

Juvenile Justice Crime Prevention Act & Youthful Offender Block Grant (JJCPA-YOBG)

FY 2020-2021 Consolidated Annual Plan

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Instructions:

Government Code Section 30061(b)(4) and Welfare & Institutions Code Section 1961(b) call for consolidation of the annual plans required for JJCPA and YOBG.

Please submit your most up-to-date consolidated plan.

The rest of this document is a standardized template for a consolidated county plan. If you find it helpful to use this template, please do so.

Your submission will be posted, as submitted, to the BSCC website.

Please e-mail your plan to:

JJCPA-YOBG@bscc.ca.gov

Juvenile Justice Plan

Part I. Countywide Service Needs, Priorities and Strategy

- A. Assessment of Existing Services
- B. Identifying and Prioritizing Focus Areas
- C. Juvenile Justice Action Strategy
- D. Comprehensive Plan Revisions

Part II. Juvenile Justice Crime Prevention Act (JJCPA)

- A. Information Sharing and Data Collection
- B. Juvenile Justice Coordinating Councils
- C. Funded Programs, Strategies and/or System Enhancements

Part III. Youthful Offender Block Grant (YOBG)

- A. Strategy for Non-707(b) Offenders
- B. Regional Agreements
- C. Funded Programs, Placements, Services, Strategies and/or System Enhancements

Part I. Service Needs, Priorities & Strategy — (Government Code Section 30061(b)(4)(A))

A. Assessment of Existing Services

Include here an assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol, and youth services resources that specifically target at-risk juveniles, juvenile offenders, and their families.

Since its inception, the County's Comprehensive Multi-Agency Juvenile Justice Plan (CMJJP) has included strategies that provide community-level prevention and intervention programs and services that target “high-risk” neighborhoods and focus on achieving success for probationers and at-risk youth. These services have been and continue to be provided through the collaborative efforts of governmental agencies and community-based organizations. Proper use of JJCPA funding and development of the CMJJP is guided by an integrated and collaborative approach to reducing crime and delinquency through leveraging existing resources and resourcing a continuum of evidence-based and promising programs for youth in communities of high need.

The CMJJP should leverage, link and resource existing collaborations and programs and services that can serve at-risk and probation youth. The following is a non-exhaustive list of potentially relevant initiatives and service providers.

1. Office of Diversion and Reentry, Youth Diversion and Development (YDD) - YDD was created in 2017 as the result of a collaboration to develop a countywide blueprint for expanding youth diversion at the earliest point possible; in January 2018, YDD selected 9 service providers as the first cohort to receive law enforcement diversion referrals.
2. Public/Private Partnership (P/PP) with California Community Foundation and Liberty Hill Foundation - The P/PP was created to serve as a passthrough for county funding to be granted directly to community-based service organizations; technical assistance will also be available to those service providers.
3. Office of Child Protection's Prevention Plan - Created in 2015, the Office of Child Protection released a comprehensive countywide prevention plan in 2017 for reducing child maltreatment. The plan was developed through collaboration across public agencies and community groups.
4. Department of Children and Family Services Prevention-Aftercare Networks - DCFS institutionalized its community-based networks of service providers in 2015 and established ten countywide Prevention and Aftercare networks (P&As). These include a broad range of public, private, and faith-based member organizations --groups that bring resources to the shared goal of preventing child abuse and neglect, along with designated lead agencies responsible for convening, organizing, and leading local grassroots groups. The P&A organizations are part of a critical web of providers across the county that effectively reach out to and engage parents, assisting them as they navigate often-complex systems of services. In so doing, providers develop relationships with these parents, building upon their natural assets through the Strengthening Families Approach. Those relationships in turn create trusting environments that encourage parents to disclose family needs and access appropriate services earlier, as family stressors occur. (OCP Prevention Plan)

5. Trauma-informed schools - A new initiative was launched by the Los Angeles County Office of Education (LACOE) in September 2018 to support a trauma-informed approach in schools county-wide. The initiative brings together LACOE, the County Department of Mental Health, UCLA and other agencies to enhance schools' capacities to address trauma, which impacts at least one in four students. The effort will involve professional development as well as enhancing resources at or near schools through partnerships with county agencies. (<https://www.lacoe.edu/Home/News-Announcements/ID/4232/Effort-aims-to-build-school-capacity-to-address-trauma>)

6. Performance Partnership Pilot (P3) - has a 2017-2020 strategic plan to improve education, employment, housing and well-being for disconnected youth; an effort of the City of Los Angeles, the County of Los Angeles, Los Angeles Unified School District, Los Angeles Community College District, local Cal State Universities (CSU 5), Los Angeles Chamber of Commerce, Los Angeles Housing Service Agency, and over 50 public, philanthropic and community-based organizations to improve the service delivery system for a disconnected young adult population ages 16-24 and improve their educational, workforce, housing and social well-being outcomes.

