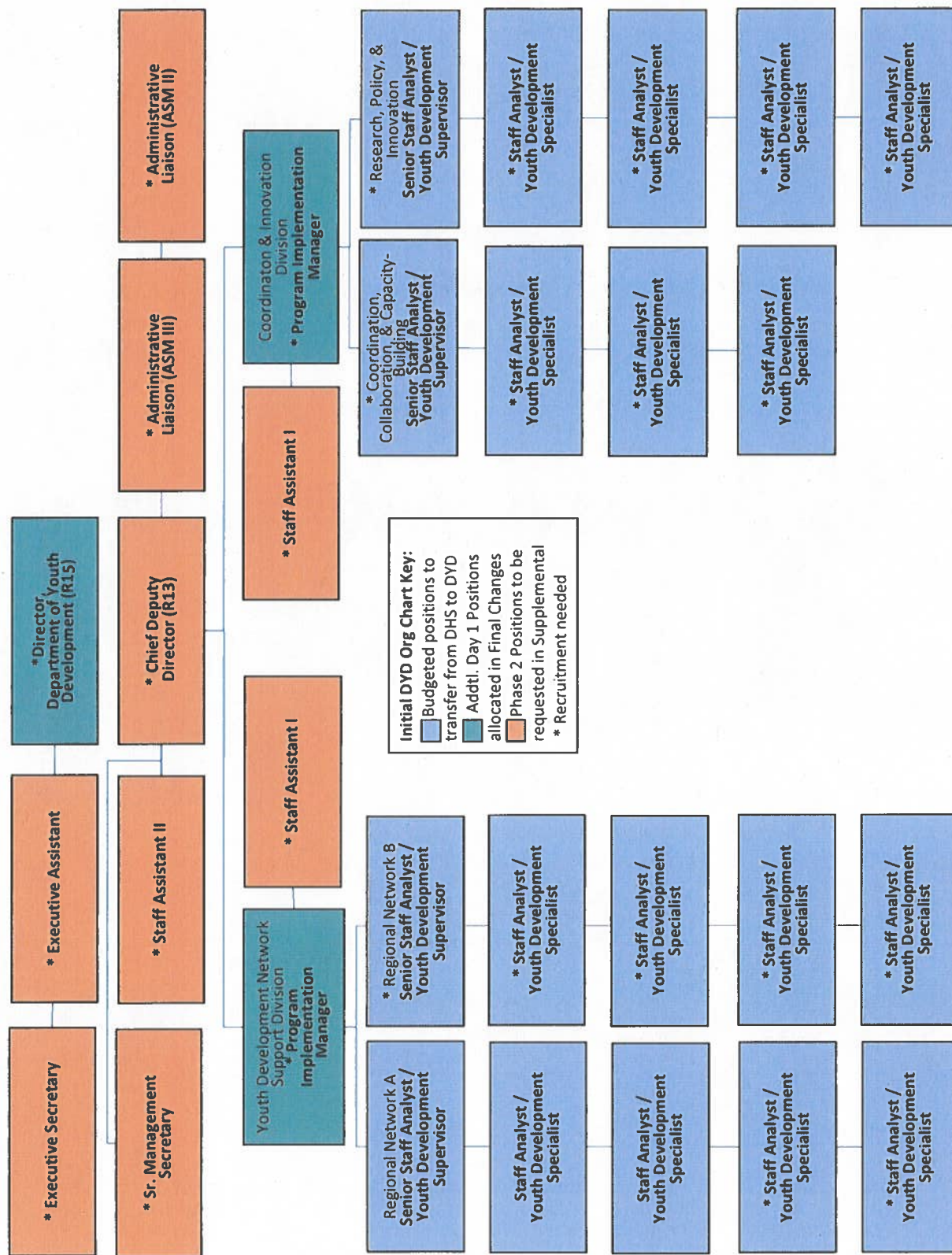
~~B. The Department may not lead functions of which the Los Angeles County Probation Department is the sole entity identified under the Welfare and Institutions Code and/or other federal, State and local laws and ordinances as the responsible County agency.~~

2.120.0670 Agreements with Other County Departments.

~~Where the Director determines the need to utilize the capabilities of other County departments to accomplish the purposes of the Department, t~~The Department shall coordinate its activities and delivery of services with these necessary County departments to prevent redundancy, confusion, and achieve maximum effectiveness in

service to the public and shall accomplish this through executing one or more agreements, approved by the Board of Supervisors. If any dispute arises relating to the interdepartmental agreements, those shall be resolved by the Chief Executive Office.

[276600TNCC]





VINCENT HOLMES
Interim Director
Department of Youth Development

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

Hall of Records
320 West Temple Street, Suite 7001
Los Angeles, California 90012
<http://dyd.lacounty.gov>



Board of Supervisors
HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

August 15, 2022

To: Supervisor Holly J. Mitchell, Chair
Supervisor Hilda L. Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Vincent Holmes
Interim Director *Vincent Holmes*

YOUTH JUSTICE REIMAGINED: PROGRESS ON THE LAUNCH OF THE DEPARTMENT OF YOUTH DEVELOPMENT (ITEM NO. 19, AGENDA OF NOVEMBER 24, 2020)

On November 24, 2020, the Board of Supervisors (Board) unanimously adopted the core values of Youth Justice Reimagined (YJR) and committed to transitioning the County's youth justice system to the care-first model outlined in the October 2020 YJR Report. In doing so, the Board adopted a key recommendation in the YJR Report: the creation of a Department of Youth Development (DYD), which would serve as the vehicle for implementation of the care-first initiatives and recommendations supporting YJR.

The Chief Executive Office (CEO), in partnership with the Youth Justice Advisory Group (YJAG), and with the assistance of the County of Los Angeles (County) Auditor-Controller, County Counsel, Department of Health Services (DHS), Department of Human Resources, and the Internal Services Department successfully launched DYD on July 1, 2022.

The DYD mission is to support the development of young people in Los Angeles County by coordinating and building capacity for a wide range of youth development services, opportunities, supports, and other care-first efforts with a goal of equitably reducing youth justice system involvement.

This report provides the Board with an update on the establishment of DYD and an overview of priority efforts and next steps.

Staff, Contracts, and Funding Transition

DYD is comprised largely of staff (both permanent County staff and contract staff) who transitioned from the DHS Office of Diversion and Reentry's Division of Youth Diversion and Development (YDD). All YDD staff have transitioned into DYD and have been equipped with the necessary tools and technical supports to carry out their responsibilities.

New classifications were developed to ensure staffing opportunities are aligned with the vision, mission, and responsibilities of DYD and provide a clear path for career growth. Additionally, language was integrated into the classifications that created explicit opportunities for individuals with lived experiences to competitively compete and obtain positions within DYD. The DYD is currently comprised of twenty-two (22) County positions, of which eighteen (18) are vacant. We anticipate that the DYD may grow to approximately 60 positions in the next year or two and continue to increase in subsequent years. On August 3, 2022, DYD launched competitive recruitments to fill its vacant positions.

