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COUNTY OF LOS ANGELES
DEPARTMENT OF YOUTH DEVELOPMENT
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DAVID J. CARROLL
Director

Board of Supervisors
HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

LINDSEY P. HORVATH
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

May 7, 2026

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

From: David J. Carroll
Director

REPORT BACK ON IMPLEMENTING THE COUNTY'S VISION FOR THE DEPARTMENT OF YOUTH DEVELOPMENT (ITEM NO. 20; APRIL 7, 2026)

On April 7, 2026, the Board of Supervisors reaffirmed its commitment to Youth Justice Reimagined and recognized the urgent need to enhance developmentally appropriate programming in youth justice facilities. This motion includes an initial directive for the Department of Youth Development (DYD) to report back in 30 days with a plan that details:

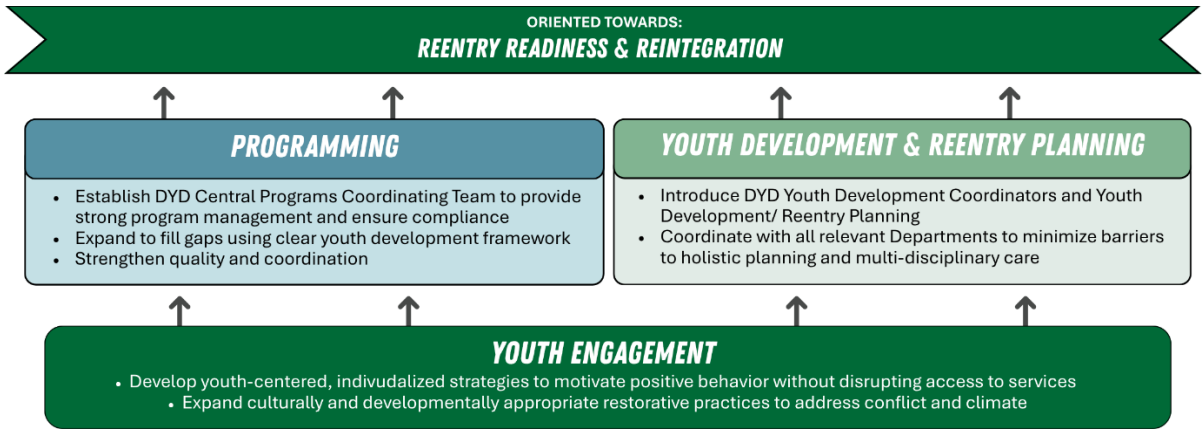
1) A timeline for the complete transition of the organizational leadership of programming responsibilities in all youth justice facilities;
2) A timeline for the roll-out of DYD's youth development coordination services, including positive incentives for youth engagement, in all youth justice facilities;
3) An analysis of necessary DYD staffing and resources required to manage, prioritize, process, and oversee all youth programming and care coordination services; and
4) An analysis of opportunities to integrate and improve access to community-based reentry and care outside of Probation's facilities as part of DYD's approach.

Subsequent directives build on this initial directive to solidify budgetary, legal, and operational details required to inform a comprehensive transition plan. This memo provides the Board with an initial overview of DYD's model for facility programming and individualized support and coordination, including an overview of the proposed phased transition timeline, requested analyses, and next steps.

The draft plan will be adjusted and refined through collaboration with Probation and other relevant partners in order to develop a comprehensive phased implementation plan, including through collaborative meetings facilitated by the Chief Executive Office (CEO) per Directive 11.

Overview of DYD's Proposed Model and Opportunities to Improve Access to Reentry
DYD's proposed model is comprised of three evidence-informed components:

1) Coordination of developmentally appropriate, culturally relevant programming;
2) Providing individualized youth development coordination and reentry planning;
3) Integrating strengths-based youth engagement strategies to motivate and empower youth, including through a behavior management approach that is rooted in positive youth justice.



These three components serve as an integrated strategy to help young people prepare to safely return to community. DYD staff and contracted providers will work directly with young people to develop individualized youth development plans (YD Plans), establish goals, identify programs that meet their needs and interests, and work towards reentry readiness.

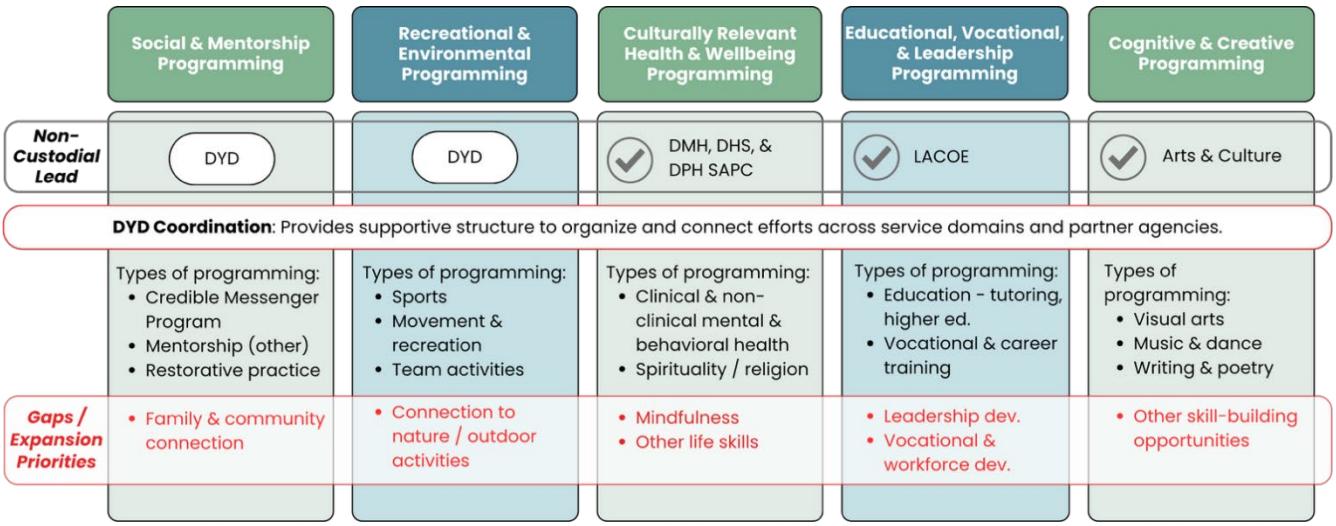
When implemented together, this Integrated Youth Engagement (IYE) model will provide a youth-centered structure to:

- Increase youth growth, skill-building and connection;
- Increase collaboration, transparency, and accountability; and
- Ultimately support youth in building and expediting readiness for release and community success sooner and reduce overall lengths of stay.

DYD's model is designed to complement the work of County partners already serving youth in facilities and align with and support compliance with all relevant regulatory requirements. DYD will provide the coordinating structure that brings together partner departments across programming and individual planning, ensuring that each young person receives an integrated experience that draws on the specialized expertise of every partner.

<u>Programming</u>

DYD's framework for programming coordination and expansion across the County's youth justice facilities includes evidence-informed domains of youth well-being, led by a Central Programming team that will provide higher-level program oversight as well as consistent on-the-ground presence.



DYD's initial analysis of priorities for program expansion has been informed by regulatory standards as well as best practices in youth development. DYD will work closely with the CEO Probation Compliance Office, Probation Department, and DOJ monitors to ensure program availability and youth engagement are effectively tracked and monitored for compliance with all applicable standards.

DYD has conducted an initial gap analysis based on available information across all five youth development domains, identifying seven priority areas for programming expansion. This initial analysis will be refined and adjusted through ongoing interdepartmental collaboration and is dependent on the availability of complete and accurate data about existing programming across facilities.

A robust program management, ongoing evaluation, and contract monitoring process will support fidelity and compliance with contractual requirements across DYD's in-facility programming. This structure has proven effective at both ensuring fidelity and supporting equity amongst providers for DYD's existing program model.

The coordinated use of a streamlined partner-facing calendaring tool aligned with the IYE program domains under Directive 8 will further support ongoing monitoring and evaluation of programming. Together, these resources will inform evidence-informed improvements, course-correct and adjust the model as needed, and identify priorities for expansion.

YD Coordination, Reentry Planning, and Youth Engagement

YD Coordinators will work with youth from their entry into the facility through the time of release, developing youth-driven YD Plans that connect youth's goals to the youth development domains and program offerings. They will use DYD's new case management software, which is flexible and designed to track youth progress while supporting routine, customizable reporting, quality assurance, data exports, and outcomes evaluation. These will enable DYD to monitor implementation and impact.

Additionally, YD Coordinators will work within a revised approach to youth engagement and incentives, ensuring YD Plans incentivize and motivate youth based on individual goals. DYD has contracted a team of subject matter experts to develop a proposal for this revised approach, building on the current Behavioral Management Program and Developmental Stage System frameworks, as well as adhering to the various requirements, mandates, corrective action plans, and judgements that direct the County to improve its approach to behavioral management.[1]

DYD will ensure all staff assigned to this new effort have access to ongoing evidence-informed training, including but not limited to cross-training with and shadowing local subject-matter experts.

Analysis of Staffing and Resource Needs

DYD has submitted a staffing request for this effort through the County Budget cycle. To inform the forthcoming Directive 10 report, DYD has also shared detailed staffing and funding analyses with the CEO Budget team and will continue to work with them to refine this analysis.

In addition to confirming the availability of existing resources supporting the current programming contracts held by the Probation Department, DYD is actively exploring and confirming allowable uses of the Juvenile Justice Realignment Block Grant (JJRBG), Care First Community Investment (CFCI), and other state and local funding sources that may be relevant for this effort.

[1] BSCC-approved Corrective Action Plan, LPJH (Oct. 17, 2023); BSCC-approved Corrective Action Plan, LPJH (Aug. 8, 2024); BSCC Corrective Action Plan, BJN/Central Juvenile Hall (Mar. 14, 2023); *People v. County of Los Angeles*, Stipulated Judgment (Jan. 21, 2021), ¶19, ¶24

Information and Access Needs

To effectively plan for streamlined systems integration, operate as an effective coordinating partner, and evaluate the impact of implementation in each facility, DYD must have access to information for both planning and implementation. For example: effective planning and preparation requires full administrative access to the existing programming calendar, including youth attendance.

Information for Planning and Preparation

DYD requires the following up-to-date, de-identified baseline data for each Probation facility, such as information about facility programming and operations.

DATA ELEMENT	DEPARTMENT	INTENDED USE
Distribution of LA Detention Screening (LADS) Scores	Probation	Develop YD Coordination and needs assessment to inform individualized planning.
Mean & Median Length of Stay (LOS)		Plan caseloads based on anticipated population changes and establish baseline LOS metric.
Current Program Data (e.g. availability of programming, contract compliance, scheduling expectations, metrics)		Serve as baseline for programming expectations and support effective planning and collaboration during transition.
Current Youth Service Utilization		Serve as baseline for service access and uptake.
Current Program Inventory	DMH, DHS, DPH, Arts & Culture, Library	Inform coordination across departments.

Information for Implementation

To effectively develop YD Plans and participate in MDTs, DYD will need some minimal access to individual youth information and County care team members to coordinate YD Plans as a fully integrated system partner under Cal. Welfare and Institutions Code section 827 subdivision (a)(1)(K).[2]

DATA ELEMENT	DEPARTMENT	INTENDED USE
Youth Name, Gender Identity, Race, & DOB	Probation	Assign Youth Development Coordinator and coordinate initial meeting with youth.
Assigned Unit		
Disposition or Pre-Plea Report (i.e. disposition status, adjudicated charge)		Support Youth Development Coordination and reentry planning.
LA Detention Screening (LADS) Score		
Admittance, Court, & Anticipated Release Dates		
Parent / Guardian Contact Information		Connect with youth family and advocates to contextualize understand youth needs.
Legal Representative Contact Information		
Care Team Members Contact Information	DMH, DHS, DPH	Inform collaboration with MDT partners.

To implement the IYE model, DYD requires the following:

- Detailed Memorandum of Understanding (MOU) with the Probation Department, including agreement on roles and responsibilities, access to information, access to space / technology, expectations for cross-training, and more.
- Transfer of administration for Probation's current calendaring software to DYD.
- Transfer of administration for Probation's existing programming contracts to DYD.

[2] Cal. Welf. & Inst. Code § 827(a)(1)(K) defines parties with youth case file access as inclusive of "members of children's multidisciplinary teams, persons, or agencies providing treatment or supervision of the minor."

Analysis of Timeline for Programming and Coordination
DYD is planning for a phased launch of the IYE model that aims to improve programming in facilities as quickly as is feasible while preparing for a successful launch of Youth Development Coordination (YD Coordination) and a new Youth Engagement Structure.

The estimated timeline detailed below assumes adequate resource transition to DYD for Phase 1 through the Board's Supplemental Budget process as well as strong interdepartmental collaboration to inform reasonable operational plans.

PHASE	ACTIVITIES	ESTIMATED TIMING
Pre-Implementation	Completion of motion directives and refinement of draft implementation plan based on ongoing learning and collaboration, including funding analysis, legal analysis, and operational MOUs	Complete by Sept. 2026
Phase 1	Phased transition of existing programming and launch new programming at all facilities	Throughout Fiscal Year 2026-2027
Phase 2	YD Coordination at CVK and BJN	Beginning July 2027
Phase 3	YD Coordination at LP, East Camps, and DKC	Beginning July 2028

Overview of Initial Interdepartmental Collaboration and Engagement
DYD and Probation held an initial meeting in February 2026 to discuss this transition. Both departments have identified leads for relevant topics and will be holding ongoing collaborative meetings moving forward to further develop and refine detailed operational plans for the following areas:

1) Operational Design, Regulatory Compliance, and Training (including Facility Specific Needs)
2) Administration, Monitoring, Metrics and Evaluation, Clearances, and Tech

These working groups will report back to leadership from both departments and discuss opportunities and next steps during the monthly meetings facilitated by CEO as directed by Directive 11. Working groups will meet bi-weekly or as needed beginning May 15 and 18.