7. Office of Violence Prevention

8. Trauma Prevention Initiative

9. Capacity Building Training and Technical Assistance

10. Incubation Academy

11. My Brother's Keeper

12. Whole Person Care

13. SEED School

14. Master Service Agreement Vendors (RFSQ #6401706)

- Alma Family Services
- Asian American Drug Abuse Program (AADAP)
- Asian Youth Center
- Boys and Girls Club of the Foothills
- Boys and Girls Club of the West Valley
- Boys and Girls Clubs of the LA Harbor
- Boys Republic
- Catholic Charities
- Center for Living & Learning
- Center for the Empowerment of Families, Inc
- Centinela Youth Services
- Change Lanes Youth Support Service
- Child and Family Guidance Center
- Coalition for Engaged Education
- Coalition for Responsible Community Development
- Communities in Schools of the San Fernando
- Community Career Development, Inc.
- Compator, Inc.
- El Nido Family Centers
- First Place for Youth
- Helpline Youth Counseling, Inc

- Insideout Writers, Inc.
- Jewish Vocational Services
- Justice Children Deserve
- Keep Youth Doing Something, Inc.
- Koreatown Youth and Community Center
- L.A. Boys & Girls Club
- L.A. Conservation Corps
- LA Brotherhood Crusade
- Let Us! Inc.
- Living Advantage Inc.
- New Directions for Youth
- New Earth
- New Hope Academy of Change
- New Hope Drug & Alcohol Treatment
- North Valley Caring Services
- Optimist Boys Home & Ranch, Inc.
- Our Saviour Center
- People for Community Improvement
- Phillips Graduate University
- Playa Vista Job Opportunities & Business Services
- San Gabriel Valley Conservation Corps
- Social Justice Learning Institute
- Soledad Enrichment Action Inc.
- South Bay Workforce Investment
- Special Service for Groups, Inc.
- Spirit Awakening Foundation
- StudentNest
- Tarzana Treatment Centers, Inc.
- The Community College Foundation
- Turning Point Alcohol and Drug Education
- Venice Community Housing Corp
- Vermont Village Community Development
- Watts Labor Community Committee
- Whole Systems Learning
- Women of Substance Men of Honor
- Workforce Development Board City of LA
- Youth Advocate Programs, Inc.
- Youth Incentive Programs, Inc.
- Youth Policy Institute

Describe what approach will be used to facilitate collaboration amongst the organizations listed above and support the integration of services.

The CMJJP has been developed based on a philosophy of partnership between diverse public agencies and community-based organizations to promote positive youth development and prevent youth delinquency through shared responsibility, collaboration, and coordinated action. The CMJJP serves as a theoretical and practical foundation on which programs and services are selected, implemented, and evaluated, to maximize benefit to the youth population served.

Further, the approach to annually revise the CMJJP in Los Angeles recognizes that there has

already been a wealth of collaboration and coordination across City and County agencies, researchers, advocates, and community-based organizations to develop strategies and recommendations to improve youth, family and community well-being, and that there is increasingly so. The Juvenile Justice Coordinating Council (JJCC) aims to capture, adopt and build on - and not recreate - the frameworks and recommendations already proposed through existing and prior cross-agency and community collaborations, including:

- Resource Development Associate reports: *Juvenile Justice Crime Prevention Act Landscape Analysis Report* (December 2017), *Juvenile Justice Crime Prevention Act Gap Analysis Report* (April 2018) and *Juvenile Justice Crime Prevention Act Program Effectiveness Report* (April 2018)
- Denise Herz and Kristine Chan, *The Los Angeles County Probation Workgroup Report* (March 2017)
- Los Angeles County Office of Child Protection, *Paving the Road to Safety for Our Children: A Prevention Plan for Los Angeles County* (June 2017).

The work of the Probation Working Group in 2017 to develop a “County-wide Juvenile Justice Strategic Plan” is especially relevant. The principles adopted by the JJCC for the CMJJP are in large part lifted from that Plan, calling for “a comprehensive strategic framework focused on greater inter-agency collaboration, resources, and systemic changes to prevent additional trauma, reduce risk factors, and increase protective factors by connecting families, youth, and children to supportive systems within their communities.”

The process to develop the annual CMJJP and JJCPA funding allocations legally must include:

- A Mission Statement and clear goals
- Guiding Principles to ensure programs and services align with intended outcomes
- A framework based on a Continuum of Care Model to allocate relevant resources
- Unbiased evaluation of services provided
- Data to prioritize neighborhoods, schools, and other areas that pose a risk to public safety

The methodology used to develop the annual CMMJP and funding allocations will ensure that:

- The JJCC maintains the alignment of JJCPA funded services to the youth population to ensure the County is meeting the needs of its at-risk and justice-involved youth
- The underlying CMJJP framework used to allocate JJCPA resources remains relevant
- The JJCC uses the best data available to define the needs of youth in the County
- The JJCPA funding allocation process remains transparent, efficient, and in line with County budgeting process guidelines
- The CMJJP is based on “programs and approaches that have been demonstrated to be effective in reducing delinquency and addressing juvenile crime for any elements of response to juvenile crime and delinquency, including prevention, intervention, suppression, and incapacitation,” in accordance with the law that governs JJCPA funds.

The JJCC allocates JJCPA funds to:

1. Programs, which are ongoing services supporting at least one strategic goal with clearly defined objectives and outcomes, funded by ongoing revenues. Programs are selected by

the JJCC based upon the CMJJP Mission and the Based Funded Goals and Guiding Principles, which may be found in *Section IV., Mission and Guiding Principles*, on pages 14-16 of the CMJJP.

2. Projects, which are temporary endeavors undertaken to create a unique product, service, or result in support of a strategic goal. Projects are considered based upon the CMJJP Mission and the Growth Funded Goals and Guiding Principles, which may be found *Section IV., Mission and Guiding Principles*, on pages 16-17 of the CMJJP.

The Fiscal Year 2020-2021 CMJJP may be found in its entirety at: http://file.lacounty.gov/SDSInter/probation/1103652_FY2021-22CMJJPJJCCAdopted-JJCC12-3-20.pdf

B. Identifying and Prioritizing Focus Areas

Identify and prioritize the neighborhoods, schools, and other areas of the county that face the most significant public safety risk from juvenile crime.

Based on a broad needs assessment, the CMJJP has identified additional service parameters and priorities within the continuum of youth development prevention and intervention strategies.