Similarly, all YDD contractual obligations were successfully transitioned to DYD and remain in full effect with no disruption of service to participants. DYD and DHS have instituted agreements to ensure miscellaneous contract amendments can be executed and to ensure that access to YDD's data system remains in place. DYD is also incorporating recommendations developed through the CEO's Equity in County Contracting (ECC) Committee to ensure a more equitable and streamlined contracting processes. Informed by ECC's guidance, DYD will soon be requesting delegated authority that reflects promising practices for equitable contracting to expand various programmatic efforts as they are developed and readied.

As part of the Final Changes Budgeting Cycle, DYD's initial budget was established and is reflected below:

<i>DYD Fiscal Year 2022-2023 Budget</i>	\$25,161,000.00
<i>Youth Justice Reimagined Reserve Fund</i>	\$27,400,000.00
	<hr/>
	\$52,561,000.00

DYD will request additional funding to support core responsibilities during the Supplemental budget phase.

Administrative Infrastructure

To ensure DYD's ability to move forward with time-sensitive solicitations, recruitments, and other administrative needs, DYD's administrative, information technology, and human resources needs are being served by the Auditor-Controller's Shared Services Division, Internal Services Department, and the Department of Human Resources respectively, until the Justice, Care and Opportunities Department's administrative unit launches in the Fall 2022.

DYD Programmatic Efforts

Youth Diversion Programming

DYD is focused on completing the full countywide rollout of youth diversion programming by early 2023. Countywide youth diversion infrastructure and the equitable reduction in the number of young people who become involved in the justice system is essential and foundational to the vision of YJR.

Currently, DYD has diversion partnerships with 11 law enforcement agencies as well as the County's District Attorney's Office:

Culver City Police Department	El Monte Police Department	Hermosa Beach Police Department
Huntington Park Police Department	Long Beach Police Department	Los Angeles Police Department – 11/21 Divisions
Manhattan Beach Police Department	Pasadena Police Department	Pomona Police Department
Redondo Beach Police Department	Los Angeles County Sheriff's Department – 23/23 Stations	

These partnerships represent the geographic area where approximately sixty percent (60%) of all youth arrests occur, and once all the Los Angeles Police Department divisions are brought on board, that percentage will increase to approximately seventy percent (70%). Eleven community partners provide diversion services to the law enforcement agencies noted above.

The referral of youth to diversion services was challenged by the pandemic but there has been a steady increase in referrals this year. The 1st quarter of 2022 resulted in 254 youth being referred to diversion, including felony referrals directly from the District Attorney's Office. Additionally, 363 referrals were made of cases previously handled by the County's Probation Department (Probation) Citation Diversion Program which ended earlier this year. We anticipate these numbers climbing as the remaining 39 law enforcement agencies onboard and as DYD works with agencies to equitably increase their referral rates. Demographic information and program completion results can be viewed here: <https://dyd.lacounty.gov/dyd-data/>.

As of August 10, 2022, DYD and the District Attorney's Office have executed a joint Memorandum of Understanding (MOU) to outline the purpose, roles and responsibilities, confidentiality agreements, and terms of our partnership to collaboratively and equitably increase the number of youths participating in the DYD diversion programs.

Planning has also begun to extend youth diversion and development services to the schools. Once implemented, youth diversion programming will target the two major entry points for justice system contact: community-based and school-based law enforcement engagement.

Youth Development Infrastructure

Building on the diversion infrastructure and recognizing the need for more youth programming in communities throughout the County, DYD, in partnership with the YJAG, is exploring how best to layer on youth development efforts that support the healthy growth of young people. Our exploration will include identifying demonstration regions where new and existing programming can be developed, coordinated, and supported. The YJR's recommendations around 24-hour youth centers and Youth Empowerment and Support Teams are being assessed to determine how best to integrate into a regional youth development infrastructure.

Next month, DYD will report on exploratory efforts with schools to develop community-based supports that can be implemented on school campuses in response to a motion adopted by the Board on June 28, 2022. School-based diversion and school-based youth development efforts are key elements of the diversion infrastructure envisioned by DYD. For instance, YDD and, now DYD, supports the BLOOM Program which is focused on mentorship and improving the social emotional learning of Black and Brown boys in school settings. We envision including similar programming, for both girls and boys, to be part of our youth development infrastructure.

Youth Reentry Infrastructure

On August 5, 2022, DYD reported on its progress to partner with Probation to incorporate Credible Messengers (CM) in the programming to be deployed at Campus Kilpatrick for secure track youth. DYD continues its effort to implement the CM Program and anticipates the program being implemented in early 2023.

Later this month, DYD will provide the Board with a report on efforts to eliminate the incarceration of girls. In response to a motion adopted by the Board on November 30, 2021, and as a follow up to a report submitted by DHS on March 24, 2022, DYD will report on progress to develop actionable reforms and recommendations to eliminate the use of incarceration for girls and gender expansive youth.

DYD is also exploring how best to support all young people as they transition back into the community after spending time in carceral settings. YDD, and now DYD, supports the LEAD On Program which provides training and employment for youth transitioning from the California Department of Corrections and Rehabilitation's Division of Juvenile Justice (DJJ) placing them in organizations where they serve as system navigators for other system-involved youth. DYD will continue exploring how best to increase similar programs to support youth in reentry and employment.

DYD Oversight and Governance

The Board previously created both the YDD Steering Committee and the YJAG to support the rollout of diversion efforts and to realize the vision of YJR. Both advisory bodies will continue to meet while the DYD develops recommendations regarding how best to integrate these bodies into the new DYD structure.

As part of the March 1, 2022, motion directing the establishment of the Justice, Care and Opportunities Department, the CEO was directed to hire a consultant to assess and make recommendations regarding which justice advisory bodies should exist and how they should be integrated. The motion specifically called out the YJAG, Juvenile Justice Coordinating Council, and the Youth Advisory Commission. The DYD will work with the CEO to ensure youth-focused advisory bodies are fully and appropriately assessed with an understanding of best and promising practices for youth-centered engagement and collaboration and are included with the recommendations to the Board.

Legislative Strategy

Realizing the vision of YJR will require innovative thinking and legislation. DYD continues to meet with the CEO's Legislative, Affairs & Intergovernmental Relations unit, County Counsel, and YJAG representatives to develop and assess a possible legislative strategy to support YJR and the Board's vision of DYD. We anticipate providing the Board with a slate of possible legislative strategies for consideration shortly.

Next Steps

DYD will continue working with the CEO, other County partners, the YJAG, and other community partners to realize the vision of YJR. Along with the efforts the Board directs towards DYD, we have identified the following as high-level priorities for the remainder of the calendar year:

- Continue building and expanding DYD's organizational infrastructure and staff capacity
- Complete the countywide implementation of youth diversion across the County
- Develop in partnership with stakeholders a regional youth development approach and potential demonstration areas
- Assess and advance opportunities for demonstration projects and legislative strategy that foster shared learning about effective and equitable practices in youth development and youth justice transformation

If you have any questions, you may contact me at (213) 584-4318 or vholmes@dyd.lacounty.gov.