Additionally, DYD has convened partner departments to share DYD's proposed model, discuss concerns and opportunities, and ultimately to begin the ongoing collaborative process which will be necessary to build an integrated model. The following Departments attended an initial stakeholder engagement meeting on April 23, 2026:

- Department of Mental Health (DMH)
- Department of Public Health (DPH)
- Department of Health Services (DHS)
- Public Defender (PD)
- Alternate Public Defender (APD)
- Department of Arts and Culture (Arts)
- Los Angeles County Office of Education
- Los Angeles County Library

Next Steps
This report is the first of several deliverables for this motion. DYD's working draft implementation plan will be refined through ongoing analyses and interdepartmental collaboration over the coming months.

DYD is committed to a collaborative process that ensures young people are set up for successful and safe return to their communities. As the motion states, this will require shared responsibility and accountability for providing programming in all youth justice facilities. As such, DYD will continue to refine and operationalize this plan over the next several months as relevant operational details are reviewed, assessed and finalized.

For next steps, DYD will:

1) Continue to work with CEO and County Counsel on their forthcoming directives;
2) Begin collaborative working groups with Probation to refine and operationalize draft implementation plan and develop a comprehensive MOU outlining transition details;
3) Facilitate ongoing engagement with relevant Departments, community, and youth; and
4) Provide additional updates to the Board and all partners, including on the status of a final implementation plan. DYD will provide an update in 60 days as part of the report for Directive 8.

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

DC: kc: sm

c: Chief Executive Office
Alternate Public Defender
Department of Arts and Culture
Executive Office, Board of Supervisors
County Counsel
Department of Health Services
Department of Mental Health
Los Angeles County Office of Education
Los Angeles County Public Library
Public Defender
Department of Public Health

BOARD OF SUPERVISORS
Hilda L. Solis, First District
Holly J. Mitchell, Second District
Lindsey P. Horvath, Third District
Janice Hahn, Fourth District
Kathryn Barger, Fifth District

Chief Executive Office.

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CHIEF EXECUTIVE OFFICER
Joseph M. Nicchitta

July 8, 2026

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

From: Joseph M. Nicchitta
Chief Executive Officer

REPORT BACK ON IMPLEMENTING THE COUNTY'S VISION FOR THE DEPARTMENT OF YOUTH DEVELOPMENT – FUNDING ANALYSIS AND RECOMMENDATIONS (ITEM NO. 20, AGENDA OF APRIL 7, 2026)

On April 7, 2026, the Board of Supervisors (Board) adopted a motion directing the Chief Executive Office (CEO), in collaboration with the Department of Youth Development (DYD) and in consultation with the Probation Department (Probation), to analyze available funding sources and develop recommendations to fund DYD's youth justice facilities implementation plan. This includes providing sufficient administrative staffing, transferring funding for programming and services from Probation to DYD, establishing care coordination functions, and maximizing non-net County cost (NCC) funds, including State grants or allocations that may need to transition between departments (Directive 10).

This report follows DYD's May 7, 2026, Directive 2 report back, which provided an overview of the proposed Integrated Youth Engagement (IYE) model, identified key implementation priorities, and established a proposed phased implementation framework for assuming responsibility for youth development programming and services within the County's youth justice facilities. The CEO's funding analysis is actively underway in collaboration with DYD, Probation, and other relevant County departments, and this report provides a status update on that effort and the framework through which funding recommendations will be developed.

Program and Funding Assessment

DYD's May 7, 2026, report outlined the proposed IYE model and phased implementation framework with key target milestones. While this framework provides important direction for implementation, the development of funding recommendations required under Directive 10 are contingent on a detailed understanding of the departmental roles and operational, programmatic, staffing, contractual, and fiscal responsibilities, as well as information provided by Probation under Directive 9, that will ultimately inform what will be assumed by DYD.

Accordingly, the CEO's funding analysis is being conducted in parallel with DYD's implementation planning efforts and informed by Probation's current service delivery model. To develop responsible funding recommendations, the CEO must understand the programs, services, staffing, contracts, and funding resources currently supporting youth justice facilities; the responsibilities and resources that will transition to DYD; and the operational requirements, such as staffing, security, escorts, facility access requirements, compliance measures and other resources necessary to support DYD's model while ensuring Probation continues to meet its mandated operational, safety, security and compliance functions. This assessment aligns funding recommendations with operational needs, implementation readiness, phased timelines, and the Board's vision for youth justice transformation, and requires a clearly defined implementation strategy that identifies when functions will transition and what resources will be required.

The CEO has received preliminary programming and funding information from DYD and is working with both Probation and DYD to develop a comprehensive inventory of all programs, services, staffing, contracts, and funding across all youth justice facilities. To support this effort, the CEO Budget and Operations Management Branch is collaborating with the CEO Probation Compliance Office (PCO) and leveraging PCO-convened project lead and sub-workgroup meetings to coordinate information gathering and validation. This effort focuses on two components: identifying existing programs and services, including funding, staffing, contracts, and locations, that will transition from Probation to DYD, and identifying resources within facilities and through reentry that may be redirected or expanded to support new or enhanced programming, services, and youth development coordination.

A facility-by-facility review across Campus Vernon Kilpatrick, Barry J. Nidorf Juvenile Hall, Los Padrinos Juvenile Hall, Camp Afflerbaugh, Camp Rockey, and Dorothy Kirby Center is underway to produce a comprehensive repository mapping service to providers, contracting departments, funding source, transfer status, and operational and staffing requirements. This repository will guide the sequencing of funding recommendations in alignment with implementation readiness and DYD's proposed phased implementation timeline.

Funding Strategy

The CEO's funding recommendations will be informed by DYD's proposed implementation plan and the assessment of existing Probation programs, services, staffing resources, contracts, and funding streams. As implementation details continue to be refined, the CEO is evaluating all available funding sources to determine their applicability, allowable uses, funding levels, and capacity to support the phased implementation of DYD's IYE model. Given the County's immense financial pressures, all funding options are being carefully explored, with an emphasis on maximizing non-NCC resources while acknowledging that difficult decisions remain ahead. This analysis ensures resources are strategically aligned with operational needs of both departments and implementation milestones while maximizing the use of available funding and leveraging existing investments wherever feasible. Consistent with this emphasis, non-NCC funding sources under review include the Juvenile Justice Realignment Block Grant (JJRBG), Juvenile Justice Crime Prevention Act (JJCPA), Youth Offender Block Grant, Juvenile Probation Activities Fund, and Juvenile Probation Camp Fund. Given the current fiscal constraints, the CEO is assessing the potential use of alternative funding sources, such as Care First and Community Investment, Obligated Fund Balance (OFB) committed for Youth Justice Reimagined, and OFB committed for Alternatives to Incarceration.

A central priority of this assessment is ensuring that all available resources are maximized and aligned with intended uses and desired outcomes for youth, including evaluating how funding can be strategically deployed to support both the transition of existing programming, and the implementation of new and expanded programming, services, and Youth Development Coordination functions in a sustainable and flexible manner. Several funding streams, including JJRBG and JJCPA, involve recommendations made through the Juvenile Justice Coordinating Council (JJCC), and DYD is actively engaging in the JJCC process to pursue funding opportunities that support youth development coordination and expanded programming. Strategic resource allocation decisions will be informed by the facility-level assessment and implementation readiness as DYD advances through its phased approach.

Next Steps

- Continue working with DYD, Probation, PCO, and relevant County departments to complete a comprehensive assessment of programs, services, staffing resources, contracts, funding sources, and operational requirements across all youth justice facilities, informed by information developed through Directive 9.
- Evaluate opportunities to transition existing programs, contracts, grants, and associated funding resources from Probation to DYD in alignment with implementation strategy and operational readiness.

- Develop phased funding recommendations aligned with DYD's implementation timeline and readiness beginning as early as the Fiscal Year 2026-27 Supplemental Changes budget phase, addressing both transitioned and expanded programming, services, and youth development coordination needs.
- Maximize utilization of available funding sources and strategically align existing funding streams to support implementation of your Board's vision.
- Provide ongoing updates regarding funding analysis, resources transitions, and implementation progress through the quarterly reporting process established under Directive 11.

At this stage, it would be premature to establish a comprehensive funding timeline, as recommendations remain dependent on implementation planning, facility-level assessments, operational readiness, and information being developed through Directive 9. The CEO will continue to refine funding recommendations as these efforts advance and will provide updates through future reporting.

The CEO remains committed to working collaboratively with DYD, Probation, PCO, and your Board to develop funding recommendations that reflect operational needs, support successful implementation of the IYE model, and advance your Board's vision for a youth-centered, developmentally responsive, and rehabilitative youth justice system.

Should you have any questions concerning this matter, please contact me or Erika Bonilla at (213) 974-9689 or ebonilla@ceo.lacounty.gov or Rene Phillips at (213) 974-1478 or rphillips@ceo.lacounty.gov.

JMN:JG:MRM:RCP:EB
JA:BH:DD:HZ:SZ:gl

c: Executive Office, Board of Supervisors
County Counsel
Probation
Youth Development

COUNTY OF LOS ANGELES
PROBATION DEPARTMENT

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GUILLERMO VIERA ROSA
Chief Probation Officer

July 17, 2026

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

FROM: Guillermo Viera Rosa
Chief Probation Officer

SUBJECT: **IMPLEMENTING THE COUNTY'S VISION FOR THE DEPARTMENT OF YOUTH DEVELOPMENT: YOUTH PROGRAMMING (ITEM 20, BOARD AGENDA OF APRIL 7, 2026)**

On April 7, 2026, by motion of Supervisors Horvath and Hahn, the Board of Supervisors (Board) directed the Chief Probation Officer, to report on the current state of programming for youth detained in Probation's facilities, including data not only on the availability of programming, but any metrics maintained by Probation regarding access to programming, effectiveness, compliance with contract requirements, and/or scheduling expectations, for use as baseline data.

The Department respectfully requests an additional extension. The report will be submitted no later than August 7, 2026.

In addition to drafting the report back, the Department has been meeting weekly with the Chief Executive Office and the Department of Youth Development towards developing a transition plan.

Should you have any questions, please contact me; otherwise, your staff may contact Chief Deputy Sheila Williams at (562) 940-3760.

c: Joseph M. Nicchitta, Chief Executive Officer
Edward Yen, Executive Officer, Board of Supervisors
Justice Deputies

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Fifth District

July 27, 2026

To:

Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell, Chair Pro Tem
Supervisor Lindsey Horvath
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: David J. Carroll DJC
Director

REPORT ON DIRECTIVE 8, AND 60-DAY PROGRESS UPDATE: IMPLEMENTING THE COUNTY'S VISION FOR THE DEPARTMENT OF YOUTH DEVELOPMENT (ITEM NO. 20; APRIL 7, 2026)

On April 7, 2026, the Board of Supervisors reaffirmed its commitment to Youth Justice Reimagined and directed the Department of Youth Development (DYD) to lead programming, youth development coordination, and youth engagement in all youth justice facilities. On May 7, 2026, DYD submitted its initial report for Directive 2, presenting the Integrated Youth Engagement (IYE) model, a phased transition timeline, and analyses of staffing, resources, and information needs. This report provides:

1. DYD's response to Directive 8, which directs the development of a real-time system for tracking programming consistently across all of Probation's facilities; and
2. A 60-day progress update on the implementation planning described in the Directive 2 report, including key decisions made to date, updates on operational plans, and next steps.

Directive 8: Real-Time Programming Tracking System

To provide an efficient foundation for real-time programming tracking, an existing electronic calendaring system Probation is currently piloting at Los Padrinos Juvenile Hall will transition from Probation to DYD. DYD and Probation have assessed the system and agree that it is capable of meeting the needs for system-wide programming tracking, coordination, and evaluation. DYD will expand the electronic calendaring system to support streamlined program coordination across facilities.

The system supports scheduling of one-time and recurring programming delivered by providers and County partners, electronic distribution to staff and partners, tracking provider attendance and cancellations, tracking youth attendance by session, and printing and exporting functions for users with administrative access. This functionality allows for real-time program coordination, program management and monitoring, and evaluation in alignment with regulatory requirements.

By expanding the use of this system, DYD will be able to coordinate the collection and sharing of data to track programming provision and attendance, contributing to process evaluation in the short-term as well as longer-term assessment of outcomes and impact. The system will also be able to generate information

to inform contract monitoring and reporting. The system captures whether programming occurred as scheduled, provider attendance, and youth participation, enabling DYD to assess and communicate both consistency and timeliness of service delivery across facilities and program domains.

DYD's Information Technology (IT) team and Probation's IT team are meeting bi-weekly to coordinate administrative transition and infrastructure needs. Once DYD assumes administration of the system, it will serve as the technological backbone for program coordination and tracking.

June 2026	July-August 2026	September 2026	October 2026	November 2026
• Initiate transition planning meetings between Probation and DYD IT teams	• Technology access and accountability metrics determined by working groups • Continued pre-implementation preparation between Probation and DYD	• Adjust system based on agreed-upon metrics • Build reports for quarterly evaluation • Update system training materials for all user groups	• Train DYD In-Facility Programming Team • Begin roll-out of scheduling responsibilities to prepare for initial launch	• Launch DYD administration of Electronic Calendaring System • Begin phased roll-out of program coordination responsibilities

Process for Program Tracking, Monitoring, and Evaluation

DYD plans to use a variety of methods to track program implementation and impact, including:

01	02	03	04	05
Weekly partner meetings to hear any feedback or concerns about programs	Bi-weekly virtual program partner check-in meetings to discuss program process and opportunities for improvement	Monthly data analysis, structured program observations, and opportunities to uplift youth voice to inform program implementation	Quarterly partner review of programming data and feedback, including system reports, youth surveys, and partnership review of dashboards	Annual contract monitoring and mid-contract audits with contracted programming providers to address overall performance

DYD's Research, Policy, and Innovation (RPI) team will use system-generated reports to produce programming data dashboards summarizing availability, attendance, and cancellation patterns. These dashboards will be shared with providers and County partners providing services in facilities to inform collaboration around aligned metrics and opportunities to strengthen coordination. DYD will also be able to provide summary data publicly.