Landscaping the Need

Strategically targeting JJCPA funds should be informed by a landscape of “need” - consistent with state law requirements that a CMJJP be based on assessment of resources and priority areas to fund. To define need, the following categories of information have been deemed important:

- **Youth** - demographic data about at-promise and probation youth
- **Programs and services** - mapping of existing programs and services for the focus populations
- **Funding** - available resources and gaps for such programs and services.

The information presented in the CMJJP are consolidated from available and accessible sources; they do not reflect a comprehensive mapping, only an attempt to be more informed about how JJCPA is situated in a broader context. Ultimately, the question that should drive the CMJJP and funding allocation is: “how should JJCPA funds best serve at-promise and probation youths' needs in Los Angeles County given its available programs and funding resources?” See Appendix C for a list of Sample Existing, Relevant Programs, Services and Initiatives at: http://file.lacounty.gov/SDSInter/probation/1103652_FY2021-22CMJJPJCCAdopted-JJCC12-3-20.pdf

i. At-Promise Youth See Appendix D for At-Risk Youth Demographic Data at: http://file.lacounty.gov/SDSInter/probation/1103652_FY2021-22CMJJPJCCAdopted-JJCC12-3-20.pdf

Estimated Total Youth in Los Angeles County (under age 18) 2,144,549

Estimated at-promise groups

- Number of youths living below poverty line 514,692
- Number of chronically absent youth, minus those in the SES disadvantaged group (2019) 33,570
- Number of un-duplicated suspensions (2019) 29,819
- Number of youths using substances, above poverty threshold 142,120

Total in at-promise groups **720,201 (33.58% of youth)**

Identifying at-promise youth is not a straightforward process, as the definition is expansive and there are limited data sources available that provide information about relevant risk factors. Some potential indicators are more widely available, such as those related to poverty and suspensions. Others are difficult to estimate at the population level, such as family violence, parental psychopathology, and association with deviant peers. Moreover, available data come

from a variety of sources, which use different methods and have different operational definitions of some constructs (e.g., poverty), making it difficult to synthesize estimates while accounting for duplicates (as some youth are likely to be identified as “at-risk” based on multiple indicators). However, estimates based on available data provide some guidepost as to the size of this population, which in turn helps to inform funding levels across categories (i.e., prevention, intervention).

ii. Youth with initial and early contacts with law enforcement

Los Angeles County Overall Youth Arrests (2012-2018)

Total Juv. Pop (https://www.ojjdp.gov/ojstatbb/ezapop/asp/profile_display.asp)

2012: 2,342,708
2013: 2,318,007
2014: 2,295,315
2015: 2,274,801
2016: 2,253,113
2017: 2,221,435
2018: 2,188,893

Total Arrests (<https://openjustice.doj.ca.gov/crime-statistics/arrests>)

2012: 25,581
2013: 20,076
2014: 17,279
2015: 13,237
2016: 11,399
2017: 9,788
2018: 8,133

Felony Arrests

2012: 9,271
2013: 7,806
2014: 6,906
2015: 5,224
2016: 4,827
2017: 4,538
2018: 3,943

Misdemeanor Arrests

2012: 12,362
2013: 9,702
2014: 8,184
2015: 6,716
2016: 5,709
2017: 4,636
2018: 3,843



Status Offense Arrests

2012: 3,948
2013: 2,568
2014: 2,189
2015: 1,277
2016: 863
2017: 614
2018: 347

iii. Probation Youth (See Appendix E for Probation Youth Demographic Data (http://file.lacounty.gov/SDSInter/probation/1103652_FY2021-22CMJJPJJCCAdopted-JJCC12-3-20.pdf))

1. Probation Youth - Snapshot by Disposition and Psychotropic Medications

Youth in probation system (Dec. 31 Snapshot in 2018 and 2019)

Active supervision 5,098 (2018) 4,412 (2019)

Supervision dispositions

-654: 448 (2018); 306 (2019)

-654.2: 247 (2018); 169 (2019)

-725(a): 299 (2018); 285 (2019)

-727(a): 1 (2018); 0 (2019)

-790: 277 (2018); 246 (2019)

-Home on Probation: 2162 (2018); 1992 (2019)

-Suitable Placement: 646 (2018); 631 (2019)

-DJJ: 61 (2018); 60 (2019)

-Bench Warrant: 760 (2018); 607 (2019)

-Out -of-state/courtesy supervision: 25 (2018); 23 (2019)

-Intercounty transfer to L.A.: 79 (2018); 67 (2019)

-Pending: 118 (2018); 26 (2019)

Juvenile Halls: 538 (December 31, 2018); 550 (December 31, 2019)

-On psychotropic medications 149/27.7% (2018); 160/29.1% (2019)



Camps (December 15) 259 300

-On psychotropic medications 93 (35.9%); 124 (41.33%)

Dorothy Kirby (December 15) 48 (2018); 53 (2019)

-On psychotropic medications 37/77% (2018); 42/79.25% (2019)

2. Youth on Probation by Geography

The highest numbers of youth under probation supervision live in the following areas and zip codes:

2020

- a. 90044 Athens (City of LA)
- b. 93535 Lancaster/Quartz Hill
- c. 90003 South Central (City of LA)
- d. 93550 Palmdale
- e. 90011 South Central (City of LA)

2019

- a. 93535 Lancaster
- b. 90044 Athens (City of LA)
- c. 93550 Palmdale
- d. 90003 South Central
- e. 90805 North Long Beach

2018

- a. Northeast Los Angeles (93535 (Lancaster, Lake, Hi Vista, Wilsona Gardens, Redman, Roosevelt) and 93550 (Palmdale));
- b. Compton, Lynwood, South Los Angeles, View Park-Windsor Hills, West Athens, Westmont, and Willowbrook (90003, 90011, 90037, 90043, 90044, 90047, and 90059);
- c. Baldwin Park and Irwindale (91706).