VH:TS:lac

c: Executive Office, Board of Supervisors
 Chief Executive Office
 County Counsel
 Probation



**Chief
Executive
Office.**

COUNTY OF LOS ANGELES

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, CA 90012
(213) 974-1101 ceo.lacounty.gov

CHIEF EXECUTIVE OFFICER

Fesia A. Davenport

April 26, 2023

To: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

for FAD

**YOUTH JUSTICE REIMAGINED: A NEW MODEL FOR YOUTH JUSTICE IN
LOS ANGELES COUNTY (ITEM NO. 19, AGENDA OF NOVEMBER 24, 2020);
FULFILLING LOS ANGELES COUNTY'S COMMITMENT TO A NEW YOUTH
JUSTICE MODEL (ITEM NO. 33, AGENDA OF JULY 13, 2021); AND CARE
FIRST, JAILS LAST: HOLDING THE PROBATION DEPARTMENT
ACCOUNTABLE AND ADVANCING YOUTH JUSTICE REIMAGINED
(ITEM NO. 6, AGENDA OF MARCH 21, 2023)**

This memorandum provides a comprehensive staffing analysis of the Probation Department's (Probation) juvenile halls, camps, and field operations. The attached analysis, supports the Board of Supervisors (Board) adoption of the core values of Youth Justice Reimagined on [November 24, 2020](#), and the commitment to transition the County of Los Angeles (County) youth justice system to a care-first model by 2025, pending resolution of necessary legal, budgetary, and legislative issues, and is responsive to motions the Board adopted on [July 13, 2021](#) and [March 21, 2023](#).¹

During the time my office was conducting this staffing analysis, the California Board of State and Community Corrections (BSCC), which has regulatory jurisdiction over Probation's juvenile facilities, conducted an inspection that found Probation's

¹ The Board's March 21, 2023, motion titled "Care First, Jails Last: Holding the Probation Department Accountable and Advancing Youth Justice Reimagined" directed the Chief Executive Office (CEO) and other departments to respond to a range of directives related to Probation Department operations and the transition to Youth Justice Reimagining. This memorandum responds to directive 3.a. of the motion, requiring CEO to complete our Probation juvenile services staffing analysis. We will address other motion directives under separate cover.



facilities were unsuitable to house pre-disposition youth. At a hearing conducted by the BSCC on April 12, 2023, the BSCC Board inquired about this staffing analysis and wanted to know how it can help Probation address staffing issues. My office explained that this work has been underway for some time and is separate but related to the BSCC request. The work is separate in that the analysis was primarily undertaken as a budgetary analysis, wholly unrelated to suitability findings of Probation's juvenile halls. The work is related in the sense that the staffing ratios determined herein can and should be used by Probation to make operational decisions about where to assign staff, how many staff to assign to provide our youth the care they deserve, and to address BSCC concerns. These staff assignments will accompany a "whole-of-County" approach to help Probation resolve BSCC non-compliance issues.

The following overarching themes, assumptions, and caveats help orient your Board to the findings of the staffing analysis:

- The staffing analysis is intended to budgetarily "right size" Probation's juvenile operations to support the transition to Youth Justice Reimagined. The goal of the analysis is to determine whether there is "excess" funding and staff to reallocate to other non-carceral County programs.
- The staffing analysis concludes that Probation has more budgeted items than it needs to safely run the halls, camps, and field operations.
- This conclusion must be viewed in light of the realities facing Probation's operations. Probation's vacancies and other issues like staff callouts and personnel on light duty (i.e., unable to supervise youth) have often resulted in a lack of actual personnel available to adequately staff its juvenile halls. Therefore, even though Probation has more budgeted items than it needs, Probation does not have more actual staff than it needs (a point we illustrate in more detail below). Probation must continue to hire personnel to staff its operations, using the staffing analysis developed herein and while remaining within budget.
- The conclusions of the staffing analysis are point-in-time only. This means that as Probation's operational needs evolve, so will their staffing needs. Probation should use the staffing ratios underlying the staffing analysis to calculate adequate staffing for its changing operational landscape.

Probation is under a Board-mandated hiring freeze which allows Probation to hire. Under the freeze, Probation is allowed to hire after submitting a request to my office. (See section "Probation Can Hire Under the Hiring Freeze" of this memo which discusses the 150 staff Probation has been allowed to hire).

The Staffing Analysis Is Intended to "Right Size" Probation's Juvenile Operations to Support a Transition to Youth Justice Reimagined While Ensuring Sufficient Staffing Levels To Support Youth that Remain in Probation's Care

The staffing analysis is intended to help the Board "right size" Probation's juvenile operations to support a transition to Youth Justice Reimagined. A care-first youth justice model requires, among other things, that the County reduce the number of youths in carceral settings and transition resources freed up by a lower youth census in juvenile halls and camps to preventative and restorative services and programming administered by the County's new Department of Youth Development (DYD).

On [June 28, 2021](#), my office reported that we would conduct a comprehensive analysis of Probation staffing levels (filled and unfilled positions) to confirm the number of staff assigned to halls, camps, and field operations; determine the number of staff needed to appropriately supervise the declining youth population; and identify the steps needed to right-size staffing levels. This analysis would help determine whether excess funding or staffing resources could be transferred to DYD to support care-first programming.

On [July 13, 2021](#), the Board adopted a motion reaffirming its commitment to Youth Justice Reimagined, and directed the CEO, Chief Probation Officer, and other stakeholders to evaluate Probation's staffing, functions, duties, activities, programs, and funding sources to better understand what must remain within Probation based on State law and other factors and what may transfer to DYD.

In our report filed on [October 5, 2021](#), we updated the Board on our Juvenile Services staffing analysis. We explained that Probation had undergone a similar "right-sizing" in 2016 driven by the decline of youth in Probation's custody. The 2016 assessment resulted in a staffing formula and a tool to assess and adjust staffing levels as populations fluctuate. This work culminated in a May 22, 2017 Board report entitled *Probation Juvenile Camps and Staffing*, which helped guide various Probation camp consolidations and led to a similar collaborative effort to study Probation's halls and the ultimate closure of Los Padrinos Juvenile Hall.

We also explained that the staffing formula and tools developed in 2017 needed to be updated to reflect operational and legislative changes; including, but not limited to, the transfer of Secure Youth Treatment Facility youth from the State Division of Juvenile Justice (DJJ) to the County. In addition, the study was expanded to include Probation's Juvenile Field, Placement, and Special bureaus, which provide wraparound and supportive services, to support the Board's continued efforts to implement Youth Justice Reimagined. After updating the formula and assessing needs, we would then make recommendations to the Board regarding staffing ratios

and the ultimate “right-sizing” of the Probation’s juvenile halls, camps, and field operations.