DYD's In-Facility Programming team will conduct individual contract monitoring conversations with DYD-contracted providers, drawing on data from the electronic calendar system to review scheduling patterns, attendance rates, and cancellation trends, and to identify priorities for technical assistance or corrective action. Additionally, the Auditor-Controller (A-C) will receive relevant reporting consistent with existing contract monitoring protocols. This process builds on DYD's existing contract monitoring infrastructure and contract management practices and will inform monitoring and reporting for compliance with relevant regulatory requirements.

DYD staff will also implement a structure for regular input and feedback from youth in each facility—including youth surveys, listening sessions, and daily interactions—as well as feedback from providers and partners—including Probation, other County and community agencies providing services in facilities, and other stakeholders—to inform analyses of programming effectiveness and gaps.

DYD will continue to engage with Probation, the A-C, Department of Mental Health (DMH), Department of Arts and Culture (Arts), other partners providing programming in facilities, service providers, youth, and families to inform measures of success and accountability and will provide quarterly updates reflecting this collaboration. *For more information on proposed users and metrics, see Appendix A.*

Directive 2: Progress Update - Operational Plan

Since the initial report submitted in May 2026, DYD and Probation have begun collaboratively drafting a Memorandum of Understanding to memorialize operational decisions made in collaborative working groups and outlining processes and protocols required to effectively improve programming in facilities. These groups have adopted a shared roadmap to guide pre-implementation planning *(see Appendix B)* and maintain a running log of action items with named owners and deadlines. Upcoming sessions will address operations and facility-specific needs, accountability mechanisms, staffing and existing case planning roles, youth engagement, and ongoing collaborative drafting of MOU provisions.

Together, DYD and these partners have made progress operationalizing key areas of this effort to the extent possible with the limited information currently available about existing programming. Additional areas of operational clarity will be possible once the Probation Department submits the information included in the report for Directive 9.

Key operational areas for Phase 1 implementation include:

Transition of Probation's Electronic Calendaring System and Scheduling	Transition of Probation's Programming Contracts	Transition of Program Oversight and Coordination
First, Probation will transition administration of its existing programming calendaring system to DYD, enabling DYD to build on vetted technology for scheduling, attendance, data exports, and sharing real-time scheduling updates with partners. DYD and Probation's IT teams are working together to prepare the electronic calendaring system for DYD administration and anticipate full transition by early 2027. While expanding the calendaring system to additional facilities beyond Los Padrinos Juvenile Hall, DYD will work with ISD to set up the necessary infrastructure for each facility; document existing coordination protocols to maintain with programming partners; and manage communication and coordination logistics based on the needs at each facility.	Next, programming contracts currently held by the Probation Department will transition to DYD. To facilitate this transition, Probation will terminate existing contracts or allow them to expire on jointly agreed-upon dates, and DYD will execute new agreements effective the same dates to ensure uninterrupted programming. Upon execution of each new agreement, DYD will assume full responsibility for the administration, oversight, monitoring, and management of that contract. Providers will transition in phases beginning in Fall 2026, based on a sequenced, provider-centered implementation model that prioritizes operational readiness, contract consolidation opportunities, and continuity of services.	On a parallel track and in addition to responsibility for administration of the programming calendar and contracts as described, DYD will also provide day-to-day on-site coordination, program management and technical assistance, program development, program evaluation and compliance reporting. DYD will communicate with contracted providers, Probation, and other County Departments providing programming to support streamlined coordination and collaboration.

As outlined in DYD's May 2026 Directive 2 report, future phases include phased implementation of youth engagement and reentry planning responsibilities, dependent on availability of adequate resources.

<u>Additional Detail on Roles and Responsibilities</u>

Comprehensive roles and responsibilities for DYD and Probation are being collaboratively drafted and will be detailed in the final MOU between the departments.

As an update on the progress of operational planning, the major categories of roles and responsibilities for Phase 1 implementation are outlined below. Each of DYD's requested positions to support in-facility programming aligns with these functions. Adequate and timely resourcing of these functions remains essential to launching Phase 1 in FY 2026-27 as planned.

In Phase 1, DYD will be responsible for the following categories of program coordination responsibilities:

1. **Scheduling and day-to-day coordination:** Administering the facility programming calendar across all facilities, including DYD-contracted providers, partner department services, education offerings, special events, and facility events. Calendars will be developed and shared with all relevant partners monthly, with day-to-day updates provided as needed. Overseeing provider attendance, coordinating on-site logistics with providers and partners, and working with unit staff to provide back-up programming as needed, as well as ensuring scheduling is up-to-date, accurate, and communicated effectively to youth, providers, and in-facility partners and respond to emerging needs. On-site provider and partner support and coordination, including real-time responsiveness to provider needs and on-the ground logistical management. DYD staff will be on-site seven days per week to work closely with Probation, other Departments, and program providers.

2. **Program management and technical assistance:** Ongoing technical assistance for contracted providers, working with providers to ensure they are able to meet contract requirements, data and reporting requirements, and implementing programming with fidelity. DYD staff responsible for this function will also meet with partners to discuss opportunities for improvement.

3. **Program development and partner communication:** Maintaining up-to-date assessment of program offerings and gaps; identifying and vetting providers consistent with needs of youth and feedback from partners; developing scopes of work and budgets; onboarding and training providers; and developing operating protocols.

4. **Contract management and monitoring:** Administering programming contracts, tracking funding sources, processing invoices, and conducting regular contract monitoring to ensure adherence to contract requirements and quality improvement processes.

5. **Program evaluation and compliance reporting:** Evaluating program quality and impact, integrating youth feedback, and reporting for compliance with Title 15, the DOJ Stipulated Judgment, and related requirements.

DYD and Probation will continue to collaborate to ensure implementation is effective and aligned with regulatory requirements and the needs of each facility environment.

<u>Ongoing Engagement with Partner Departments, Community, and Youth</u>

DYD has incorporated community and partner feedback received through engagement with existing providers and public presentations in initial planning and will provide regular updates to community partners and the public moving forward to inform future opportunities for meaningful engagement.
To inform implementation, DYD will continue to conduct individual and collaborative follow-up with stakeholders to ensure partner input and feedback is incorporated. In addition to continued engagement with County partners, DYD is committed to ongoing engagement with service providers, community members, and youth and families. DYD's engagement plan is organized into three parallel streams.

Engagement Description	Stream 1: General Public Engagement	Stream 2: Targeted Community & Provider Engagement	Stream 3: Youth Engagement
Audience	General public, providers, parents, youth and families	Community organizing groups, directly impacted advocates and providers	Young people currently in facilities
Format	Listening sessions in each supervisorial district	Smaller group meetings and engagements based on the needs of community organizations	Youth surveys administered by Credible Messengers (CMs); Youth focus groups administered by DYD staff
Facilitation	DYD-facilitated in collaboration with key partners	Facilitated in partnership with a third-party facilitator	CMs and DYD staff
Purpose	Share information about the transition and programming plans; gather public feedback	Build trust and gather feedback from community-based organizations, including directly impacted providers	Hear directly from youth about their needs and interests to inform programming
Timing	Planning underway now; initial round targeted for completion by Fall 2026	Runs in parallel; paced by shared engagement agreements developed with community partners	Youth surveys beginning Summer 2026 and then expanding to ongoing structure for youth voice and feedback

Next Steps

As planning and collaboration continues, DYD will:

1) Complete full program inventory across departments and finalize updated gap analysis, informed by Probation's report on Directive 9, including updated program and contract information, as well as DYD's community and youth engagement;
2) Continue working group sessions per *Appendix B* as well as facility site visits to refine implementation plans and MOU provisions outlining clear roles and responsibilities for all parties;
3) Continue to implement the transition of the electronic calendaring system;
4) Continue stakeholder engagement for Directives 8 and 2 as well as collaboration with CEO and County Counsel on companion directives, with pre-implementation planning on track for launch of Phase 1 beginning Fall 2026.

Should you have any questions, please contact me at (213) 584-433 or dcarroll@dyd.lacounty.gov.

DC:sm:kc

c: Chief Executive Office
Executive Office, Board of Supervisors
Probation Department
Department of Arts & Culture
Auditor-Controller
Alternate Public Defender
County Counsel
Department of Health Services
Department of Mental Health
Los Angeles County Office of Education
Los Angeles County Public Library
Public Defender
Department of Public Health

Appendix A

User Roles for Electronic Programming Calendar:

ROLE TYPE	DESCRIPTION	USER MEMBERSHIP
System Administrator	Ongoing System Maintenance	DYD Information Technology Team
Supervisor	Live Scheduling Management, Event Cancellation, and Exporting Reports	DYD In-Facility Programming Specialists
User	Live Scheduling Management, Data Entry, and Exporting Reports	DYD In-Facility Programming Ambassadors DYD Research, Policy & Innovation Ambassadors
External Agency	Data Entry, Schedule Viewing, and Exporting Reports	County partners operating in facilities, including Probation, DMH, Arts and Culture, DHS, DPH, and LACOE, and contracted providers

Data Elements Tracked in the Electronic Programming Calendar:

CATEGORY	FIELDS	RESPONSIBLE STAFF
Program Overview	• Provider name • Program domain & BSCC category • Lead Department	DYD In-Facility Programming Specialists
Session Logistics	• Facility/Unit • Date & Time • Duration • Recurrence • Cancellation & Reason	
Attendance Tracking	• Provider attendance • Youth scheduled • Youth attendance	DYD In-Facility Programming Ambassadors
Youth Demographics	• Youth Name, Gender Identity, Race, & DOB • PDJ Number • Assigned Unit • Admit Date	DYD In-Facility Programming Specialists

Proposed High-Level Metrics for Programming Evaluation:

CATEGORY	FIRST 6-MONTHS	FIRST 12-MONTHS	AFTER 12-MONTHS
Youth & Partner Success	• Youth satisfaction • Partner satisfaction • Understanding among youth, system, and community partners of program availability	• Youth participation • Effectiveness of cross-sector coordination and collaboration	• Measures of connection, belonging, and development of skills • Measures of positive engagement and behavior
Provider Accountability	• Adherence to schedule • Adherence to contract requirements • Clarity of program goal(s)	• Contract performance • Responsiveness • Alignment with goal(s)	• Sustained fidelity to contract requirements and program goal(s)

		• Patterns of youth and provider success	• Alignment with evidence-informed youth needs
Overall Facility Programming	• # and type of programming available by facility and unit • Alignment with programming calendar • Clarity on programming goals and alignment with evidence-informed domains • Compliance with BSCC/DOJ requirements	• Availability and diversity of programming • Alignment with youth needs • Decreased barriers to youth participation	• Consistent program availability across evidence-informed youth development domains • Consistent compliance with minimum standard requirements

Appendix B

Working Group Descriptions:

- Primary Operations: Programming, services, compliance, and facility needs.
- Administrative: Contracts, clearances, compliance monitoring, technology, and evaluation.

Working Group Meeting Schedule:

DATE	WORKING GROUP	TOPICS
May 15	**Administrative**	• Contract transfer logistics and transition planning
May 18	**Primary Operations**	• Title 15 regulations and DOJ settlement requirements • Introduction of DYD's initial draft gap analysis • Facility phasing sequence
May 29	**Administrative**	• Contract transition logistics follow-up • Introduction of DYD's draft MOU template • Review of CEO's services inventory (CEO-BOMB) data template
June 1	**Primary Operations**	• Review meeting topic sequencing and alignment • Gap analysis share-back and approach to updated gap analysis • Review department additions to CEO BOMB programming cost inventory template
June 12	**Administrative**	• Finalize MOU outline • Technology: Probation/DYD IT meeting status update
June 15	**Primary Operations**	• Discussion of Roles: program development and compliance monitoring, substitute programming, calendaring and scheduling
June 26	**Administrative**	• MOU review: regulatory compliance, clearances, movement, and space • Technology: Probation/DYD IT meeting status update
June 29	**Primary Operations**	• Facility operations issues (movement, space, clearances) • Facility-specific needs • Staffing model and site coverage
July 10	**Administrative**	• Contract transition logistics follow-up • MOU review: calendar management and scheduling
July 13	**Primary Operations**	• Discuss sample programming day to refine operational details. • Discuss further site-specific shadowing opportunities

DATE	WORKING GROUP	TOPICS
July 24	**Administrative**	• If Directive 9 report is available, review and discuss implications for proposed contract transition plan • MOU review: program development and oversight, provisions for collaboration, contract management and monitoring, metrics & evaluation
July 27	**Primary Operations**	• Discuss staff and partner training and capacity-building
Aug 7	**Administrative**	• Finalize contract transition timeline • Review and confirm protocols for compliance and monitoring • MOU review: technology access, information access and sharing
Aug 10	**Primary Operations**	• Review Probation's existing Behavioral Management Program (BMP) and Developmental Stage System (DSS) operations and connection to programming • Discuss collaboration between BMP / DSS and DYD
Aug 21	**Administrative**	• Review final draft MOU provisions before routing for executive leadership review and final approval • Technology: Demonstrate workflows and test administration logistics • Metrics & Evaluation: Organize ongoing data collection and reporting workflows
Aug 24	**Primary Operations**	• Assessment of case-planning gaps • Review DYD's proposed youth-development coordination approach • Discuss opportunities to expand connection to reentry services
Sept 4 / 18	**Administrative**	• Discuss remaining pre-implementation steps for transition of electronic calendaring system and programming contracts • Discuss any remaining questions related to metrics, clearances, and compliance
Sept 7 / 21	**Primary Operations**	• Discuss remaining pre-implementation steps related to program operations
Future Meetings	**TBD**	• Refine operational plans for youth engagement and reentry planning

Appendix C

High-Level Phasing Timeline

PHASE	ACTIVITIES	ESTIMATED TIMING
Pre-Implementation	Completion of motion directives and refinement of draft implementation plan based on ongoing learning, including funding analysis, legal analysis, and operational MOUs	May – Sept. 2026
Phase 1	Phased transition of existing programming and launch new programming at all facilities	Throughout Fiscal Year 2026-2027
Phase 2	YD Coordination, reentry planning, youth engagement launch**	Fiscal Year 2027-2028
Phase 3	YD Coordination, reentry planning, youth engagement expansion**	Fiscal Year 2029-2029

*** Sequencing of facilities for launch and expansion to be finalized through collaborative Working Groups*

COUNTY OF LOS ANGELES
PROBATION DEPARTMENT

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GUILLERMO VIERA ROSA
Chief Probation Officer

August 12, 2026

TO: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell, Chair Pro Tem
Supervisor Lindsey P. Horvath
Supervisor Janice Hahn
Supervisor Katheryn Barger

FROM: Guillermo Viera Rosa
Chief Probation Officer

SUBJECT: **IMPLEMENTING THE COUNTY'S VISION FOR THE DEPARTMENT OF YOUTH DEVELOPMENT: YOUTH PROGRAMMING (ITEM 20 – DIRECTIVE 9, BOARD AGENDA OF APRIL 7, 2026)**

On April 7, 2026, by motion of Supervisors Horvath and Hahn, the Board of Supervisors (Board) directed the Chief Probation Officer, to report on i) the current state of programming for youth detained in Probation's facilities, ii) data on the availability and access to programming and/or scheduling expectations, and iii) metrics on program effectiveness and compliance with contract requirements.