For heatmap/graphical representation of the youth on probation in Los Angeles County please see P. 25 of the Fiscal Year 2020-2021 CMJJP: http://file.lacounty.gov/SDSInter/probation/1103652_FY2021-22CMJJPJJCCAdopted-JJCC12-3-20.pdf



C. Juvenile Justice Action Strategy

Describe your county's juvenile justice action strategy. Include an explanation of your county's continuum of responses to juvenile crime and delinquency as well as a description of the approach used to ensure a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-risk youth and juvenile offenders.

Based on the mission and guiding principles, the CMJJP uses the following definitions for Youth Development and model for a continuum of services, to outline five funding strategies: primary prevention, focused prevention/early intervention*, intervention, capacity-building, and evaluation and infrastructure.

*It is recognized that systems may use different terminology, like “focused prevention” or “secondary prevention,” to describe similar youth populations and stages of prevention and intervention.

a. Youth Development and Empowerment

Youth Development has become recognized both as theoretical framework and practice based on adolescent stages of development. In theory, Youth Development supports research that youth are continuing to change and develop; and as practice, Youth Development programs prepare youth to meet the challenges of adolescence by focusing and cultivating their strengths to help them achieve their full potential. For systems including justice, child welfare and education, Youth Development approaches can serve “as an alternative approach to community health and public safety that builds on the strengths of youth, families and communities, addresses the root causes of crime and violence, prevents youth criminalization, recognizes youth leadership and potential, and turns young people's dreams into realities.”* Youth Development as a framework for service delivery works with youth in a place-based, asset-based, holistic and comprehensive way.

*LA for Youth report: “Building a Positive Future for LA's Youth: Re-imagining Public Safety of the City of Los Angeles with an Investment in Youth Development” (2016).

Based on research, youth development should be a system, a collective impact model, with its own infrastructure and resources to ensure effective coordination, efficacy and accountability across public agencies and community-based organizations.* Ultimately, Youth Development systems and supports would achieve outcomes through activities and experiences that help youth develop social, ethical, emotional, physical, and cognitive competencies. For instance, youth development should:

- Help young people develop identity, agency, and orientation towards a purposeful future
- Cultivate young people's academic and critical thinking skills, life-skills and healthy habits, and social emotional skills,
- Link youth to holistic support systems, and
- Empower youth to engage in the betterment of their communities and the world.

*Ibid.

Additionally, we understand that child-serving systems alone do not fully meet the needs of vulnerable youth. Youth and children are part of family units, and further are connected to their larger community, and social ecology which necessitates looking comprehensively at the underlying social, economic, and environmental conditions that impact vulnerable children, youth and families. Therefore, a key aspect of advancing positive youth outcomes is ensuring that there are youth and family empowerment opportunities to engage with the systems throughout all stages of their system involvement.

b. Continuum of Services

As stated in Section II a of the FY 2021-2022 CMJJP, state law requires that the CMJJP include a “local

juvenile justice action strategy that provides for a continuum of responses to juvenile crime and delinquency.” Funding should go to “programs and approaches that have been demonstrated to be effective in reducing delinquency and addressing juvenile crime for any elements of response to juvenile crime and delinquency, including prevention, intervention, suppression, and incapacitation.” Thus, the CMJJP should be grounded in a continuum of responses in Los Angeles County, even though JJCPA funds may only fund part of that continuum.

Research and local cross-sector initiatives have supported the importance of developing a continuum of services targeted at discrete populations of youth. The CMJJP defines the following three populations as its focus:

- **Pre-system connected/at-promise youth****** - Risk or “risk factors” are considered alongside strengths or “protective factors” in determining what responses should happen to prevent or reduce the likelihood of delinquency. The CMJJP adopts the definition of risk from a 2011 guidebook on delinquency intervention and prevention by the National Conference of State Legislators:

There are identified risk factors that increase a juvenile's likelihood to engage in delinquent behavior, although there is no single risk factor that is determinative. To counteract these risk factors, protective factors have also been identified to minimize a juvenile's likelihood to engage in delinquent behavior. The four areas of risk factors are: individual, family, peer, and school and community.

Individual risk factors include early antisocial behavior, poor cognitive development, hyperactivity and emotional factors, such as mental health challenges. Family risk factors include poverty, maltreatment, family violence, divorce, parental psychopathology, familial antisocial behaviors, teenage parenthood, single parent family and large family size. Peer factors of association with deviant peers and peer rejection are identified as risk factors. School and community risk factors include failure to bond to school, poor academic performance, low academic aspirations, neighborhood disadvantage, disorganized neighborhoods, concentration of delinquent peer groups, and access to weapons. Many of these risk factors overlap. In some cases, existence of one risk factor contributes to existence of another or others. National Conference of State Legislators, *Delinquency Prevention and Intervention: Juvenile Justice Guidebook for Legislators* (2011).

****A federal definition of “at-risk youth” also exists under 20 U.S. Code § 6472: “The term ‘at-risk’, when used with respect to a child, youth, or student, means a school aged individual who is at-risk of academic failure, dependency adjudication, or delinquency adjudication, has a drug or alcohol problem, is pregnant or is a parent, has come into contact with the juvenile justice system or child welfare system in the past, is at least 1 year behind the expected grade level for the age of the individual, is an English learner, is a gang member, has dropped out of school in the past, or has a high absenteeism rate at school.”