Although Probation Has More Budgeted Positions than It Needs to Safely Operate Its Halls, Camps, and Field Operations, Probation Must Fill Its Vacancies to Ensure Safe and Supportive Operations

With the above purposes in mind, the analysis:

- (1) Calculates appropriate staffing ratios based on applicable laws and regulations (including estimates for special staffing ratios like one-to-one staffing for high-needs youth) and assumptions about the number of youths in halls and camps, and applies a “relief factor” developed in 2016 and updated in 2023 to account for vacations, callouts, and employee leaves, to determine the optimal number of staff Probation needs to operate the juvenile halls and camps.
- (2) Identifies the number of halls and camps needed to care for the youth in Probation’s care based both on Probation’s existing operations and makes some assumptions about which facility consolidations could be implemented to maximize existing staffing levels. For example, the analysis recommends consolidating the adjoining Camps Paige and Afflerbaugh, which would allow Probation to maximize staff resources by reducing its facility footprint. Other assumptions are clearly stated in the attached staffing analysis.²
- (3) Determines the number of budgeted items currently available to staff the juvenile halls and camps.
- (4) Identifies excess budgeted positions – i.e., any budgeted position that is over-and-above the number of staff identified in the staffing analysis.

Based on these assumptions and the resulting analysis, we conclude that Probation has more budgeted positions than it needs to operate its halls, camps, and field operations. However, Probation also has a high volume of vacant positions that, in many cases, exceed the number of excess budgeted positions – this means that Probation has a current net deficit of personnel available to staff its facilities and operations, as displayed in the table below.

² The staffing analysis also assumes that Campus Kilpatrick is not in use pending the resolution of the lack of staff sleeping quarters necessary to accommodate a 56-hour schedule as specified in Probation’s Memorandum of Understanding with labor. This assumption is not intended as a recommendation. At the time we conducted the staffing analysis of Probation’s camps, only a small number of youth were at Campus Kilpatrick. Probation has since transferred about 15 to 20 DJJ Youth to Campus Kilpatrick. These youth remain there with approximately 39 staff to support current operations. Probation can use the staffing ratios from this staffing analysis to calculate its staffing numbers to account for Campus Kilpatrick’s current operations.

Juvenile Institutions & Field Reviews (Item Summary)

Operation	Budget vs Need & Vacancies				
	Budgeted	Required	Excess vs (Need)	Vacant	Items Needed Filled
1 Juvenile Halls	1,249	1,194	55	388	333
2 Juvenile Camps*	551	359	192	124	0
3 Juvenile Field Option 1** (Higher Caseload Ratios for 4 case types)	759	715	44	99	55
4 Juvenile Field Option 2** (Lower Caseload Ratios for 4 case types)	759	754	5	99	94

*Assumes Probation closes two of five existing camps, including one of either Camp Paige or Camp Afflerbaugh, which are adjoining.

**Field Operations include two staffing options (Higher & Lower Caseload Ratios)
Changes to facilities assumption noted above will impact the staffing numbers.

The analysis shows that Probation has 1,249 budgeted staff in the juvenile halls, while our analysis reflects that the more appropriate number is 1,194. This results in Probation having 55 more budgeted positions than needed even though they have 388 vacancies. This apparent disconnect is explained by remembering that although the Department may have funding for a certain number of positions, that does not mean that all the positions are filled – which is the case here. Therefore, the actual number of vacancies that Probation needs to fill is 333 vacant positions (388 budgeted vacant positions – 55 excess budgeted positions).

As demonstrated above, after “right-sizing” Probation’s budgeted staff pursuant to the staffing analysis, Probation can potentially redirect up to 68 (192 excess budgeted positions less 124 budgeted vacant positions) staff from the juvenile camps to other operations. The difference in Juvenile Field caseload ratios (Higher vs Lower) is a request associated with various factors including, among other things, enhanced County services requirements and the expansive geographic footprint of the County. In addition to redirecting staff from the camps, Probation must continue to increase the number of staff available to appropriately staff its operations.

The Point-in-Time Staffing Analysis Can Be Adapted to Probation's Dynamic Staffing Needs

The staffing analysis is a point-in-time analysis and is built upon certain operational assumptions. Probation's operations are dynamic causing its staffing needs to fluctuate over time. Fluctuations can be driven by changes in the youth census, increases or decreases in the number of youth requiring special staffing ratios (e.g., one-to-one), closing or opening facilities, changes in applicable laws and regulations impacting staffing ratios or changes in the services provided or functions provided by Probation.

Given the foregoing, the staffing analysis is a point-in-time analysis, it serves as a "directionally correct" assessment of staffing needs. The analysis will need to be refreshed as operational changes are made (see examples above) either because the operational changes differ from the assumptions the analysis is built upon, or were not considered when the analysis was completed.

For example, the State continues to transfer DJJ Youth from State facilities to the County. The growth of the DJJ Youth population will require the increased use of the Deputy Probation Officer (DPO) series and the decreased use of the DSO series, as the DPO series is used to supervise post-adjudicated youth.

Should your Board determine to move transferrable services associated with non-statutorily obligated Probation functions, such as diversion and prevention efforts to DYD, we will work with Probation to ensure that such actions do not reduce Probation's budgeted items below what is required for safe operations. Also, your Board directed the CEO to analyze and report on the feasibility of transferring pretrial services from the Probation Department to the Justice, Care and Opportunities Department (JCOD). Once JCOD's organizational design of its related to a pre-trial services delivery model is finalized, we can work with Probation to determine the impacts on their staffing, including the possibility of transferring existing staff to perform other functions within the department. Again, we will use this staffing analysis to ensure that Probation's operations remain adequately budgeted and staffed.

The Staffing Analysis Supports Compliance with BSCC Regulations and Pending Suitability Determination

Although the staffing analysis was initially solely intended as a budgetary exercise to "right size" Probation's staffing of its juvenile operations, the analysis also supports Probation's efforts to come into compliance with BSCC regulations.

On January 13, 2023, the BSCC issued an Initial Inspection Report from an inspection of Probation's juvenile halls conducted between November 8, 2022 and

December 16, 2022. The inspection report cited various areas of noncompliance with applicable BSCC regulations, many of which pertained to a lack of sufficient staffing. Probation submitted a [corrective action plan](#) (CAP) on March 14, 2023, and [supplemented](#) its CAP on April 3, 2023, providing additional details about efforts to resolve all areas of noncompliance such as strategies to increase staffing levels at the halls. Probation also explained that this office was conducting this staffing analysis in part to "determine if the Department is operating more camps than needed given the current youth population statistics, and the appropriate per-officer caseload ratio for field offices and programs." Probation further explained that "if the CEO determines that the Department can consolidate camps and/or reduce the officer per caseload ratio, and may do so safely, any identified excess staff will be reassigned to the halls."

At the BSCC hearing on April 13, 2023, the BSCC Board granted Probation an additional 30 days to demonstrate material and actionable steps to implement the supplemental CAP, including any recommendations from the CEO's staffing analysis.