EXECUTIVE SUMMARY

Probation fully supports the Board's directive to transition programming within juvenile facilities to the Department of Youth Development (DYD) and remains committed to partnering with DYD, the Chief Executive Office (CEO), and County stakeholders to ensure a thoughtful, coordinated, and successful implementation.

This report provides an overview of the current state of programming and a matrix of the 52 program providers and 8 service providers who engage youth within the juvenile facilities. Probation acknowledges that, although data on program content and hours are tracked, the monitoring of performance and youth outcome metrics has not been consistent. This has challenged our ability to adequately assess individual programs and the overall efficacy of programming efforts.

The report also reflects the scope of the ongoing strategic planning meetings convened by the CEO between Probation and DYD. As planning has progressed, it has become increasingly clear that the transition involves considerably more than the transfer of funding and contractual responsibilities. Rather, it requires the establishment of new governance structures and business processes, development of the operational systems and protocols, ongoing cross-departmental coordination and communication, and the organizational capacity necessary to effectively assume responsibility for a complex and regulated operation while maintaining uninterrupted programming within the County's juvenile facilities as required by law.

I. CURRENT STATE OF PROGRAMMING

This section provides an overview of the current operational framework and regulatory requirements to provide programming within juvenile facilities.

Programs vs. Services

Probation, along with our County partners, provides youth with programs and services. To understand what operations and functions are being transitioned to DYD, we must define what are "programs" and "services" which are two related but distinct categories of support.

> **Programs** are focused on positive youth development through structured interventions, skill-building, and rehabilitation.
>
> **Services** are focused on youth well-being, individual needs, treatment, stabilization, and successful transition.

Programs refer to structured, scheduled interventions with defined objectives and duration that are designed to achieve specific developmental, educational, behavioral, or rehabilitative outcomes. Programming is characterized by a written curriculum, scheduled sessions (group and/or individual format), attendance tracking, clearly articulated learning objectives, pre- and post-assessments, documented outcome measurements, and delivery by qualified facilitators. In general, programs are delivered by contracted community-based providers.

Services refer to the professional functions provided to address a youth's specific needs. Services are distinguished by the emphasis on individualized support, ongoing assessment, coordination across multiple agencies, thorough documentation, consistent follow-up, and resource referrals and navigation. Unlike programming, services may or may not follow a formal curriculum and are often ongoing, tailored to each youth's needs, and responsive to circumstances as they arise. In general, services are delivered by County clinical and educational professionals and contracted community-based providers.

Services include:

- Case management and care coordination
- Behavioral health counseling
- Crisis intervention
- Medical and mental health treatment
- Substance use, disorder education, intervention, and treatment
- Educational assessment and tutoring
- Family engagement
- Legal advocacy
- Reentry planning, including housing navigation, employment placement assistance, mentoring, benefits enrollment, and transportation assistance.

Mandated Programs

Title 15 is foundational to juvenile facility programming and is governed by the Board of State and Community Corrections (BSCC) which requires meaningful structured programming that supports rehabilitation rather than simply confinement. Title 15 specifically mandates that "all youth shall be provided with the opportunity for at least one hour of daily programming to include, but not be limited to, trauma focused, cognitive, evidence-based, best practice interventions that are culturally relevant and linguistically appropriate, or pro-social interventions and activities designed to reduce recidivism."

Examples of programming identified within Title 15 include, but are not limited to:

1. Cognitive Behavioral Interventions
2. Trauma-informed interventions
3. Stress management
4. Anger management
5. Conflict resolution
6. Victim awareness
7. Self-improvement
8. Parenting education
9. Tolerance and diversity
10. Healing-informed approaches
11. Credible messenger interventions
12. Gender-responsive programming
13. Arts and creative expression
14. CPR and First Aid training
15. Vocational and workforce readiness activities
16. Financial literacy
17. Life skills and other prosocial interventions designed to reduce recidivism

Additional Title 15 mandates include:

- At least one hour of daily access to unscheduled activities (free time) such as leisure reading, letter writing, and entertainment.
- At least one hour of large muscle exercise each day.
- Access to religious services and/or religious counseling at least once each week. Attendance is voluntary.
- Opportunities to participate in work programs that are meaningful, constructive and related to vocational training or increasing a youth's sense of responsibility.

Program Strategy

Probation is legally responsible for ensuring that every youth within its juvenile facilities has access to safe, structured, rehabilitative, and developmentally appropriate programming that supports rehabilitation, reduces recidivism, and prepares youth for successful reentry into the community. While community-based organizations and County partners may directly deliver the programs, Probation remains accountable for ensuring required programming is available, coordinated, monitored, and provided in accordance with applicable federal law, California statutes, BSCC regulations, court orders, and County policy.

Although program operations will be transitioned to DYD, Probation will continue to be legally responsible for meeting the aforementioned mandates. The dynamics of program operations, reporting, and compliance are topics of discussion for the CEO-led strategic planning meeting with the intent of memorializing Probation and DYD roles and responsibilities in a memorandum of understanding.

Holistic and Integrated

Probation utilizes a coordinated holistic system where individual program providers specialize in a specific area (such as workforce development, cognitive behavioral interventions, mentoring, arts, or recreation), but collectively operate within a shared framework, aligned with each youth's individualized goals, and coordinated through common planning, scheduling, etc. In addition, programs are "layered" where program providers overlap in addressing the same issue, but from different perspectives, with the objective of intentional reinforcement to facilitate youth development. This provides youth with one consistent developmental framework instead of unrelated activities. This approach preserves program specialization while providing youth with a broad range of activities within an integrated continuum of care that is more likely to produce lasting rehabilitative outcomes.

For example, cognitive behavioral therapy, mentoring, life skills training, and workforce readiness take different approaches designed to develop a youth's inter-personal communication, conflict resolution, and decision-making skills.

Individualized

Probation recognizes that each youth has unique needs shaped by their individual life experiences and strives to assign them to programs that would be beneficial for their rehabilitation and personal development. In addition to the Title 15 required programs listed above and based on their observations of the youth, Probation staff, County partners, and program providers may recommend them for additional programs. The Court may also order a youth to a specific program. Finally, a youth may also request participation in a program.

A few examples include:

- Family engagement and reunification programs
- Commercially Sexually Exploited Children (CSEC) survivor programming
- Gang members anonymous
- Court ordered sex offender program
- Court ordered family counseling

Program Partners

Probation Directly Contracted Providers

Probation directly contracted program providers offer a broad spectrum of programs across categories such as education support services (tutoring), vocational training, life skills, arts, creative writing, self-expression, self-improvement, etc.

Department of Arts & Culture (Arts & Culture)

Since 2014, Arts & Culture has been delivering arts programming to youth within all juvenile facilities through contracts with community-based organizations that provide healing-centered instruction in music, dance, theatre, poetry, and visual arts and crafts. Some programs offer workforce training in creative fields such as music production and muralism. Arts & Culture program providers also deliver training and professional development for Probation and County staff in camps and halls designed to shift the mindset and build understanding that the arts contribute to youth rehabilitation.

Department of Youth Development (DYD)

DYD has contracts with community-based organizations to provide support to youth within the juvenile facilities. An example is DYD's credible messenger program which provides mentors, with prior direct/indirect involvement in the justice system, who engage youth to build a positive adult relationship and support their rehabilitation and personal development.

Volunteers in Service to Others Program (VISTO)

Community volunteers are valuable resources who provide both programming and ancillary services and activities. For example, faith-based volunteers serve the spiritual needs of youth and meet the Title 15 religious service mandate. Other volunteers can be found throughout the juvenile facilities conducting activities, from health and fitness to providing education, and cultural and entertainment events. Special holidays are filled with volunteer-based activities that enliven the juvenile facilities with the holiday spirit.

Service Partners

This report is focused on the fundamental components of transferring "programs", as in structured interventions, from Probation to DYD. Although "services", those focused on youth well-being, will remain with Probation and County partners, it is important to understand the breadth of all resources available to youth on a daily basis and the corresponding complex and dynamic coordination in scheduling a youth's activity time. Again, a distinction may be made between programs and services, but they are intertwined in the rehabilitation and personal development of youth.

Department of Mental Health (DMH)

DMH psychiatrists and clinical providers provide a range of individualized services to youth who have a variety of mental health acuity and levels of impairment. The DMH services range from assessment, behavioral treatment and stabilization, co-occurring disorder treatment, crisis intervention, intensive mental health treatment, and skill building toward emotional regulation. Engagement is through individual and group settings, based on the youth's specific needs.

Department of Health – Juvenile Court Health Services (JCHS)

JCHS physicians, nurses, and clinical staff provide healthcare services to youth while they reside within the juvenile facilities. JCHS services include triage, medical evaluation, diagnosis, and treatment, and preventive care and therapeutic care that is undertaken for the physical well-being of the population. The scope of medical specialties include medicine, nursing, dental, optometry, pharmacy, laboratory, radiology, and clinical environmental conditions. These healthcare services may be provided on site at a juvenile facility or require scheduling and transport coordination to County hospitals and community-based health providers.

Department of Public Health - Substance Abuse Prevention and Control (DPH-SAPC)

DPH-SAPC contracts with community-based providers to address youth's substance use disorders (SUD), including client engagement and navigation services, substance use education, early intervention, direct SUD treatment, and caregiver support services.

Engagement is through individual and group settings, based on the youth's specific needs.

Los Angeles County Office of Education (LACOE)

LACOE provides a standards-based, thematic, interdisciplinary, project-based academic program called the Road to Success Academy which is accredited by the Western Association of Schools and Colleges (WASC). All teachers are fully credentialed in the subject matter that they teach. In addition, LACOE contracts with community-based providers to support the Universal Design for Learning and Socio-Emotional Learning framework.

II. YOUTH ACCESS TO PROGRAMMING

All youth have access to programming within their juvenile facility; however, the line-up of programs and program providers will vary from facility to facility based on the availability of qualified community-based organizations servicing the local area and the corresponding contract agreements, see Attachment I. Among those providers, programs rotate between housing units, so youth have an opportunity to participate in each program that is available within their facility. Youth are also able to request certain programs to be brought into the facility.

Scheduling

The majority of a youth's daily schedule is based on mandated Title 15 requirements, including breakfast, school, lunch, large muscle exercise, dinner, and free time. In general, youth have two hours available each weekday evening to participate in programming and services. In addition, each facility has a half day of high school, once a week (either Thursday or Friday), where the youth do not return after the lunch period and they are available for additional hours of programming and services. Youth who are high school graduates may enroll in college classes or participate in vocational programming during the weekdays. On the weekends, all youth have an opportunity for visitation; otherwise, youth are available to participate in programming and services.

Given the limited hours available during the weekdays, scheduling coordination between Probation and the program and service providers has been critical for providing youth with access to a range of opportunities. To ensure a streamline delivery of programs and services, the youth calendar is finalized in advance with any changes submitted by the 20th of the month prior to the actual program/service delivery month. Probation and DYD have already commenced transitioning the scheduling responsibilities.

Sample Youth Activity Schedule (may vary between juvenile facilities)

HOURS	MONDAY – FRIDAY	WEEKEND
6:00 AM to 8:00 AM	Wakeup, hygiene, breakfast, med call /court preparation (if applicable)	Wakeup, hygiene, breakfast, med call
School movement		
8:30 AM to 12:00PM	High school High school graduates participate in college classes, programs, vocational training, or recreation	Program, recreation, large muscle exercise Religious programming Baby bonding program
Movement back to unit		
12:00 PM to 1:00 PM	Lunch hour, med call	Lunch hour, med call
School movement		
1:00 PM to 3:00 PM	High school High school graduates participate in college classes, programs, vocational training, or recreation	Visiting, facetime calls Religious program Recreation, free time
Movement back to unit		
3:00 PM to 5:00 PM	Program, large muscle exercise	Program, recreation, large muscle exercise
5:00 PM to 6:00 PM	Dinner hour, med call	Dinner hour, med call
6:00 PM to 7:00 PM	Program, large muscle exercise, med call	Program, recreation, large muscle exercise, med call Showers and hygiene could be scheduled at this time
Programming is not permitted after 7:00 pm, on occasion it may run until 7:30 pm		
7:00 PM to 9:00 PM	Recreation, free time, med call Showers and hygiene	
9:00 PM to 10:00 PM	Bedtime, transition hour, med call	
10:00 PM to 6:00 AM	Sleep hours	

III. PROGRAM MONITORING & CONTRACT COMPLIANCE

Similar to distinguishing between programs and services, program monitoring and contract compliance have different objectives.

> Program monitoring is focused on metrics such as youth access, delivery consistency, fidelity with design and objectives, and youth personal development and rehabilitation outcomes.
>
> Contract compliance is focused on contractor's adherence to contract terms, fiscal reporting and controls, and administrative documentation.