- **LAC Departments that have funding for this population include:**

LAC Department of Children and Family Services

LAC Department of Public Social Services

LAC Department of Mental Health

LAC Department of Parks and Recreation

LAC District Attorney's Office

LAC Public Library

LAC Workforce Development and Aging Community Services

LAC Office of Education

Los Angeles Unified School District

LAC Chief Executive Office

My Brother's Keeper

City of Los Angeles Gang Reduction Youth Development

LAC Department of Health Services

LAC Office of Violence Prevention

LAC Department of Public Health

- **Youth with initial and early contacts with law enforcement** - These youth have had initial and early contacts with law enforcement or would likely otherwise have had law enforcement contacts through referrals, such as from communities, education or other systems.

Departments that have funding for this population include:

LAC District Attorney's Office

LAC Department of Children and Family Services

LAC Department of Mental Health

LAC Department of Health Services

- **Probation youth** - These youth include those under community supervision as informal and formal wardship (Welfare and Institution Code sections 654, 654.2, 725, 790, 601 and 602).

To support these populations, the CMJJP will fund the following continuum of youth development services that must be part of a broader continuum of responses to prevent or reduce delinquency in Los Angeles County. The continuum below is based on the holistic youth development framework defined above. Recognizing that the terms primary prevention, focused prevention/early intervention and intervention are used in a variety of fields - including juvenile justice, delinquency, dependency and child welfare, public health and education, the CMJJP also further defines these terms in the next section, adopting the holistic, health-oriented terms that the field of juvenile justice has increasingly embraced.

The U.S. Department of Justice Office of Juvenile Justice and Delinquency Prevention's definitions also provide helpful context when considering the development of a continuum of services: -Prevention: "Programs, research, or other initiatives to prevent or reduce the incidence of delinquent acts and directed to youth at risk of becoming delinquent to prevent them from entering the juvenile justice system or to intervene with first-time and non-serious offenders to keep them out of the juvenile justice system. This program area excludes programs targeted at youth already adjudicated delinquent, on probation, and in corrections." - Intervention: "Programs or services that are intended to disrupt the delinquency process and prevent a youth from penetrating further into the juvenile justice system."

Target Population Estimated Numbers See *Section VI., Service Strategy* and *Appendix E, Probation Youth Demographic Data* for data supporting these estimates.

Continuum of Youth Development Services Service Categories (Discussed further in the sections below)

Pre-system connected/at-promise youth: 706,147 - Primary Prevention

Youth with initial and early contacts with law enforcement 10,000 - Focused Prevention/Early Intervention

Probation youth 4,054 - Intervention

Service Categories (discussed further in the sections below)

-Behavioral Health Services

-Education/Schools

-Employment/Career/Life Skills

-Socio-emotional supports

-Housing

-Parent/caregiver support

-Arts and recreation

c. **Continuum-Based Funding Strategies**

The following funding strategies for the CMJJP correspond with the continuum of services. Each strategy is designed to be flexibly applied based on the individuals and specific services involved, but should always adhere to the CMJJP guiding principles and youth development framework:

- **Strategy 1: Primary Prevention:** Provide children and families (focusing on those at-risk and the identification of conditions (personal, social, environmental) that contribute to the occurrence of delinquency) with an array of upfront supports within their own communities to minimize their chances of entering the juvenile justice system and maximize their chances of living healthy and stable lives. Adapted from definition in OCP Prevention Plan; Denise Herz, Probation Workgroup Report, 3.3.17.
- **Strategy 2: Focused Prevention/Early Intervention:** Provide upfront supports and services to children and families, whose holistic needs put them at greater risk of delinquency system involvement, in order to intervene early and prevent involvement or further penetration into the delinquency system (see pages 18-19 for a definition of "risk").

o *Diversion Intervention to Community-Based Services* - Redirects system responses and provides children and families to avoid involvement or further involvement in delinquency with community-based supports and services to prevent a young person's involvement or further involvement in the justice system. Although there is wide variation in diversion programming nationwide, evidence suggests that diverting young people from the juvenile justice system as early as possible is a promising practice. A Roadmap for Youth Diversion in Los Angeles County.

Departments or agencies that may refer youth to diversion programs include, but are not limited to, schools, service organizations, police, probation, or prosecutors. Definition from Board of State and Community Corrections, *Youth Reinvestment Grant Program: Request for Proposals* (2018).

- **Strategy 3: Intervention:** Provide children and families who are already involved in delinquency with supports and services to address the factors leading to their behavior and reduce the likelihood or reoccurring delinquency. Denise Herz, Probation Workgroup Report, 3.3.17.
 - o *During Community Supervision* - Provide children who are on community supervision (including those reentering their homes and communities after a period of placement or detention) and their families with community-based supports and services to prevent further involvement in the justice system.
 - o *In-Custody* - Provide in-custody children and their families with community-based supports and services prior to and while preparing to reenter their homes and communities to prevent their further involvement in the justice system.
- **Strategy 4: Capacity Building of Community-Based Organizations:** Support community-based organizations with capacity-building training and cross-training evaluation, and to regularly track and monitor outcomes and use the results to drive County policy and

practice change.

- **Strategy 5: JJCPA Evaluation and Infrastructure:** Support annual evaluation and ongoing training and supports for the JJCC and JJCC-CAC to provide leadership on the development and implementation of the CMJJP.

d. Recommended Service Categories and Approaches

Along the continuum of youth development prevention and intervention, the CMJJP should support the following service categories and approaches. With a few modifications, these categories and approaches were the recommendations of the JJCPA evaluation conducted by Resource Development Associates. These approaches should be built into requests and contracts for services by public and community-based service-providers.