Probation will use the findings of the staffing analysis and underlying staffing ratios to increase staff levels in the juvenile halls in support of the supplemental CAP, in addition to efforts to increase staffing levels and come into compliance for all other violations noted by the BSCC.

Probation Can Hire Under the Hiring Freeze

The staffing analysis, which focuses on the right number of staff needed to operate Probation's juvenile facilities safely, is independent of Probation's efforts to fill existing budgeted vacancies at its juvenile halls. Probation must continue to hire to ensure enough staff are physically reporting to work.

Probation's Juvenile Institutions Services operations are currently under a Board-ordered hiring freeze. However, this does not mean that Probation is unable to hire necessary staff. To the contrary, Probation is hiring the staff needed to provide appropriate direct supervision of youth in its care.

My office and Probation are following a practice wherein Probation requests hiring authority from my office and CEO staff evaluates the request to ensure the proposed hiring is necessary to support Probation's operations. To date, my office has approved a request by Probation to hire its first cohort of staff – 150 new DSO's and/or Group Supervisor, Nights to fill vacant positions that provide direct supervision of youth in the halls. Probation is recruiting applicants and offering academies, with the scheduled plan to bring all 150 staff onboard by June 2023. We will work with Probation to authorize additional hires as needed to ensure appropriate staffing levels in the halls and camps.

Each Supervisor
April 26, 2023
Page 8

These hires do not impede a transition to Youth Justice Reimagined. As explained above, Probation needs to fill existing vacancies to meet the optimized staffing ratios in the attached analysis.

Should you have any questions, please contact me or René C. Phillips at (213) 974-1478 or rphillips@ceo.lacounty.gov, or Dean Aardema at (213) 893-2471 or daardema@ceo.lacounty.gov.

FAD:JMN:MM:RCP
DA:AHW:MX:cc

Attachment

c: Executive Office, Board of Supervisors
 County Counsel
 Human Resources
 Probation

Juvenile Staffing Analysis

BACKGROUND

2017 Staffing Analysis

In Fiscal Year (FY) 2016-17, the Chief Executive Office (CEO), working with the Probation Department (Probation), studied Probation's juvenile camp (camps) staffing, operations and populations. This study culminated in a May 22, 2017 Board report entitled *Probation Juvenile Camps and Staffing*. This report helped guide various camp consolidations to adjust to the decreasing number of detained youth population, the LA/Small Group Model (LA Model), lower staffing ratios, and the reintroduction of Campus Kilpatrick (CVK) into Probation's inventory of facilities. The report also led to a similar collaborative effort to study Probation's juvenile halls (halls). No formal report detailing those findings was issued, but the results of the study were used to plan for and subsequently close Los Padrinos Juvenile Hall (LPJH).

Changes Since 2017

Youth populations have decreased since the previous study, and fewer camps may be needed. Probation recognizes that the youth remaining in their care generally have higher level mental health and care needs. Probation aligns populations within specific facilities to provide the appropriate setting to address individualized youth care needs. For example, Probation has modified Dorothy Kirby Center's (DKC) population to adapt to emerging needs such as incoming female State Division of Juvenile Justice (DJJ) youth. Also, CVK's previous post-adjudicated population was relocated to other camps, and a pilot project was initiated for DJJ youth at CVK.

Coordination between Probation, the juvenile courts, and law enforcement, with the increased emphasis on community-based alternatives, has reduced population counts since the 2017 report. However, populations at the halls have grown by 7.5 percent and at the camps by 50 percent since July 2022. The hall growth is likely connected to the transfer of the DJJ youth population to the County of Los Angeles (County), but this transfer does not appear to be a significant reason for the growth seen at the camps. Reasons for the camps' population growth have not been identified by Probation.

Updated Staffing Analysis: Caveats and Disclaimers

In January 2022, the CEO and Probation initiated a second effort to study halls and camps staffing, operations, and populations. The scope of this review was expanded to include Probation's Juvenile Field Services, Placement Services and Special Services bureaus. The expanded study supports the Board of Supervisor's (Board) continued efforts to implement Youth Justice Reimagined while supporting Probation's ability to serve the youth in its care.

This staffing analysis serves as a guide for allocation of staffing resources based on the service needs of specified populations and the relative uniqueness of each youth detention facility. The analysis is subject to change as further clarity is obtained regarding dynamic conditions such as the number of operational camps, occupancy levels, staffing ratios, and treatment models. Conclusions about appropriate staff levels will depend on the number of housing units that are deemed necessary to ensure youth safety. Any changes or decisions made to these assumptions will alter the calculation and the conclusions presented. The CEO will provide the analysis and underlying staff ratio calculations to Probation so that the department can update staffing needs accordingly in response to regular and ongoing operational changes.

HALLS AND CAMPS: POPULATIONS SERVED, CAPACITY, AND INVENTORY

Probation operates two halls, four camps, and the DKC. The DKC is referred to in this report as a camp, although the facility is a level 14 placement. Juveniles are assigned to DKC by judicial order and have serious mental health needs. DKC and CVK are the only camps suitable for implementing all aspects of the LA Model, as these facilities include smaller housing units which are a key aspect of the family-like setting vital to the LA Model's service outcomes. The LA Model focuses on the idea of small groups, positive reinforcement, and the teaching and building of life skills in a therapeutic environment.

The Board of State and Community Corrections (BSCC) provides youth bed capacity ratings for each facility, but these ratings do not accurately reflect the County's move toward the LA Model, nor the operational practices Probation utilizes to ensure youth well-being. For example, Probation limits one juvenile per room at the halls instead of the prior practice of double-bunking youth. In addition, due to the reduction in the detained youth population, Probation no longer needs to utilize larger spaces as sleeping quarters for multiple youth.

The camp capacity numbers used in this report are largely consistent with the figures used in the 2017 report, except for DKC and CVK. These are summarized below:

- Camps Afflerbaugh, Paige, and Rockey each continue to have dorm-style sleeping quarters with capacity for 55 youth at each camp.
- DKC's capacity was reduced from 90 to 76, largely due to a State requirement of adding a second Hope Center, which resulted in the elimination of a housing unit.
- CVK's capacity was reduced from 120 to 80 to better accommodate youth and reduce overcrowding.

The revised capacity numbers for the halls are as follows:

- Central Juvenile Hall (CJH) has a sleeping capacity of 326 beds across 23 housing units, with an additional 47 beds reserved for Hope Centers, medical, and intake.
- Barry J. Nidorf Juvenile Hall (BJNJH) has a sleeping capacity of 461 beds across 24 housing units, with an additional 90 beds reserved for Hope Centers, medical and intake.

Each housing unit is designated by Probation for specific attributes of youth based on relative needs and risks, as well as gender/gender identity, age, size, propensity to

engage in criminal or otherwise disruptive behavior, and other factors. There are also separation needs based upon gang rivalries, or as the result of court orders to separate individuals who participated in the same criminal incidents, events, or schemes. A housing unit may be operated at less than its rated capacity because of the separation of youth, or because some youth may be temporarily housed in a Hope Center or Medical Module while mental or physical health challenges are addressed. As such, a simple one-to-one correlation between maximum bed capacity in a housing unit and the number of youth requiring housing fails to accurately identify the appropriate number of housing units needed.