Program Monitoring

Within the juvenile facilities, program monitoring objectives are based on a combination of legal mandates, regulatory requirements, evidence-based practices, contractual

obligations, and the individual needs of youth. Program monitoring is not only simply about whether a program occurs but ensuring the program fulfills its intended purpose while meeting all applicable standards.

- Legal Requirement: Does the program meet Title 15 and BSCC standards?
- Program Requirements: Is the provider delivering exactly what was contracted?
- Operational Requirement: Is the program being delivered consistently and safely?
- Quality Requirement: Is the curriculum implemented with fidelity and by qualified staff?
- Outcome Requirement: Is the program producing measurable benefits for youth?

As previously noted, Probation is legally responsible for ensuring that every youth within its juvenile facilities has access to programming. Within this scope, program monitoring includes both Probation contracted program providers and those contracted by County partners. For Probation directly contracted program providers, we are responsible for monitoring, tracking, and quantifying performance and outcomes. County partners are responsible for program monitoring of their contracted program providers. Probation is currently working with DPH-SAPC, DMH, and DYD on respective memorandum of understandings that include provisions for reporting program metrics; and MOU discussions with JCHS will begin shortly.

Probation acknowledges that its program monitoring, both directly contracted program providers and those contracted through County partners, has not been consistent which has limited our ability to adequately assess individual programs and the overall efficacy of programming efforts. Although we can quantify content and hours, there is no reliable data available on program provider performance and youth outcomes.

Among Probation's objectives for the transition of program responsibilities is to ensure DYD learns from our experience. Developing mechanisms for program monitoring and establishing metrics to define program "success" is a discussion topic raised during the CEO weekly strategic planning meeting.

Contract Compliance

Contract compliance is fundamental to safeguarding public resources, ensuring contractor accountability, and supporting the effective delivery of quality services. Probation has an established and comprehensive contract administration and oversight framework designed to promote transparency, accountability, and continuous quality improvement throughout the contract lifecycle.

Contracts Unit

The Contracts Unit is responsible for administering all phases of the contracting process, including contract development, solicitation and negotiations, coordination of the Board approval process, and execution of contracts authorizing the commencement of services. Throughout the contract term, the Contracts Unit provides ongoing contract administration to ensure contractors comply with contractual, administrative, and County requirements. To establish clear expectations at the outset of each agreement, a Contract Kick-Off Meeting is held prior to contract execution, including key contractor personnel and representatives from Probation Contracts, Fiscal, and Operations divisions. The purpose of the meeting is to review contract requirements, clarify operational expectations, discuss reporting and administrative responsibilities, and ensure contractors have a thorough understanding of performance expectations before services begin.

Contract Monitoring Unit

The Contract Monitoring Unit is responsible for ensuring compliance with contract requirements, fiscal accountability, administrative standards, and service delivery. Monitoring activities are designed to verify that contracted services are delivered in accordance with the approved statement of work, contract terms and conditions, and applicable County requirements. The Contract Monitoring Unit utilizes a three-phase monitoring approach consisting of:

- Technical Assistance Meeting: Conducted within the first thirty (30) days of a new contract. The purpose is to establish clear expectations, provide guidance regarding contract requirements, and ensure the contractor understands the documentation necessary to support future monitoring activities, including a review of the statement of work and contract requirements; administrative, fiscal, invoicing/billing, documentation and reporting procedures; and monitoring expectations.

- Semi-Annual Review: Conducted midway through the contract term and focuses on assessing the contractor's ongoing compliance with contractual, fiscal, administrative, and service requirements, including verification of required insurance, licenses, permits, certifications, and personnel files; examination of program schedules, service locations, and participant files; and a review of approved budgets, expenditures, invoices, and supporting documentation.

- Annual Review: This is a comprehensive assessment of the contractor's overall fiscal, administrative, governance, and service compliance, including organizational governance documents, including Board of Directors information, meeting minutes, and corporate records; a review of insurance, licenses, certifications, and personnel records; an examination of program operations, participant files, attendance records, and supporting documentation; detailed

testing of expenditures, invoices, payroll records, bank reconciliations, and financial statements; evaluation of internal controls, accounting practices, and fiscal management procedures; and verification of compliance with the approved budget, contract requirements, and statement of work.

At the conclusion of the Semi-Annual and Annual Reviews, a written monitoring report is issued summarizing the results of the review. The report may include findings, concerns, observations, recommendations, and identified best practices.

Corrective Action Process

When deficiencies are identified during a monitoring review, the Contract Monitoring Unit will notify the contractor at the audit review exit conference, followed by a written report. Within ten (10) business days, contractors are required to submit a written corrective action plan addressing each finding, including the corrective action(s) taken or planned, the individual(s) responsible for implementation, and the anticipated completion date for each action. The Contract Monitoring Unit will review the corrective action plan to determine whether the proposed corrective actions adequately address the identified findings. If necessary, the Contract Monitoring Unit may request additional information, supporting documentation, or revisions to the corrective action plan. Follow-up monitoring, technical assistance, or additional reviews may be conducted to verify that corrective actions have been fully implemented and that compliance has been achieved. Findings will remain open until the Contract Monitoring Unit determines that sufficient corrective action has been completed and appropriate supporting documentation has been provided.

Failure to implement corrective actions or resolve identified deficiencies may result in additional monitoring, disallowance of costs, withholding of payments, referral to the appropriate County department, or other remedies authorized under the contract.

Should you have any questions, please contact Chief Deputy Shiela Williams at (562) 940-3760 or email her at Sheila.Williams@probation.lacounty.gov.

Attachments

GVR:SW:dt

c: Joseph M. Nicchitta, Chief Executive Officer
Edward Yen, Executive Officer, Board of Supervisors
Dawyn R. Harrison, County Counsel
David J. Carroll, Director Department of Youth Development
Justice Deputies

Providers By Facility

(as of 8/7/2026)

UNIQUE PROVIDERS

	Provider
1	Actor's Gang
2	ADVOT Project
3	Affirmative Athletics
4	All New Foundation
5	Alma Family Services
6	Amer-I-Can
7	Amity
8	Anti Recidivism Coalition
9	Arts & Healing
10	Artworx
11	Asian American Drug Abuse Program
12	BEST Buy Teen Tech Center
13	Boyle Heights Conservatory
14	Center for Empowerment of Families
15	Diversity Hair Care
16	Drumming For Life
17	Educating Young Minds, Inc.
18	Financial Liberation Training Academy
19	Free To Dream Institute
20	Future Stars Tutoring Services Center
21	Give a Beat
22	Healing Dialogues and Action
23	Heidi Duckler Dance
24	Helpline Youth Counseling
25	Hoops4Justice
26	INK Doctors, a Medical Corporation
27	Inner City Youth Orchestra of Los Angeles
28	Inside Out Writers
29	Isabella Van Ranzow
30	Jail Guitar doors
31	Juvenile Giants
32	LACOE
33	Let it Out
34	Los Angeles Centers for Alcohol and Drug Abuse (LACADA)
35	Michael's Daughter Foundation
36	Million Little
37	New Earth
38	Phoenix House
39	PV Jobs
40	Returning home
41	RKPPS
42	Shep-Ty DBA Game Changer
43	Spirit Awakening Foundation
44	Street Poets
45	Tarzana Treatment Centers (TTC)
46	Theatre of Hearts
47	Tia Chucha
48	Twinning Project
49	Twinspire
50	Unusal Suspects
51	Uprising Yoga
52	Versa Style
53	Wolf Connection Group
54	Wonderseed
55	Workforce Navigation Program
56	Write Girls
57	Young Visionaries Youth Leadership Academy
58	Young Women's Freedom Center
59	Department of Mental Health
60	Homeboy Industries

ALL PROVIDERS

	Provider
	Program
1	Actor's Gang
2	ADVOT Project
3	Affirmative Athletics
4	All New Foundation
5	Alma Family Services
6	Amer-I-Can
7	Amity
8	Anti Recidivism Coalition
9	Artworx
10	Asian American Drug Abuse Program
11	BEST Buy Teen Tech Center
12	Boyle Heights Conservatory
13	Center for Empowerment of Families
14	Diversity Hair Care
15	Drumming For Life
16	Educating Young Minds, Inc.
17	Financial Liberation Training Academy
18	Free To Dream Institute
19	Give a Beat
20	Healing Dialogues and Action
21	Heidi Duckler Dance
22	Helpline Youth Counseling
23	Homeboy Industries
24	Hoops4Justice
25	Inner City Youth Orchestra of Los Angeles
26	Inside Out Writers
27	Isabella Van Ranzow
28	Jail Guitar doors
29	Juvenile Giants
30	Let it Out
31	Michael's Daughter Foundation
32	Million Little
33	New Earth
34	PV Jobs
35	Returning home
36	RKPPS
37	Shep-Ty DBA Game Changer
38	Spirit Awakening Foundation
39	Street Poets
40	Theatre of Hearts
41	Tia Chucha
42	Twinning Project
43	Twinspire
44	Unusal Suspects
45	Uprising Yoga
46	Versa Style
47	Wolf Connection Group
48	Wonderseed
49	Workforce Navigation Program
50	Write Girls
51	Young Visionaries Youth Leadership Academy
52	Young Women's Freedom Center
	Service
1	Arts & Healing
2	Department of Mental Health
3	Future Stars Tutoring Services Center
4	INK Doctors, a Medical Corporation
5	LACOE
6	Los Angeles Centers for Alcohol and Drug Abuse (LACADA)
7	Phoenix House
8	Tarzana Treatment Centers (TTC)

Providers By Facility

(as of 8/7/2026)

ATTACHMENT I

LPJH

	Provider
	Program
1	ADVOT Project
2	All New Foundation
3	Alma Family Services
4	Amer-I-Can
5	Anti Recidivism Coalition
6	Boyle Heights Conservatory
7	Center for Empowerment of Families
8	Drumming For Life
9	Educating Young Minds, Inc.
10	Financial Liberation Training Academy
11	Give a Beat
12	Helpline Youth Counseling
13	Homeboy Industries
14	Hoops4Justice
15	Inside Out Writers
16	Jail Guitar doors
17	Juvenile Giants
18	Let it Out
19	Michael's Daughter Foundation
20	New Earth
21	PV Jobs
22	Returning home
23	RKPPS
24	Shep-Ty DBA Game Changer
25	Spirit Awakening Foundation
26	Theatre of Hearts
27	Twinspire
28	Uprising Yoga
29	Versa Style
30	Young Visionaries Youth Leadership Academy
	Service
1	Arts & Healing
2	Department of Mental Health
3	Future Stars Tutoring Services Center
4	INK Doctors, a Medical Corporation
5	LACOE
6	Los Angeles Centers for Alcohol and Drug Abuse (LACADA)

BJN

	Provider
	Program
1	ADVOT Project
2	Amer-I-Can
3	Amity
4	Anti Recidivism Coalition
5	Boyle Heights Conservatory
6	Free To Dream Institute
7	Give a Beat
8	Healing Dialogues and Action
9	Heidi Duckler Dance
10	Homeboy Industries
11	Inner City Youth Orchestra of Los Angeles
12	Inside Out Writers
13	Jail Guitar doors
14	Let it Out
15	Michael's Daughter Foundation
16	New Earth
17	PV Jobs
18	Returning home
19	RKPPS
20	Shep-Ty DBA Game Changer
21	Spirit Awakening Foundation
22	Theatre of Hearts
23	Tia Chucha
24	Twinning Project
25	Unusal Suspects
26	Workforce Navigation Program
	Service
1	Department of Mental Health
2	Future Stars Tutoring Services Center
3	INK Doctors, a Medical Corporation
4	LACOE
5	Tarzana Treatment Centers (TTC)

CVK

	Provider
	Program
1	Actor's Gang
2	ADVOT Project
3	Amer-I-Can
4	Anti Recidivism Coalition
5	Asian American Drug Abuse Program
6	Center for Empowerment of Families
7	Diversity Hair Care
8	Heidi Duckler Dance
9	Hoops4Justice
10	Inner City Youth Orchestra of Los Angeles
11	Inside Out Writers
12	Michael's Daughter Foundation
13	New Earth
14	Spirit Awakening Foundation
15	Street Poets
16	Theatre of Hearts
17	Twinning Project
18	Twinspire
19	Versa Style
20	Wonderseed
21	Workforce Navigation Program
22	Write Girls
23	Young Women's Freedom Center
	Service
1	Department of Mental Health
2	LACOE
3	Phoenix House

Providers By Facility

(as of 8/7/2026)

DKC

	Provider
	Program
1	Amer-I-Can
2	Artworx
3	Asian American Drug Abuse Program
4	Boyle Heights Conservatory
5	Center for Empowerment of Families
6	Financial Liberation Training Academy
7	Homeboy Industries
8	Inside Out Writers
9	Michael's Daughter Foundation
10	New Earth
11	Spirit Awakening Foundation
12	Theatre of Hearts
13	Wonderseed
14	Workforce Navigation Program
	Service
1	Department of Mental Health
2	Future Stars Tutoring Services Center
3	LACOE
4	Phoenix House

CBA

	Provider
	Program
1	ADVOT Project
2	Affirmative Athletics
3	Amer-I-Can
4	Amity
5	Artworx
6	Boyle Heights Conservatory
7	Center for Empowerment of Families
8	Homeboy Industries
9	Spirit Awakening Foundation
10	Theatre of Hearts
11	Wolf Connection Group
	Service
1	Department of Mental Health
2	Future Stars Tutoring Services Center
3	LACOE
4	Los Angeles Centers for Alcohol and Drug Abuse (LACADA)

CGR

	Provider
	Program
1	ADVOT Project
2	Affirmative Athletics
3	Amer-I-Can
4	Amity
5	Artworx
6	RKPPS
7	Spirit Awakening Foundation
8	Theatre of Hearts
9	Wolf Connection Group
	Service
1	Future Stars Tutoring Services Center
2	LACOE
3	Los Angeles Centers for Alcohol and Drug Abuse (LACADA)
4	Department of Mental Health