Physical Health, Mental Health, and Substance Abuse Treatment

- Provide target youth populations with appropriate health, mental health, and substance abuse treatment that target their individual needs.
- Specifically, fund community-based cognitive behavioral interventions and more community-based substance abuse treatment in neighborhoods with high density of youth on probation

Schools/Educational Support

- Fund educational advocacy and system navigation for parents/guardians
- Fund an asset-based, family and community centered approach to truancy reduction that helps families address issues that limit regular school attendance
- Fund community-based providers in schools to provide tutoring/academic support for youth, and educational advocacy and system navigation for youth and families
- Fund intervention workers to facilitate violence prevention and safe neighborhoods
- Fund access to support remote/online learning

Employment/Careers/Life Skills

- Increase focus on job development, including career readiness and professional skill-building, vocational training, creative and alternative career training
- Strengthen educational pathways to community college courses to promote Career Technical Educational Certifications
- Providers should be able to subsidize employment for up to 6-months to increase the likelihood that employers will hire youth
- Increase opportunities for vocational skill development, and align vocational training with career opportunities
- Loosen the restrictions on the type of accepted employment opportunities to support internships, seasonal employment, and subsidized employment that support career pathways
- Leverage and align high-risk/high-need employment with existing LA County youth employment programs, such Youth Workforce Innovations and Opportunity Act-funded Youth Source Centers
- Support life skills (e.g., financial literacy, self-care and stress management) components to employment and educational programs

Socio-Emotional support

- Support community-based programs with a focus on racial equity, historical trauma, and racism
- Provide programming focused on personal growth and expression, including creativity, mindfulness, and spirituality
- Provide peer and adult mentoring services, particularly for young people of color
- Provide gender-specific, culturally, and racially responsive services to at-risk youth
- Provide LGBTQ+ specific support services for youth
- Partner with schools and CBOs to provide social justice curriculum and restorative justice models in

spaces serving youth to promote youth advocacy and voice

- Provide CBOs discretionary funding that can be used for supplemental services to support youth and their families (e.g., incentives, household goods, field trips)
- Increase services that serve youth and families together, as well as those specifically for parents/caregivers
- Prioritize providers who work across the continuum to provide continuity of services for youth

Housing

- Support housing linkage assistance for youth and families with unstable housing
- Support alternative housing for youth who cannot live at home
- Partner with the Los Angeles Homeless Services Authority (LAHSA) and LA County Homeless Initiative, particularly housing navigation and housing problem-solving for transitional aged youth (TAY)
- Establish pathways to LA County's Coordinated Entry System (CES)

Parent/Caregiver Support

- Fund wraparound services that include the family
- System navigation and referral to basic needs providers
- Fund individual and group mental health support to parents/caregivers

Arts, Recreation and Well-Being

- Support arts-focused programming in the areas of employment/career and socio-emotional development
- Provide out-of-school time opportunities in safe spaces and access to mentors
- Access to health, fitness, life skill and self-care classes and workshops
- Support for cultural events, sports, and recreational activities that promote positive youth development

e. System, Service Delivery, and Youth/Family Outcomes

Ultimately, the success of the CMJJP and any program funded by JJCPA must be guided by an evaluation of its implementation and impact. The following outcomes at three levels - system implementation, service provision, and youth and family impact - can guide evaluation and systems and program improvement. The outcomes for service delivery and improved youth and family well-being are adopted from the 2017 Probation Working Group's report.

Systems Level

Refer to the CMJJP Guiding Principles

Service Provider Level

Probation Practice

- Successful completion rates for supervision
- Average length of time under supervision and in specific Probation programming
- Average length of detention in juvenile hall pending disposition or post-disposition awaiting placement or camp
- Factors related to the increase or decrease of length of time under supervision
- Level and type of interaction and contact between supervising probation officers and their clients
- Relationship between the use of a validated risk and needs tool, case plan goals, and referred/completed services

- Relationship between risk and needs identified by a validated tool and the services received
- Relationship between services, supervision, and achieving case plan goals
- Amount and type of service delivery for youth in placements
- Continuity of services once youth leave placements and reentry the community
- Level of coordination between agencies (e.g., Probation, the Department of Children and Family Services, and the Department of Mental Health)
- Strengths and challenges related to inter-agency collaboration

Program Delivery by Community-Based Agencies

- Types of programs accessed by clients
- Successful completion rates for programs
- Average length of time in programs
- Retention rates for programs
- Fidelity of service delivery across programs
- Average time between service referral and provision of services
- Cultural competency of programs (including gender specific programs)

Youth and Family Engagement and Experiences

- Extent to which youth and family felt they understood juvenile justice process
- Extent to which youth and family were satisfied with their experience in the juvenile justice system
- Extent to which youth and family found experiences with Probation and community-based providers helpful

Youth/Family Level

Improvement in Protective Factors - Individual and Family Strengths

- Change in protective/strength assessment scores
- Stable living situation
- Stable educational plan (enrollment in school, improvement in attendance, improvement in performance, improved behavior at school, access to an IEP, school progressions (increase in credits, graduation, GED))
- Economic stability (e.g., employment for older youth)
- Increase in positive, supportive family relationships
- Connection to positive, supportive adults
- Connection to positive, extracurricular activities
- Connection to employment

Reduction in Risk and Need Factors

- Risk/need assessment scores
- Decreased family conflict
- Decreased substance misuse/abuse
- Decreased mental health stress
- Access to basic legal documents needed for employment

Supervision Success

- Completion of probation
- Completion of community service
- Completion of restitution
- Probation violations and whether sustained (WIC 777 --e.g., violations related to school, drugs)

Recidivism

- New camp/Division of Juvenile Justice placements
- New arrests
- Sustained petitions

D. Comprehensive Plan Revisions

Describe how your Plan has been updated for this year.