Probation's inventory of facilities includes several closed camps and LPJH. These facilities require physical assessments to identify needed refurbishments prior to consideration for re-opening, and may require pre-inspection and approval by the BSCC. All closed camps feature dorm-style housing units that are not conducive to full implementation of the LA Model.

STAFFING: YOUTH SERVED; LOCATION ASSIGNED; ASSUMPTIONS

Hall and camp operations fall under two Bureaus. The Detention Services Bureau (DSB) is responsible for the halls, which previously housed only pre-adjudicated youth. The Residential Treatment Services Bureau (RTSB) is responsible for the camps, which houses post-adjudicated youth who were ordered by the Court to a camp program. The distinction between the two Bureaus has been modified due to the assignment to the halls of post-adjudicated youth who previously resided with the DJJ.

The State is in the process of closing its DJJ operations and transferring the youth in DJJ facilities back to their respective counties. The County's DJJ population is now at BJNJH except for a small group who are at CVK. This transition represents a significant change to the findings of the 2017 staffing study, as DSB is now providing direct supervision to a post-adjudicated population who formerly would have been detained by DJJ.

Based on the relative age and post-adjudication status of DJJ youth, the staff classification items utilized to serve these youth have been changed from the Detention Services Officer (DSO) series to the Deputy Probation Officer (DPO) series. DPO was selected in-part because it was the classification previously used at Camp Onizuka. When it was in operation, Camp Onizuka was the facility where youth with significant behavioral problems outside of DKC were assigned.

Halls are generally staffed with a Senior Director, Directors, Assistant Directors, Supervising Detention Services Officers (SDSO), Senior DSO and DSO, Group Supervisor Nights (GSN), and clerical support. The CEO's revised study includes the DPO series in the staffing analysis and allocations due to the phase-out of oleoresin capsicum (OC) spray in addition to the incoming transfers of DJJ youth. Any staffing matrix for BJNJH will be for a point in time. The DPO series allocations will grow as the DJJ youth population expands. Conversely, the DSO series allocations are expected to fall. Programming for DJJ youth at BJNJH is the responsibility of RTSB.

Youth supervision at camps is provided by the DPO series; however, GSNs supervise youth during sleeping hours. LA Model camps require lower staffing ratios than their dorm-style counterparts due to the LA Model's small group/cottage configuration and more intensive treatment/programmatic regimen.

Each hall and camp staffing analysis assumes the facility is operating at capacity. Halls and camps have some discretion to open or close housing units/sleeping areas as youth population counts change and/or as separation needs arise.

Staffing Ratios: Requirements and Fundamental Components

The staffing ratios identified in the May 2017 report used the Prison Rape Elimination Act (PREA) ratios of one staff for every eight youth (1:8) during waking hours, and one staff for every sixteen youth (1:16) during sleeping hours. These ratios represent the minimum direct supervision requirement. A lower ratio means that more staff are needed to supervise the same number of youth as compared to a higher ratio.

For purposes of this study, staffing ratios were adjusted only when a facility's configuration required something different. For example, DKC's cottages are based on a 10-bed configuration, so the waking hours direct supervision ratio was reduced to 1:5 (10-beds supervised by two staff). CVK's revised cottage configuration is based on an eight-bed configuration. This results in a waking hours direct supervision ratio of 1:4 (eight beds supervised by two staff). While CVK's eight-bed configuration meets the PREA 1:8 ratio, the ratio was lowered to reflect the Probation policy that no staff should be alone with youth. Similar ratio adjustments are made for the halls based on each housing unit's configuration. Supervision ratios are consistent with the applicable labor bargaining units' Memorandums of Understanding (MOU).

Relief Factor: The Basic Calculation

Youth sentenced to a hall or camp are there 24 hours a day, 7 days a week. Probation's youth supervision staff may be assigned to what are referred to as mandated posts. A mandated post specifies that someone meeting the qualifications of the assignment must work the post regardless of the day or time.

To help identify the number of personnel needed to staff a mandatory shift (AM, PM, or Nights) five or seven days a week, organizations forecast and estimate the number of additional staff that will likely be needed to fill behind existing staff when the existing staff take time off from work (e.g., vacation, illness) or are otherwise unavailable to work (e.g., training). The number of additional staff is included into the staffing formula and referred to as a "relief factor." The number of personnel needed for a particular post is calculated by first applying the applicable staffing ratio to the number of youth, and then further multiplying the resulting figure by the relief factor to determine the total number of items/employees needed to cover the post for a full year. Relief factors are not unique to public safety duties and are particularly applicable to 24/7 operations such as nursing, elder care facilities, and similar operations.

The relief factors used in this study are the same as those used in the May 2017 report. Relief factors across public safety departments reflect the unique staffing requirements for the population served. Probation currently has staffing challenges due to the number of personnel on various forms of leave (e.g., workers' compensation, Family and Medical Leave Act, illness, etc.). The County's Department of Human Resources (DHR) is working with Probation to assist with these challenges.

The relief factors used in this report are based on actual time off taken during FY 2015-16 and include 40 hours of annual training. The relief factors are:

- Detention Services Officers and Deputy Probation Officers
 - Mandatory 40-hour (per week) shifts: 1.27
 - Mandatory 56-hour (per week) shifts: 1.77
- Group Supervisor, Nights
 - Mandatory 40-hour (per week) shifts: 1.28
 - Mandatory 56-hour (per week) shifts: 1.80

Better Managing Recruitment, Leave, and Callouts

Staff on leave, personnel call outs, and staff with doctor-prescribed physical restrictions all impact staffing needs in the halls. These impacts manifest themselves in the following ways: a staff member may be completely unable to work; a staff member is available to work but has work restrictions that prevent them from performing some or all of their customarily assigned duties. Recruitment also impacts staffing in the halls. DHR and Probation are collaborating to address these issues. Milestones to date include eliminating a decentralized personnel infrastructure for certain personnel functions in favor of a centralized personnel structure within Probation's Human Resources division to increase efficiency. Since the ramp-up of efforts to hire 150 staff for the juvenile halls from January to June 2023, DHR and Probation have collaborated on refinements to accelerate the background check process. These refinements include refreshing various qualifying standards, conducting more frequent State Peace Officer testing, streamlining scheduling for medical clearance exams, and eliminating the polygraph requirement.

According to DHR, the following accomplishments have been achieved in the last 12 months:

- Hiring 115 new staff who commenced academy training with only nine (7.8 percent) of those hired subsequently leaving County service.
- Resolving 94 or 54 percent of 173 new long-term leave cases.
- Reducing by 27 percent background processing time for new employees from 67 to 49 days.
- Reducing by 77 percent the overall time to hire new employees from 15 months to 3.5 months.
- Implementing an automated callout system to better manage staff who call out for work and to forecast staffing needs more quickly as a result of the call outs.