Providers By Department

(as of 8/7/2026)

ATTACHMENT I

	Provider	Program or Service	Category	LPJH	BJN	CVK	DKC	CBA	CGR	Transfer to DYD
	Arts & Culture									
1	Actor's Gang	Program	Art/ Theater			2hr				No
2	ADVOT Project	Program	Art/ Theater	5hr	3hr	4hr		1hr	4hr	No
3	Boyle Heights Conservatory	Program	Media Arts	16hr	11hr		3hr	11hr		No
		Program	Workforce Program		25hr					No
4	Center for Empowerment of Families	Program	Visual Arts	10hr		2hr	4hr	2hr		No
5	Give a Beat	Program	Self Expression/ Music Production	4hr	2hr					No
6	Heidi Duckler Dance	Program	Self Expression/ Art		4hr	2hr				No
7	Homeboy Industries	Program	Visual Arts	9hr	6hr		2hr	3hr		No
8	Inner City Youth Orchestra of Los Angeles	Program	Music Education		7hr	6hr				No
9	Inside Out Writers	Program	Creative writing/ Self Expression	32hr	12hr	5hr	1hr			No
10	Jail Guitar doors	Program	Music Production/ Self Expression		15hr					No
		Program	Workforce/Vocational		8hr					No
11	Michael's Daughter Foundation	Program	Creative Art / Filmaking / Vocational	7.5hr	9hr	5hr	9hr			No
12	Returning home	Program	One-on-One Mentorship,Support groups, a	2hr	3hr					No
13	Spirit Awakening Foundation	Program	Visual Arts/ Mentorship. Leadership	2hr		2hr				No
14	Street Poets	Program	Self Expression/ Creative Writing			4hr				No
15	Theatre of Hearts	Program	Performing Arts	8hr		7hr	3hr			No
16	Tia Chucha	Program	Visual Arts, Music, Dance,Story telling		5hr					No
17	Unusal Suspects	Program	Art/ Theater/ Self Expression		2.5hr					No
18	Versa Style	Program	Dance/ Self Expression	2hr		3hr				No
19	Write Girls	Program	Creative writing/ Self Expression/ Leadeers			2hr				No
	Department of Youth Development									
1	Alma Family Services	Program	Credible Messengers	40hr						NA
2	Amity	Program	Credible Messengers		40hr			40hr	40hr	NA
3	Anti Recidivism Coalition	Program	Credible Messengers	40hr	40hr	40hr				NA
4	Healing Dialogues and Action	Program	Credible Messengers		40hr					NA
5	Isabella Van Ranzow	Program	Cognitive / Creative		TBA	TBA	TBA			NA
6	Juvenile Giants	Program	Recreational / Enviromental	32hr						NA
7	Million Little	Program	Cognitive / Creative		TBA	TBA				NA
8	Twinning Project	Program	Recreational / Enviromental		5hr	5hr				NA
9	Young Women's Freedom Center	Program	Credible Messengers			40hr				NA
	Probation									
1	Affirmative Athletics	Program	Recreation / creative writing / leadership					X	X	Yes
2	All New Foundation	Program	Art/ Music program/ Self Expression	X						Yes upon construction completion
3	Amer-I-Can	Program	Life Skills / Mentoring					X	X	Yes
4	Asian American Drug Abuse Program	Program	Gender Expansive Services			X	X			Yes
5	BEST Buy Teen Tech Center	Program	Technology, Mentorship, Training							Yes
6	Diversity Hair Care	Program	Introduction to Cosmetology			X				Yes
7	Drumming For Life	Program	Reading & Rhythm / Life Skills, Drumming S	X						Yes
8	Educating Young Minds, Inc.	Program	Information Technology / Self esteem	X						Yes
9	Financial Liberation Training Academy	Program	Life Skills / Financial Literacy	X			X			Yes
10	Free To Dream Institute	Program	Music Production / Self Expression		X					Yes upon construction completion
11	Future Stars Tutoring Services Center	Service	Tutoring services	X						No
12	Helpline Youth Counseling	Program	Life Skills/ Leadership	X						Yes
13	Hoops4Justice	Program	Life Skills/ Basketball Training	X		X				Yes
14	INK Doctors, a Medical Corporation	Service	Service driven	X	X					No
15	Inside Out Writers	Program	Creative writing / Self Expressions	X						Yes
16	Jail Guitar doors	Program	Self Expression/ Music	X						Yes
17	Let it Out	Program	Creative Art / Art Therapy	X	X					Yes
18	Michael's Daughter Foundation	Program	Creative Art/ Film / Vocational	X	X	X				Yes
19	PV Jobs	Program	Vocational/ Pre-Apprenticeship Training	X	X					Yes
20	RKPPS	Program	Life Skills / Financial Literacy	X	X				X	Yes
21	Shep-Ty DBA Game Changer	Program	Civil Engagement	X	X					No
22	Twinspire	Program	Life Skills / Financial Literacy	X		X				Yes
23	Uprising Yoga	Program	Self Awareness / Management of Stress an	X						Yes
24	Wonderseed	Program	Life Skills			X	X			Yes
25	Workforce Navigation Program	Program	WorkForce/ Reentry Services		X	X	X			Yes
26	Young Visionaries Youth Leadership Academy	Program	Leadership	X						Yes

Providers By Department

(as of 8/7/2026)

	Provider	Program or Service	Category	LPJH	BJN	CVK	DKC	CBA	CGR	Transfer to DYD
	Department of Mental Health									
1	Department of Mental Health	Service	Birth to Five Parenting Group					1hr		No
		Service	Boyz to Men		0.5hr					No
		Service	Coping Skills	1hr						No
		Service	DBT			3hr	1hr	1hr	1hr	No
		Service	DBT infused coping skills		0.5hr					No
		Service	DBT Mindful Movement			1hr				No
		Service	DBT Piano Presence			1hr				No
		Service	DBT Roots and Resilience			1hr				No
		Service	Dual Diagnosis				1hr			No
		Service	Life and Story telling		0.5hr					No
		Service	Life Skills	1hr						No
		Service	Men's Wellness Group		0.5hr					No
		Service	Moral Reconation Therapy (MRT)					1hr		No
		Service	Peer Support Group					1hr		No
		Service	Real talk, real skills		0.5hr					No
		Service	Rewind & Reset		0.75hr					No
		Service	Roots and Growth Building strength from w		0.5hr					No
		Service	Seeking Safety	1hr			1hr			No
		Service	Substance Abuse Group					1hr	1hr	No
		Service	The Story Continues Healing Through Page		0.5hr					No
2	Wolf Connection Group	Program	Behavioral Health					1hr	1hr	No
	Department of Public Health - Substance Abuuse Prevention & Control									
1	Los Angeles Centers for Alcohol and Drug Abu	Service	SUD Education and Early Intervention	4days				2days	2days	No
2	Phoenix House	Service	SUD Education and Early Intervention			2X	2X			No
3	Tarzana Treatment Centers (TTC)	Service	SUD Education and Early Intervention		2X					No
	Los Angeles County Office of Education									
1	Amer-I-Can	Program	Education	1X	3X	1X	2X			No
2	Arts & Healing	Service	Education	2X						No
3	Artworx	Program	Education				1X	2X	1X	No
4	Drumming For Life	Program	Education	1X						No
5	Future Stars Tutoring Services Center	Service	Education		1X		1X	4X	4X	No
6	LACOE	Service	Education	X	X	X	X	X	X	No
7	New Earth	Program	Education	2X	2X	1X	1X			No
8	Spirit Awakening Foundation	Program	Education	2X	2X	1X	2X	1X	1X	No
9	Theatre of Hearts	Program	Education	2X	2X	1X	1X	1X	1X	No

Provider Program Description

(as of (8/7/2026)

Provider	Department	Transfer to DYD	Program Description
Actor's Gang			
	Arts & Culture	No	Art Form: Acting, Theatre Skills; instruction is based on the traditional Commedia Dell'arte form of theatre; engages youth in a highly physical and emotional style of theater to create a supportive space in which the participants can express their fears, choose empathy over anger, overcome emotional barriers and prepare for life in the community.
ADVOT Project			
	Arts & Culture	No	Art Form: Theatre; instruction may include theatre skills, creative writing, spoken word and dance; focuses on using theatre and creative arts to teach communication skills and healthy relationships through interactive curricula based on intentional listening, storytelling and spoken word.
Affirmative Athletics			
	Probation	Yes	Non-profit program providing an annual journal writing and organized sports (spring flag football and fall basketball) for ‘at-promise’ incarcerated youth in Los Angeles County Facilities. We promote safe, creative yet competitive environments that help teenage boys with mental and emotional development. Fourteen-week journal writing workshops are a safe space where ‘at-promise’ youth learn our core principles of planning, preparing, performing and reviewing post-game performances through cognitive, creative writing. The youth are given crafted journals to document their on-field/on-court experiences by using our ‘one word‘ methodology by describing thoughts, emotions and moments. These workshops also provide a safe space for teams and mentors for sharing and reviewing game and life experiences. This creative, intensive process builds interpersonal relationships and community.
All New Foundation			
	Probation	Yes upon construction completion	Provides an innovative music production trainingprogram which includes a curriculum for youth at Los Padrinos Juvenile Hall (LP). The program will span eight (8) weeks offering youth the opportunity to work on projects surrounding music production.
Alma Family Services			
	Department of Youth Development	NA	Mentors with lived experience provide day-to-day unit support for youth with developmental disabilities
Amer-I-Can			
	Probation	Yes	The program goal is to help enable individuals to meet their academic potential, to conform their behavior to acceptable society standards, and to improve the quality of their lives by equipping them with the critical life management skills to confidently and successfully contribute to society. The training initially focuses on attitude modification designed to heighten the individual’s self esteem and motivate them toward positive behavior. Trainees quickly develop an understanding between cause and effect relationship, behavior and outcome and learn how to make better choices. By experiencing small but repeated positive behaviors, the trainees are able to realize their goals can be achieved through multiplying individual successes. With a positive attitude and a desire to improve their quality of life, trainees are taught the techniques of life skills and learn to take responsibility for their lives and destination through self determination.
	Los Angeles County Office of Education	No	Enables and motivates youth to reach their academic potential by equipping them with critical life management skills to confidentally and successfully contribute to society. They focus on atitude modifciation design to heighten the individuals self esteem and motivate them toward positive behavior.
Amity			
	Department of Youth Development	NA	Mentors with lived experience provide day-to-day unit support for post-disposition boys
Anti Recidivism Coalition			
	Department of Youth Development	NA	Mentors with lived experience provide day-to-day unit support for pre-disposition boys and Pre- dispositioned Youth.
Arts & Healing			
	Los Angeles County Office of Education	No	(blank)

Provider Program Description

(as of (8/7/2026)

Provider	Department	Transfer to DYD	Program Description
Artworx			
	Los Angeles County Office of Education	No	Through collaboration with cultural centers, post secondary education , creative businesses government and supportive services, Artworx leverages resources to benefit non traditional school youth in LA County.
Asian American Drug Abuse Program			
	Probation	Yes	Gender expansive training services. Training shall be trauma-responsive, youth-centered cognitive behavioral based and include gender expansive topics of: Attitudes and Beliefs, Gender and Sexuality, Legislation and Allyship and Advocacy.
BEST Buy Teen Tech Center			
	Probation	Yes	Best Buy Teen Tech Center® is outfitted with state-of-the art technology that is regularly updated and refreshed. The professional-grade tech, much of which is donated, lets teens make, create and innovate while also learning key tech skills that can be used in school, careers and beyond. Youth can explore music and video production, graphic design, 3D printing, virtual reality and more, Youth development professionals and other positive adult role models and volunteers will provide a safe space for youth to explore their interests and talk about their futures. These mentors help build confidence and provide different perspectives.. Young people have access to cutting-edge technology, mentors who build confidence and programs designed for school and career success.
Boyle Heights Conservatory			
	Arts & Culture	No	Art Form: Media Arts, Digital Content; instruction may include project-based learning in podcasting, photography, journalism and/or digital media production; provides instruction and mentorship in creative arts, media and technology fields with an emphasis on promoting interest and readiness for youth to pursue careers in Los Angeles' creative economy
		No	Art Form: Media Arts, Digital Content; instruction may include project-based learning in podcasting, photography, journalism and/or digital media production; provides instruction and mentorship in creative arts, media and technology fields with an emphasis on promoting interest and readiness for youth to pursue careers in Los Angeles' creative economy- WORKFORCE PROGRAM / VOCATIONAL
Center for Empowerment of Families			
	Arts & Culture	No	Art Form: Dance, Music, Photography; instruction may be in dance or photography; provides instruction and mentorship in various genres of dance, including hip-hop and salsa; photography classes are provided to youth to create original work and explore visual arts concepts through creative expression.
Department of Mental Health			
	Department of Mental Health	No	8-week group gives the youth the practical tools they need to successfully navigate life and transition back into the community. We focus on real world survival skills, from managing money to finding a job and handling daily responsibilities. It is a straight talking, supportive space built to help them take control of their future and succeed on the outside.
		No	8-week structured group for SYTF youth that uses movies, television, music, and documentaries as tools to build emotional awareness, thinking skills, impulse control, and long-term planning. The group uses familiar media to increase engagement while helping youth examine thoughts, emotions, and behaviors that influence decision making both on the unit and in the community.
		No	DBT-Infused Life and Storytelling Group blends structured coping skills from Dialectical Behavioral Therapy with creative narrative techniques. The group focuses on exploring narratives through music, stories, and participants' personal experiences to promote implementation of mindfulness, emotional regulation, and communication skills. The group empowers youth to rewrite negative personal narratives and restructure thought patterns.
		No	Evidenced based modality utilized by our clinicians to help clients learn and practice Positive Coping Skills (Mindfulness), Interpersonal Effectiveness skills, Distress Tolerance Skills, and Problem Solving skills in order to regulate their negative emotions and strengthening their relationships with others.
		No	In this supportive environment, youth cultivate not only plants but also emotional resilience, self-awareness, and balance. Mindful Gardening is a therapeutic gardening group that combines the calming effects of nature with DBT skills and mindfulness. In this group, youth practice the ABC Please skill, focusing on Accumulate Positive Experiences, Build Mastery, and Cope Ahead while tending to plants. Through gardening, youth build emotional resilience, practice distress tolerance and emotion regulation, and create a peaceful space to grow both mentally and physically. This group aims to provide a supportive environment to cultivate calm, confidence, and connection.