Consistent with the Plan for Fiscal Year (FY) 2019-2020, adopted by the LA County JJCC on March 18, 2019, the JJCC annually appoints an ad hoc subcommittee to update and revise the Plan and to make recommendations as to the spending of JJCPA funds for the following fiscal year. On August 26, 2020 the JJCC adopted a resolution to create the FY 2021-2022 CMJJP Subcommittee (the Subcommittee) to be co-chaired by a JJCC member county department representative and a FUSE Executive Fellow assigned to the LA County Probation Department. The resolution called for a Subcommittee membership proportionately representing the composition of permanent (i.e., specified in California Code, Welfare and Institutions Code § 749.22) and non-permanent members (i.e., non-profit community based organizations and at-large community representatives) of the JJCC.

The Subcommittee met six times in the months of September 2020, October 2020 and November 2020. In addition to the sources of data used in previous years, the Subcommittee utilized three sources of information as part of its annual revision:

- 2020 Community Feedback on Programs and Projects - solicited feedback on programs or projects that improve youth and family wellness and community safety by increasing access to opportunities to strengthen resiliency and reduce delinquency consistent with the CMJJP;

- 2020 Governmental Partner Funding Requests - description of programs, basis of needs, expected outcomes, and evidence upon which program is based;

- 2020 Juvenile Justice Coordinating Council - Community Advisory Committee County of Los Angeles Youth Service Needs Assessment - gathering information from stakeholders connected to or impacted by the juvenile justice system, including community members, governmental agencies, and community-based organizations, about the unmet needs of justice-involved and at-risk youth.

The CMJJP Revisions and updates to the CMJJP included referring to youth served as "at-risk" instead of "at-risk" throughout the document while still maintaining the federal definition (20 U.S. Code 6472). The mission was revised to reflect a statement on racial equity that brings forward the realities of and current confrontations with structural racism to inform the work plan. Other revisions included the incorporation of how the RAND Corporation will develop future methodologies for evaluation along with including literature reviews on effective programs to ensure alignment with the funding strategies. The CMJJP funding process was expanded to include additional time for the JJCC to deliberate on proposals. The overall funding calendar was updated to indicate more specific deliverables to support the process and to foster improved communication with the JJCC's Community Advisory Committee.

The Subcommittee delivered its final report, the FY 2021-22 CMJJP, and the FY 2021-22 JJCPA recommended funding allocation plan at the JJCC meeting on December 3, 2020. On December 3, 2020, the JJCC approved the FY 2021-2022 CMJJP. On January 14, 2021, the JJCC approved the recommended funding allocations. Its work completed, the Subcommittee was disbanded/dissolved by operation of parliamentary procedure.

The Fiscal Year 2020-2021 CMJJP may be found in its entirety at: http://file.lacounty.gov/SDSInter/probation/1103652_FY2021-22CMJJPJJCCAdopted-JJCC12-3-20.pdf

If your Plan has not been updated this year, explain why no changes to your plan are necessary.

N/A

Part II. Juvenile Justice Crime Prevention Act (JJCPA) — (Government Code Section 30061(b)(4))

A. Information Sharing and Data

Describe your information systems and their ability to facilitate the sharing of data across agencies within your county. Describe the data obtained through these systems and how those data are used to measure the success of juvenile justice programs and strategies.

The Department utilizes an automated case management system to track probation youth information, which also interfaces with several county-wide systems to assist with data compilation for recidivism and treatment outcomes. Contracted agencies input information in our automated system regarding youth participation in referred services. Additionally, other data tracking mechanisms are utilized to compile and report JJCPA program participation and outcomes.

Due to state and federal privacy laws, and administrative rules of the court, shared data is dependent on a court order and input from various stakeholders.

The Department has established security protocols to adhere to the legal requirements of Welfare and Institutions Code (WIC) 827 and Health Insurance Portability and Accountability Act (HIPAA) and Family Education and Rights Privacy Act (FERPA). The Department also has a research unit, evaluation contract, and partners with many local universities to evaluate data.

B. Juvenile Justice Coordinating Councils

Does your county have a fully constituted Juvenile Justice Council (JJCC) as Perscribed by Welfare & institutions Code 749.22?

☒ YES

☐ NO

If no, please explain what vacancies exist on your JJCC, when those vacancies began and your plan for filling them.

C. Funded Programs, Strategies and/or System Enhancements

Using the template on the next page, describe each program, strategy and/or system enhancement that will be supported with funding from JJPCA, identifying anything that is co-funded with Youthful Offender Block Grant (YOBG) moneys. For additional template pages, simply click the “copy template” button below.

Copy Template

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Mental Health Screening and Assessment

Evidence Upon Which It Is Based:

This program shares many components with the successful Linkages Project in Ohio (Cocoza and Skowya, 2000). In that project, the Ohio County of Lorain created the Project for Adolescent Intervention and Rehabilitation, which targeted youth placed on probation for the first time for any offense. The project screens and assesses youth for mental health and substance abuse disorders, then develops individual treatment plans. In conjunction with treatment providers, probation officers and case managers supervise the youth. An evaluation of the program found that it provides an important service and coordinating function for youth, the courts, and the service systems involved (Cocoza and Stainbrook, 1998; Skowya and Cocoza, 2007). However, success in this context means the coordination of the agencies and does not imply an outcome evaluation.