DHR and Probation continue to look at systems improvements to better manage and expedite these processes.

CURRENT FACILITIES NEEDED, WORKING ASSUMPTIONS AND OPTIONS, OPPORTUNITIES FOR ADDITIONAL ANALYSIS

Based on methods developed in the previous study, applying current population data, and adjusting for hall operations, data supports our recommendation that Probation should operate two halls and three camps (including DKC). Probation is currently operating two halls and five camps.

This staffing analysis assumes Probation continues with its two-hall operation. At the time of the study, Probation's operations had two halls, each specializing in different populations. CJH houses the medically fragile (CJH is located across from the LAC+USC Medical Center) and female populations, whereas BJNH houses DJJ youth and the high-risk juveniles needing accommodations in a high security setting. However, other configurations not analyzed herein may also work. For example, operating LPJH as a single hall for non-DJJ youth is an option. If pursued, Probation could leverage the staffing analysis to generate appropriate staffing ratios for LPJH.

Our camp analysis is based on two main assumptions: 1) the DJJ youth population being housed at BJNH; and 2) CVK not housing youth. CVK includes insufficient staff sleeping quarters to operate much more than two cottages while also accommodating the 56-hour work week required in Probation's MOU with labor. Probation currently houses about 15 to 20 DJJ youth at CVK. Approximately 39 staff support current operations. Although not included in this analysis, we have calculated the projected staffing needs for two-, three-, four- and five-cottage scenarios at CVK and will provide these scenarios to Probation.

JUVENILE FIELD SERVICES OPERATIONS

Bureaus

Probation's Juvenile Field operations include the Field Services, Placement Services and Special Services bureaus that collectively are responsible for overseeing the post-adjudicated juvenile population. Field Services provides investigative reports to the court and supervision services to the youth residing in the community. Probation's Placement Services Bureau supervises youth living in various out-of-home placements settings. Probation's Special Services Bureau provides various specialized supervision services and interventions for youth with a variety of complex needs (e.g., education, gang, mental health, developmental disabilities, etc.), and who reside in the community.

The bureaus operate from a variety of offices throughout the County, and much of the work affiliated with the three bureaus is linked to caseloads.

Non-Mandatory Staffing Posts and Relief Factor

Field Services, Placement Services and Special Services bureaus are organizational units staffed with Senior Directors, Directors, Assistant Directors, Supervising DPO, DPO II, Program Analysts, and clerical personnel. The DPO series works with and supervises the youth. The assignments in these bureaus are not considered mandatory posts. Therefore, a relief factor was not used in calculating the total staff needed during this portion of the staffing analysis. However, allowances were made for personnel who have been on long-term leave for six or more months. In these cases, manual adjustments were made to the staffing matrices.

Calculating High and Low Caseload Ratios

Functions connected to the work done within the three bureaus are typically linked to caseloads. Caseload ratios identified in the labor MOUs governing this work could benefit from an assessment to determine if these ratios continue to represent current supervision requirements and services offered.

Comparable caseload ratios were provided by four neighboring Southern California counties based on their caseload types. Due to the diversity of its justice-involved youth population and the varying service needs, Probation has developed specialized caseload ratios to better address the need for intensive case management associated with substance abuse, trauma, sexual abuse, etc. This makes direct comparison difficult, as Probation has more caseload types than its local counterparts. If a match in caseload types was identified during this study, the lowest reported ratio from the other counties was applied to the staffing analysis. This excludes the team approach Probation has developed for the Intensive Gang Supervision program and the DJJ youth populations.

Probation requested that lower caseload ratios be used for computing the staffing needs associated with four caseload types. The staffing difference between using the higher caseload ratios and lower caseload ratios equates to 39 DPO II items. The staffing analysis at the end of this report will include both scenarios.

Youth Populations

Youth populations served by the three bureaus have generally declined over the last few years. This reduction has provided Probation the capacity to adjust to the increased requirements/additional services not yet reflected in the labor MOU ratios. However, reductions in caseloads or populations served is not the trend in Probation's investigation's unit. The investigation population represents investigative work done as a case progresses through the juvenile court's criminal process. Probation noted that investigation populations under the Field Services Bureau appear to have reversed a longer-term trend of diminishing population numbers and increased by 32 percent during the 2022 calendar year.

COMBINED STAFFING ANALYSIS

Halls and Camps

The halls and camps study suggests that Probation should be operating two halls and three camps (including DKC) for existing populations to maximize efficiency. This equates to a reduction of two camps. As explained above, assumptions built into the model include DJJ youth residing in two housing units at BJNJH, and CVK not housing youth. The analysis is predicated on the ongoing operation of DKC, Camp Rockey, and either Camp Afflerbaugh or Paige. Comparing the staffing needs of this configuration to the items allocated to two halls and five camps in late 2022 results in a surplus of 247 items.¹ Table 1 below provides a detailed count of existing and required items:

Table 1. Halls & Camps Item Analysis
(2 Halls & 3 Camps - 1:8 - DJJ Youth at BJNJH)

Staffing	Budget vs Need & Vacancies					Comments
	Budgeted	Required	Excess vs (Need)	Vacant	Items Needed Filled	
Sr. Director	2	2	0	0	0	Camp calculations based on 2022 need. This does NOT include the DJJ youth population at CVK. Hall models are based on Full Operational Need and include the DJJ youth population at BJNJH.
Director	19	15	4	1	0	
Assistant Director	10	6	4	3	0	
Supervising DPO	80	39	41	15	0	
DPO III	4	0	4	4	0	
DPO II	165	107	58	38	0	
DPO I	319	211	108	66	0	
Supervising DSO	60	84	(24)	16	40	
Sr DSO	137	133	4	30	26	
DSO	603	597	6	200	194	
GSN	359	325	34	129	95	
Office	42	34	8	10	2	
Total:	1,800	1,553	247	512	357	

Minimum Requirement - Direct Supervision: 1:8 & 1:16

The 247 excess items can be properly interpreted to mean that Probation has more budgeted items than supported by this staffing analysis. The excess budgeted items, however, do not automatically correlate to a specific amount of funding and/or net County cost (NCC). The reasons include, but are not limited to, the following:

¹ As discussed above, CVK remains in operation for DJJ youth, with approximately 39 staff supporting current operations.

- a. Vacant items may consist of revenue-backed positions for which Probation receives no funding unless the positions are filled, employees are completing specified tasks, and the Department claims reimbursement for those tasks.
- b. Careful analysis of the operational impacts of removing those items is needed before concluding whether Probation's available funding can be reduced.
- c. Probation uses some of the savings from vacant positions to fund a portion of its overtime budget. Some of Probation's overtime budget is used to address current and anticipated staffing shortages in the halls and camps. As such, further analysis is needed to determine how many of the excess positions can be eliminated from its budget without negatively impacting its ability to pay overtime when necessary.
- d. Legislative changes are needed before certain Probation functions and their associated revenues could be considered for adjustment within Probation's budget.
- e. A lower supervision ratio in the halls and camps may need to be considered due to the elimination of OC spray. Other jurisdictions have adopted lower ratios in response, in order to manage their populations more effectively. Lower ratios have also been used to more effectively manage populations that have higher mental acuity and trauma, as well as to implement small group models like the LA Model. Doing so will reduce the number of excess items available.