Provider Program Description

(as of (8/7/2026)

Provider	Department	Transfer to DYD	Program Description
Department of Mental	Department of Mental Health	No	It is a DBT infused planting group that used planting, identifying growth, challenges, and mixed creative writing, to help youth understand circumstances which plants grow and encourage them to reflect on things needed for them to grow.
		No	Mindful yoga integrates gentle movement, breathwork, and DBT skills to support emotional regulation and mindfulness. Participants practice mindfulness, distress tolerance, and emotion regulation through body awareness, paced breathing, and intentional movement. The group offers a calm, supportive space to build coping skills, increase mind–body connection, and develop balance and resilience both on and off the mat.
		No	Psychoeducation group about impact of substances on mental health
		No	Structured, rehabilitative group aimed at helping clients build practical abilities for daily living, emotional regulation, and social interaction through topics such as interpersonal communication, conflict resolution, emotional intelligence, personal wellness, or independent living skills.
		No	Structured, rehabilitative group aimed at helping clients develop, learn, practice, and apply healthy strategies to manage stress, anxiety, intense emotions utilizing DBT-based and CBT-based strategies.
		No	Substance Abuse and Trauma, providing psychoeducation regarding learning safe coping skills to cope with their traumatic experiences in order to reduce substance abuse behavior.
		No	The 8-week DBT Coping Skills Group focuses on helping justice-involved clients build practical skills to manage emotions, cope with stress, and make healthier decisions. Participants practiced applying these skills to real-life situations related to detention, family relationships, peer conflict, and legal stressors.
		No	The 8-week DBT-infused book club utilizes narrative therapy focused worksheets to help participants to connect the themes of the book to their own life experiences, reflecting on themes of labels, externalizing labels, and how others see us vs. how we see ourselves.
		No	The DMH Men's Wellness Group utilizes culturally competent, trauma-informed, and DBT therapeutic support to help young men build coping skills, engage in prosocial activities, and reach their highest potential.
		No	The group is psycho-educational and process, and based on both motivational interviewing and cognitive-behavioral therapy.
		No	This 12-week curriculum is designed for youth who are young fathers, soon to be fathers to help build skills and confidences they need to step into a parenting role.
		No	This 8-week group covers the following information: Finding your purpose, taking care of your mind, managing pressure, building healthy relationships, masculinity without the mask, barriers to success, handling responsibility, and open topics for discussion.
		No	This group is co facilitated by two youth who meet with the DMH supervisor Michele Muto, LCSW prior to group to put together the group material and presentation. The weekly topics are chosen by the participants that is relevant to their struggles and life experiences.
		No	This is a 12-step evidenced based cognitive behavioral program aimed at improving moral reasoning, reducing recidivism, and treating substance abuse. 12 steps of MRT include: Honesty, Trust, Acceptance, Relationships, Goasl, Moral Development, Positive Identity, Self Destructive Behavior, Empathy, Problem Solving, Responsibility, Future Planning.
		No	This music group uses piano and guitar playing as creative tools to practice DBT skills in a supportive, mindful setting, with an emphasis on accepting reality as it is. Through guided music activities, participants build mindfulness, emotion regulation, distress tolerance, and interpersonal effectiveness while learning basic musical techniques and playing together.
Diversity Hair Care			
Probation		Yes	Provides introductory cosmetology classes . The classes will provide participants with a valuable introduction to the field of cosmetology. Organization will prepare Justice Involved Youth with fundamental skills and prepares them for success in cosmetology careers. Participants will gain extensive knowledge and understanding of essential practices, including the proper use of tools, proper pH balances in chemical processes, salon sanitation protocols, and professional appearance and personal hygiene. Youth will also teach the effectiveness of communications skills andcustomer service.

Provider Program Description

(as of (8/7/2026)

Provider	Department	Transfer to DYD	Program Description
Drumming For Life			
	Probation	Yes	Utilizes the power of rhythm to help youth develop the emotional, academic and social skills needed to succeed in school and in life
	Los Angeles County Office of Education	No	Utilizes the power of rhythm to help youth develop the emotional, academic and social skills needed to succeed in school and in life.
Educating Young Minds, Inc.			
	Probation	Yes	Organization blends coding with academic and emotional/behavioral enrichment programs, assising in fostering a sense of achievement and confidence. Youth experience success not only in technical tasks but also in core academic areas, creating a positive feedback loop that reinforces resilience and motivation.
Financial Liberation Training Academy			
	Probation	Yes	Organization specializes in providing financial, credit, and business education to justice-impacted individuals, and we are passionate about extending this support to youth in juvenile hall. Program focuses heavily on credit education, helping young people understand how credit works, how it impacts housing opportunities, and how to build and protect their credit early. Savings strategies that support long-term financial security - Emotional finance, which addresses the role emotions play in unhealthy financial decision-making and spending cycles, financial triggers that lead to criminal thinking and how to navigate financial challenges - Banking literacy and how to effectively manage accounts, Direct deposit etc.- Investing fundamentals to create a mindset of growth - Rental awareness, which covers all steps needed to rent there first apartment and navigating that financially.
Free To Dream Institute			
	Probation	Yes upon construction completion	The classes will familiarize participants with the fundamental tools, techniques, procedures, and programs for music production. Participants will learn to use Avid Pro Tools and other digital audio software applications for music creation and production, sound recording, and editing.
Future Stars Tutoring Services Center			
	Probation	No	Provides tutoring, homework assistance, and college/vocational career exploration services for high school graduates, college students, and participants 18 years and older not enrolled in LACOE school programming. Services will also include exposure to various career/vocational options through career speakers, virtual workshops, etc.
	Los Angeles County Office of Education	No	Provides tutoring, homework assistance, and college/vocational career exploration services for high school graduates, college students, and participants 18 years and older not enrolled in LACOE school programming. Services will also include exposure to various career/vocational options through career speakers, virtual workshops, etc.
Give a Beat			
	Arts & Culture	No	Art Form: Music Production and Composition; instruction may include digital audio techniques, elements of songwriting and DY-ing; uses the power of music as a pathway to healing and opportunity to forge talents and prepare creative careers.
Healing Dialogues and Action			
	Department of Youth Development	NA	Mentors with lived experience provide day-to-day unit support for SYTF boys
Heidi Duckler Dance			
	Arts & Culture	No	Heidi Duckler Dance was founded in 1985 on the belief that the arts can change our vision of the world – and of ourselves. The company's contemporary dance approach values freedom, community, and inclusivity. Through performances, Heidi Duckler Dance reveals avenues in which Los Angeles can become a more inclusive and equitable city.

Provider Program Description

(as of (8/7/2026)

Provider	Department	Transfer to DYD	Program Description
Helpline Youth Counseling			
	Probation	Yes	Provides leadership development and skill building services for pre-disposition youth ages 14-24 (participants) that reside in the County of Los Angeles Los Padrinos Juvenile Hall. . The services provided in four (4) cycles per year, each cycle is a 12-week period. Each 12-week cycle shall consist of two (2) groups.
Homeboy Industries			
	Arts & Culture	No	Art Form: Visual Arts, Mural Installation; instruction may include mural design and installation and visual arts techniques; provides mentoring and arts instruction designed to foster leadership through cultural knowledge, artistic expression and community inclusion; also conducts Healing Circles as a meaningful cultural practice grounded in bringing new perspectives and awareness for personal growth and leadership development.
Hoops4Justice			
	Probation	Yes	Organization delivers cohort-based programming rooted in mentorship, team sports, and high-engagement skillbuilding workshops. Across all cohorts, participants engage in consistent programming that centers emotional regulation, communication, leadership development, and peer connection through structured basketball, DBT-informed practices,and facilitated group work. For transition-age youth (TAY) cohorts specifically, this core model is expanded to include intensive, youth-led projects and deeper engagement with guest speakers and professional partners. While younger cohorts focus primarily on skill development, relationship-building, and group cohesion, TAY participants are given additional opportunities to apply those skills through sustained project work, leadership roles, and real-world learning experiences aligned with their interests.
INK Doctors, a Medical Corporation			
	Probation	No	Mobile Tattoo Removal - Laser tattoo removal services using a mobile unit equipped with the necessary equipment to deliver services on-site.
Inner City Youth Orchestra of Los Angeles			
	Arts & Culture	No	A music education program that provides youth with an apportunity to gain pre-professional percussion training. Learn the fundamentals of drumming, reading music, and musicianship. Practice and learn various drumline styles and techniques as a group. No experience needed.
Inside Out Writers			
	Arts & Culture	No	Art Form: Creative Writing; provides services in creative writing and conducts programs in the community for re-entry/job placement and diversion; writing program engages students to encourage self-expression and leads participants in exercise designed to build skills for youth to write with clarity and authenticity about their past, current and future.
	Probation	Yes	Provides services in creative writing and conducts programs in the community for re- entry/job placement and diversion; writing program engages students to encourage self-expression and leads participants in exercise designed to build skills for youth to write with clarity and authenticity about their past, current and future.
Isabella Van Ranzow			
	Department of Youth Development	NA	Photography and multi-media skills-building
Jail Guitar doors			
	Arts & Culture	No	Art Form: Guitar Skills, Composition, Music Production; instruction may include music production, guitar instruction, rap, recording; provides music instruments and mentorship to help transform youth through the power of music.
		No	Art Form: Guitar Skills, Composition, Music Production; instruction may include music production, guitar instruction, rap, recording; provides music instruments and mentorship to help transform youth through the power of music.VOCATIONAL / WORKFORCE PRORAM
	Probation	Yes	Music Production; instruction may include music production, guitar instruction, rap, recording; provides music instruments and mentorship to help transform youth through the power of music.
Juvenile Giants			
	Department of Youth Development	NA	Fitness training for pre-adjudication youth

Provider Program Description

(as of (8/7/2026)

Provider	Department	Transfer to DYD	Program Description
LACOE			
	Los Angeles County Office of Education	No	LACOE offers a standards-based, thematic, interdisciplinary, project-based academic program called Road to Success Academy. All teachers are fully credentialed in the subject matter that they teach. The school uses a 4-theme cycle, with each theme lasting one semester. LACOE is fully accredited by the Western Association of Schools and Colleges (WASC), with accreditation expiring in 2028. LACOE utilize Community Based Organizations (CBOs) within their educational frameworks to work with students in the UDL and Socio-Emotional components.
Let it Out			
	Probation	Yes	Let it Out will provide thematic Creative courses in the music, theatre, art, and dance, that will inspire creativity, improve behavior and increase academics
Los Angeles Centers for Alcohol and Drug Abuse (LACADA)			
	Department of Public Health - Substance Abuuse Prevention & Control	No	SUD Education and Early Intervention services for youth who do not meet the clinical diagnosis for SUD, but are screened to be at risk of developing an SUD and would benefit from at-risk services and education.
Michael's Daughter Foundation			
	Arts & Culture	No	The Michael's Daughter Foundation, a 501c3 non-profit organization, is proud to present "Our Stories," an innovative arts-based program . The program spans 14 weeks, offering aspiring young artists the opportunity to delve into the world of storytelling, filmmaking, and illustration.
	Probation	Yes	Animation and Film Services- The Michael's Daughter Foundation, a 501c3 non-profit organization, is proud to present "Our Stories," an innovative arts-based program The program spans 14 weeks, offering aspiring young artists the opportunity to delve into the world of storytelling, filmmaking, and illustration.
Million Little			
	Department of Youth Development	NA	Million Little delivers strengths-based therapeutic arts programming, youth resources, educational workshops and trainings as a means to support the healthy social and emotional development and healing processes. The creative journey for healing begins with participants' own interests and ideas.
New Earth			
	Los Angeles County Office of Education	No	visual and performing arts, music, creative writing
Phoenix House			
	Department of Public Health - Substance Abuuse Prevention & Control	No	SUD Education and Early Intervention services for youth who do not meet the clinical diagnosis for SUD, but are screened to be at risk of developing an SUD and would benefit from at-risk services and education.
PV Jobs			
	Probation	Yes	PVJOBS hosts several pre-apprenticeship training programs that provide industry recognized certifications needed to compete for in-demand jobs in the construction industry. Participants engage in 80-500 hours of hands-on and classroom training as well as earn certifications in OSHA 10, OSHA 30 and HazMat, among others.
Returning home			
	Arts & Culture	No	Organization helps youth “return home” into their own bodies while they are inside by building up their healing practices for their own safety and for the safety of the community they are in (no matter where they are physically). The mentors and service providers for RHRP is a collective of individuals with a total of 100+ years of experience combined in mentoring, youth work, youth empowerment, care team models, community peacebuilding and cultural transformation. Provides incarcerated youth with guidance on social-emotional development and specialized mentoring services. RHRP is a youth-centered program that wholeheartedly believes in modeling healthy and stable adult-youth relationships by meeting young people where they are (psychologically, physically, emotionally and spiritually) by providing services and resources based on their individual circumstances and needs. In addition to providing direct services to youth, the Returning Home Reentry Project provides training focused on care team, capacity building, restorative justice, peacebuilding, and alternative healing practices.