These and other funding issues will be more fully addressed under separate cover in response to the Board's March 21, 2023 motion titled "Care First, Jails Last: Holding the Probation Department Accountable and Advancing Youth Justice Reimagined."

Juvenile Field Services, Placement Services, and Special Services Bureaus

The staffing study of the Juvenile Field Services, Placement Services, and Special Services bureaus assumes that Probation's existing area offices will continue to serve their respective communities, and that any staffing adjustments are linked to changes in caseloads, caseload ratios, or the needs associated with a particular assignment or specialty care service. The recomputed need is then compared to the current items assigned to each bureau. As mentioned previously, the caseload ratios applied in the study are linked to Probation's specialized ratios, in instances where alternatives could not be found, or to the lowest caseload ratio identified in a survey of the four neighboring Southern California counties.

Two matrices are presented below. Table 2 (Higher Ratios) includes the caseload ratios identified as part of the study, and Table 3 (Lower Ratios) includes lower ratios requested by Probation for four specific caseload types. Probation has provided documentation to support its request for lower ratios. The difference between the two models is 39 DPO II items. Cumulatively, there are at least 64 DPO II vacancies in the three bureaus. As noted in the hall and camp analysis above, the funding connected with the Juvenile Field Services, Placement Services and Special Services bureaus is complex.

Although not represented in the charts below, the three analyses also suggest a variety of internal movements within each Bureau to help ensure items and personnel were

moved from operations with sufficient resources to operations needing additional resources. Internal movements like these were netted out prior to the development of the staffing recommendation.

Table 2. Juvenile Field Operations Item Analysis
(Field Services, Placement Services & Special Services Bureaus - Higher Ratios)

Staffing	Budget vs Need & Vacancies					Comments
	Budgeted	Required	Excess vs (Need)	Vacant	Items Needed Filled	
Sr. Director	3	3	0	0	0	Operations include case and non-case carrying functions. Caseload ratios are based on a limited survey of other Counties or existing ratios connected to unique caseloads
Director	25	25	0	0	0	
Assistant Director	2	2	0	0	0	
Supervising DPO	78	81	(3)	11	14	
DPO II	475	428	47	64	17	
Program Analyst	15	15	0	2	2	
Special Assistant	2	2	0	0	0	
Clerical	159	159	0	22	22	
Others	0	0	0	0	0	
Total:	759	715	44	99	55	

Table 3. Juvenile Field Operations Item Analysis
(Field Services, Placement Services & Special Services Bureaus - Lower Ratios)

Staffing	Budget vs Need & Vacancies					Comments
	Budgeted	Required	Excess vs (Need)	Vacant	Items Needed Filled	
Sr. Director	3	3	0	0	0	Operations include case and non-case carrying functions. Caseload ratios are based on a limited survey of other Counties, existing ratios connected to unique caseloads or a Probation request.
Director	25	25	0	0	0	
Assistant Director	2	2	0	0	0	
Supervising DPO	78	81	(3)	11	14	
DPO II	475	467	8	64	56	
Program Analyst	15	15	0	2	2	
Special Assistant	2	2	0	0	0	
Clerical	159	159	0	22	22	
Others	0	0	0	0	0	
Total:	759	754	5	99	94	

As noted earlier in this report, models represent a moment in time and can be recomputed based on revised plans/assumptions and changes in populations.

CONCLUSION

The conclusion of this staffing analysis are based on assumptions that may change as final decisions are made by the Board regarding the overall direction of Probation's halls and camps. The staffing model will be updated once decisions are made based on which facilities will remain open and the population that will be housed in them.

Under current assumptions, this analysis concludes the need to remove youth from two camps and identifies 247 potential excess budgeted items. The Juvenile Field Services, Placement Services and Special Services reviews identifies five or 44 excess items depending on the caseload ratios used in four categories. These 252 (i.e., 247 items plus five items) to 291 (i.e., 247 items plus 44 items) items are linked to various funding sources including NCC, restricted State revenue, or a blend of both, and may be based on claim reimbursement (i.e., funding is generated only if a qualifying task is completed and/or tasks are performed by specified type of staff).

It is important to note that the eight percent budget curtailment taken by County departments in FY 2020-21 in response to the COVID-19 fiscal emergency resulted in a Probation structural budget deficit of \$22.7 million. Probation may also be called upon to fully staff the DJJ youth operations at the DPO level once the full population arrives later this year. In addition, Probation is reassigning 100 employees from across its operations to fill vacancies at the halls to help address staffing shortages. This reassignment does not impact this analysis, as personnel are filling required vacant items.

In general, the deletion of vacant items to yield potential funding that may be redirected requires a careful additional analysis of the foreseeable impacts to Probation's operations in terms of caseload ratios, supervision ratios, and staffing ratios. This is because doing so may prevent Probation from hiring the staff required to achieve regulatory mandates. The savings from these vacancies have historically and currently been used to cover increased overtime costs, and for staff who are helping to address staffing shortages at the halls and camps. Probation must also ensure it continues to abide by the mandated uses and limitations of the supporting funding streams.

The analysis also identifies various internal moves within each bureau that should be considered to ensure items/personnel are better aligned with duties. Probation and DHR continue to work on the leave, callout, and light duty issues by the introduction of additional controls and by actively working with personnel wellness to facilitate their return to full duty. Probation and DHR are also coordinating to improve hiring, recruitment, and retention. Addressing these issues is critical to maintaining an effective workforce.

Probation is limited in its ability to rapidly adapt to emerging staffing needs for which it has little or no control, such as court trends, legislative changes, or industry norms. Though emerging staffing influences vary from department to department, the inability

to adapt staffing to external influences is not unique to Probation because of the countywide process and timelines for budget requests, due diligence reviews, counsel oversight, and Board approval.

Probation should leverage this staffing analysis to periodically address population shifts and changing assumptions and regulations. A more frequent realignment of resources would increase efficiency while also helping to validate/address more emergent needs.



DAVID J. CARROLL
Director

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

Hall of Records
320 West Temple Street, Suite 7001
Los Angeles, California 90012
<https://dyd.lacounty.gov>



Board of Supervisors
HILDA L. SOLIS
First District

Date: June 21, 2023

HOLLY J. MITCHELL
Second District

LINDSEY P. HORVATH
Third District

To: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Kathryn Barger

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

From: David J. Carroll *DC*
Director

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

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

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

Strengthening Youth Development Infrastructure

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

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

"Supporting the Equitable Development of Young People in Los Angeles County"

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

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

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

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

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

Phased Implementation of Youth Justice Reimagined

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

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

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

Next Steps

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

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

DC:ts:zr

c: Executive Office, Board of Supervisors