Provider Program Description

(as of (8/7/2026)

Provider	Department	Transfer to DYD	Program Description
RKPPS			
	Probation	Yes	Facilitates financial literacy sessions to justice involved youth giving them the ability to understand and manage personal finances effectively, covering topics like budgeting, saving, credit, investing, insurance, and avoiding scams provides structured curricula, standards, and teaching tools to help justice involved youth build these skills.
Shep-Ty DBA Game Changer			
	Probation	No	Collaborative Learning Session that brings law enforcement and justive involved youth together. Game Changer is about allowing youth and law enforcement to be educated by one another from exposure to one another. Game Changer creates environments that bring together people that otherwise wouldn't spend time with one another. Both entites share a meal together and have mini breakout sessions with various hot topics facing youth and young adults today in the community and facilites .
Spirit Awakening Foundation			
	Arts & Culture	No	SAF exists to stand up against racism, inequality and injustice, all the while offering young people tools and techniques needed to live in a more inclusive, just and safe world. Using the tools of meditation, self-reflection, creative writing, visual arts, mentorship, service, and leadership training, all of which have been guided by evidence-based research, SAF is able to accomplish our mission to help underserved youth build character and raise self-esteem.
	Los Angeles County Office of Education	No	Provides visual/performing arts, creative writing, and music. SAF exists to stand up against racism, inequality and injustice, all the while offering young people tools and techniques needed to live in a more inclusive, just and safe world. Using the tools of meditation, self-reflection, creative writing, visual arts, mentorship, service, and leadership training, all of which have been guided by evidence-based research, SAF is able to accomplish our mission to help underserved youth build character and raise self-esteem.
Street Poets			
	Arts & Culture	No	Street Poets harnesses the healing power of poetry and music to build community and inspire our next generation to write, rap and dream a new world into being for us all.
Tarzana Treatment Centers (TTC)			
	Department of Public Health - Substance Abuuse Prevention & Control	No	SUD Education and Early Intervention services for youth who do not meet the clinical diagnosis for SUD, but are screened to be at risk of developing an SUD and would benefit from at-risk services and education.
Theatre of Hearts			
	Arts & Culture	No	Engages youth in the arts through performing, conceptualizing, and creating works of art not only inspires them to seek more knowledge and gain self-confidence, it also teaches them practical skills and serves as a foundation for great academic and personal achievement. In addition to increased mastery of artistic skills and improved overall academic performance, Youth First Artist-In-Residence participants develop life skills specifically known to enhance the ability to choose nonviolent conflict resolution such as: positive expression, active listening, public speaking, creative problem solving, teamwork, and cooperation. TOHYF programming is also focused on tolerance and intercultural understanding.
	Los Angeles County Office of Education	No	Movie writing, self-reflective writing, visual arts
Tia Chucha			
	Arts & Culture	No	Tia Chucha's engages youth to amplify their voice, expression, and presentation skills through writing, poetry, spoken word, oral histories, theatre, and memoir. With youth creative expression through words, story, or song, youth re-imagine, renew, and regenerate a new life filled with character, decency, and personal authority.
Twinning Project			
	Department of Youth Development	NA	Professional athletic teams provide coaching and sports programming
Twinspire			
	Probation	Yes	Provide financial literacy services to (Participants) that reside within Probation Facilites . The services will focus on budgeting, savings, credit, and investing. These services will provide participants with lifelong financial skills. Contractor services consist of twenty (20) cohorts, with no more than fifteen (15) participants per cohort.

Provider Program Description

(as of (8/7/2026)

Provider	Department	Transfer to DYD	Program Description
Unusal Suspects			
	Arts & Culture	No	The Unusual Suspects Theatre Company is a nonprofit arts organization that bridges systemic inequalities in the lack of arts access in LA through tuition-free high quality arts programs focused specifically on amplifying original voices. Focused on the live theatre space, The Unusual Suspects aims to create a stage for a new generation of storytellers where all LA youth are equipped with the tools and resources to effectively and powerfully share their own stories.
Uprising Yoga			
	Probation	Yes	Yoga + Meditation is committed to brinfing trauma-informed yoga, lovingkindness, mindfulness, and quantum meditations, as well as self-compassion and breathing practices to incarcerated people so they can cope, heal, and restore their lives and their families.
Versa Style			
	Arts & Culture	No	HipHop and Cultural Dance Forms; instruction may include any number of styles of dance according to the preferences and cultural orientation of the participants; immerses youth in energetic work that fuses dances that are culturally significant to their community; instills the roots, history and social and political issues surrounding the art of our generation; demonstrates freedom of expression, freedom of individuality, hard work, self-discipline and dedication to the form.
Wolf Connection Group			
	Department of Mental Health	No	Our clinicians take part in the wolf connection program with probation education services staff. This is a 10 week psycho-educational group to empower and teach youth resilience. The creative wolf program uses the stores of rescued wolves, and visiting the wolf sanctuary, to learn how the animals overcame trauma histories.
Wonderseed			
	Probation	Yes	Express yourself VR Program : The program Is designed to provide 1-1 participants with tools to overcome emotional dysregulation through teaching positive communication skills, good decision-making, constructive thought patterns through immersive serious play virtual reality technology, role playing and daily life coaching.
Workforce Navigation Program			
	Probation	Yes	The Youth Employment Initiative (YEI) is a partnership between the Office of Youth and Community Restoration (OYCR), the California Department of Rehabilitation (DOR), Amity Foundation, and lthe Probation Department . It is designed to support justice-involved youth ages 14–25, particularly those with physical or mental impairments, by connecting them to a network of education, employment, and supportive services. Through this initiative, eligible youth may access vocational rehabilitation services provided by DOR in collaboration with local community partners.The Youth Employment Initiative aims to provide justice-involved youth with a comprehensive set of services that promote long-term success in education, employment, and personal development. The program supports educational reconnection by helping youth return to school or pursue a GED or postsecondary education. It offers occupational skills training aligned with in-demand industries to prepare youth for the workforce. Participants gain real-world experience through paid work experience, while supportive services—such as transportation, clothing, and referrals to legal services —help remove barriers to participation. Career exploration and planning activities allow youth to identify their strengths and interests and create meaningful goals. Finally, transition and follow-up support ensure that youth continue to receive guidance as they move into employment, training, or higher education, laying the foundation for a successful future.
Write Girls			
	Arts & Culture	No	WriteGirl is a creative writing and mentoring organization that promotes creativity, critical thinking and leadership skills to empower underserved teen girls. WriteGirl / Bold Ink Writers programs offer teens the chance to work with mentors, using creative writing as a vehicle for self-expression and personal development. Workshops feature multi-sensory activities and are led by professional writers with backgrounds in diverse fields such as as screenwriting, songwriting, education, poetry, fiction and journalism. WriteGirl / Bold Ink Writers programs help young people cultivate their creative voices and develop the confidence and communication skills they need to attain academic and professional success.

Provider Program Description

(as of (8/7/2026)

Provider	Department	Transfer to DYD	Program Description
Young Visionaries Youth Leadership Academy			
	Probation	Yes	Provides a series of interactive sessions designed to support youth with coping skills, mental health and leadership.
Young Women's Freedom Center			
	Department of Youth Development	NA	Mentors with lived experience provide day-to-day unit support to girls and gender-expansive youth

BOARD OF SUPERVISORS | Hilda L. Solis, First District | Holly J. Mitchell, Second District | Lindsey P. Horvath, Third District | Janice Hahn, Fourth District | Kathryn Barger, Fifth District

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CHIEF EXECUTIVE OFFICER
Joseph M. Nicchitta

August 12, 2026

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

From: Joseph M. Nicchitta
Chief Executive Officer
Joseph M. Nicchitta (Aug 9, 2026 20:24:33 PDT)

QUARTERLY REPORT BACK ON THE TRANSITION OF PROGRAMMING SERVICES TO THE DEPARTMENT OF YOUTH DEVELOPMENT (ITEM NO. 7, AGENDA OF APRIL 7, 2026)

On April 7, 2026, the Board of Supervisors (Board) adopted a motion by Supervisors Horvath and Hahn directing the Chief Executive Office (CEO) to convene the Department of Youth Development (DYD) and the Probation Department (Probation), along with appropriate representatives from County Counsel and all relevant partners, to meet monthly and discuss timelines and action steps needed to transition programming services to DYD, including tracking the progress of bringing that transition to fruition, documenting and addressing any issues, and identifying and troubleshooting areas for improvement and accountability. This is the first quarterly Report Back submitted pursuant to that directive, covering the period April 7, 2026, through June 30, 2026.

Transition Roadmap
The Board motion directed development of a transition plan for programming services from Probation to DYD. Attached is a table with the statuses for the Board directives related to timelines and action steps for transition of programming services. Further, Table 1, also attached, from DYD's Report Back on May 7, 2026, proposed a phased transition plan which will serve as a framework for evaluating progress in subsequent quarterly report backs.

Monthly Convening: Participants and Meeting Cadence
Consistent with the Board's directive, the CEO Probation Compliance Office (CEO-PCO) convened the first full-group monthly coordination meeting on May 6, 2026, and

subsequent monthly meetings with DYD, Probation Department, County Counsel, and CEO Budget. CEO-PCO acts as a project manager by assisting with long-range planning, facilitating each meeting, and providing technical assistance with compliance issues. Additional partner departments have communicated with DYD/Probation and will be engaged as needed in the future.

In parallel, the CEO-PCO worked with Probation and DYD to establish two biweekly working groups - the Primary/Operations Working Group and the Administration Working Group.

Issues Documented, Actions Taken, and Decisions Made

The following issues were identified during the reporting period and have been documented and addressed in accordance with the Board's directive:

- Probation Baseline Data Delay (Directive 9): Probation is required to submit a comprehensive baseline programming data report within 45 days of the Board motion (by May 22, 2026, extended to July 17, 2026). Probation will utilize this report to complete an inventory of all programming services, including budget and contract information requested by CEO and DYD.
    - Action: Probation to complete and submit Directive 9.
- Initial Gap Analysis Incomplete: DYD developed an initial gap analysis of only Probation's contracted programming services due to the limited information previously available. DYD intended for this placeholder analysis to inform initial planning and be updated with more comprehensive analysis.
    - Action: DYD to expand the gap analysis once full inventory data is received from Probation and have already aligned on updated gap analysis approach.
- Role Delineation – Youth Development (YD) Coordination v. Probation Case Management: DYD's proposed YD coordination role may overlap with existing Probation case management functions.
    - Action: The working group agreed to defer the YD coordination discussion while DYD gathers additional information and focuses on programming coordination as the initial implementation priority.
- Agreement on Contract Transition: DYD and Probation agreed to maintain continuity of services by having Probation terminate its contracts with the current service providers on the date requested by DYD, and DYD will execute new contracts with those same providers effectively the same day.

Areas for Improvement and Accountability

The monthly coordination group has identified the following opportunities to improve transition progress and strengthen accountability:

- Strengthen meeting preparation and decision documentation: To foster effective biweekly working groups, all parties have agreed to come to working meetings prepared to discuss agenda items and troubleshoot outstanding issues rather than

solely status reporting. The monthly full group meeting is for executive-level discussions and decision-making.

Next Steps

During the next reporting period, work will focus on the following priorities:

- MOU Development – (Directives 4 and 5): Advance Probation-DYD MOU negotiations; finalize the sequencing of partner department MOUs based on review of Probation's existing interagency agreements.
- Probation Baseline Data (Directive 9): Probation anticipates submitting its baseline data report, including an inventory of programming by July 17, 2026. This information will further guide the work on the transition.
- Contracting Transition: All parties will continue coordinating for DYD to execute new contracts smoothly and identify a transition date(s) in FY2026-2027.

Our next quarterly report will be filed in October 2026. Should you have any questions regarding this matter, please contact me, Chief of Strategic Initiatives Maggie Carter at mcarter@ceo.lacounty.gov, or Probation Compliance Officer Tyson Nelson at tyson.nelson@ceo.lacounty.gov or (213) 440-5106.

JMN:JG:MC
TN:JJ:cj

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Alternate Public Defender
Arts and Culture
Auditor-Controller
Health Services
Mental Health
Parks and Recreation
Probation
Public Defender
Youth Development
Los Angeles County Office of Education

Phase	Estimated Timeline	Key Milestones	Status
Pre-Implementation Planning	April – September 2026	Completion of motion directives and refinement of draft implementation plan based on ongoing learning and collaboration, including funding analysis, legal analysis, and operational MOUs	In Progress - Active
Phase 1 Transition	FY 2026 – 2027	Phased transition of existing programming and launch new programming at all facilities	Pending
Phase 2 Transition	July 2027	Youth Development Coordination initial launch.	Pending
Phase 3 - Full Transition	July 2028	Youth Development Coordination fully launched.	Pending

Directive	Description	Deadline	Status
Dir. 1	Declaration of shared responsibility for programming	April 7, 2026	Complete – no action needed
Dir. 2	DYD Report Back	September 2026	Complete – DYD submitted 05/07/26
Dir. 3	County Counsel Legal Framework Report Back	August 20, 2026 (extension from July 6, 2026)	In Progress - County Counsel is engaged with Probation and DYD on report back
Dir. 4	Probation–DYD MOU Execution	August 5, 2026	In Progress - Departments have agreed to phased approach; sequencing underway
Dir. 5	Partner Department MOUs (DMH, DPH, DHS, Arts & Culture, PD, APD)	August 5, 2026	In Progress - Probation is sharing existing MOUs; DYD will then determine which new MOUs are needed
Dir. 6	Probation Expedited Contracting Authority for Service Continuity	Ongoing	Active - Departments agreed to same-day terminate/ execute approach; no service gap
Dir. 7	DYD Expedited Hiring and Contracting Authority	Ongoing	Active
Dir. 8	Real-Time Programming Tracking System and Staff/Services Inventory Report	July 21, 2026 (extension from 07/06)	In Progress - DYD and Probation IT have met and DYD is working on responding to directive
Dir. 9	Probation Baseline Programming Data Report Back	July 17, 2026 (extended from May 22, 2026)	Delayed but In Progress - Probation requested extension and advises report was due 07/17/2026
Dir. 10	CEO Funding Analysis and Recommendations (NCC and non-NCC sources)	June 21, 2026	In Progress - CEO is working with DYD to finalize the fiscal analysis
Dir. 11	CEO Monthly Meetings and Quarterly Board Report Back	Monthly (ongoing); Quarterly	Active - this is the First Quarterly Report Back; monthly meetings have been convened and future meetings are scheduled