Terry Fain, Susan Turner, and Sarah Mauri Matsuda, Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2014-2015 Report, Santa Monica, Calif.: RAND Corporation

Description:

The Mental Health Screening and Assessment was developed to screen, assess and treat newly admitted youth to the County's three juvenile halls. All youth are screened upon admission by a mental health professional in order to identify those that need treatment and follow-up care. The JJCPA funding was instrumental in addressing the recommended remedial measures from the Department of Justice (DOJ) Settlement Agreement.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Special Needs Court

Evidence Upon Which It Is Based:

In April, 2000, the U.S. Department of Justice (DOJ) reviewed four then-recently developed adult mental health courts in Fort Lauderdale, Florida; Seattle, Washington; San Bernardino, California; and Anchorage, Alaska. Although these specialty courts were relatively new, the evaluation results were limited but promising (Goldkamp and Irons-Guynn, 2000).

DOJ also specifically referenced the success of drug courts as a comparable special needs type court. Drug courts have played an influential role in the recent emergence of mental health courts resulting from "problem solving" initiatives that seek to address the problems ("root causes") that contribute to people becoming part of the criminal justice population. The judicial problem-solving methodology originating in drug courts has been adapted to address the mentally ill and disabled in the criminal justice population.

A 1997 DOJ survey reported that drug courts had made great strides in the past ten years in helping drug-abusing offenders stop using drugs and lead productive lives. Recidivism rates for drug program participants and graduates range from 2 percent to 20 percent (Goldkamp and Irons-Guynn, 2000). A National Institute of Justice evaluation of the nation's first drug court in Miami showed a 33-percent reduction in rearrests for drug court graduates compared with other similarly situated offenders. The evaluation also determined that fifty to sixty-five percent of drug court graduates stopped using drugs (National Institute of Justice, 1995). According to DOJ, "[t]he drug court innovation set the state for other special court approaches, including mental health courts, by providing a model for active judicial problem solving in dealing with special populations in the criminal caseload" (Goldkamp and Irons-Guynn, 2000, p 4; Cocozza and Shufelt, 2006).

A subsequent meta-analysis of 50 studies involving 55 evaluations of drug courts found that offenders who participated in drug courts were less likely to re-offend than similar offenders sentenced to more-traditional correctional options. Overall, offending dropped by roughly 26 percent across all studies and 14 percent for two high-quality randomized studies (Wilson, Mitchell, and Mackenzie, 2006).

Terry Fain, Susan Turner, and Sarah Mauri Matsuda, Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2014-2015 Report, Santa Monica, Calif.: RAND Corporation

Description:

The Special Needs Court is a full-time court that has been specifically designated and staffed to supervise juvenile offenders who suffer from a diagnosed serious mental illness, organic brain impairment, or developmental disabilities. The court ensures that each participant minor receives the proper mental health treatment both in custody and in the community. The program's goal is to reduce the re-arrest rate for juvenile offenders who are diagnosed with mental health problems and increase the number of juveniles who receive appropriate mental health treatment.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Client Assessment Recommendation and Evaluation (CARE)

Evidence Upon Which It Is Based:

The Los Angeles County Public Defender's Client Assessment Recommendation and Evaluation (CARE) Project provides holistic legal services to youth involved in the juvenile delinquency system. The CARE Project was launched in 1999 and has served Public Defender juvenile clients for the past 20 years. In 2008, The California Council on Mentally Ill Offenders, which was created by the State Legislature in 2001, awarded the CARE Project one of its five Best Practices Awards. The CARE Project was also awarded the distinguished Program of the Year Award from the statewide California Public Defenders Association. In 2016, Resource Development Associates Research (RDA), an independent consulting firm serving government and non-profit organizations, conducted a comprehensive evaluation of the CARE Project. The RDA evaluation found that the CARE Project was highly effective in reducing negative contacts with the juvenile system and improving dispositional outcomes for Public Defender clients. Rabinowitz, M., McCahon, D., Garmisa, S., Ndubuiza, C., Gonzalez, S. (2017) Los Angeles County Public Defender CARE Project Evaluation Report. RDA's report cited evaluations of other holistic juvenile defense models of representation which confirmed the nexus between holistic legal services and a reduction of recidivism, see, 2018 Collins, P., and Strand, D. (2013) Team Child Evaluation Study 2012-2013; Final Report, and the improvement of representation, see, Kramer, K., (2014) Legal Advocacy Program Report. See, also, 2018 RAND Corporation Study 'Redefining Public Defense.'

Description:

The CARE Project provides holistic representation to youth from a collaborative team of line attorneys, resource attorneys, and psychiatric social workers. The aim of the CARE Project is to identify mental illness, intellectual, developmental, and learning disabilities, and trauma suffered by a youth. The CARE Project addresses these areas by linking the youth to appropriate treatment and monitoring the youth's progress to ensure the delivery of these services.

The CARE Project goals are:

- Linking clients to services that address risk factors associated with justice system involvement including mental health, education problems, and disability
- Improved adjudication and dispositional outcomes
- Reduced recidivism

The CARE Project outcomes include:

- Clients have less subsequent contact with the juvenile justice system
- Clients obtain improved dispositional outcomes
- Stronger trust and better engagement between the CARE Project staff, youth and their family

- Overall better legal representation

Line attorneys initiate CARE Project services by referring a client displaying signs of mental illness and learning and/or developmental disabilities to a CARE Project resource attorney or social worker. The resource attorney, who has specialized knowledge and experience in educational and Regional Center rights advocacy, will obtain school, dependency, and mental health records to determine if there are unmet needs in these areas.

If a minor has a learning disability, the resource attorney will secure special educational services from the school district via the youth's Individualized Education Plan. Both social worker and resource attorney will participate in educational meetings to advocate and ensure that proper services are present.

A minor with developmental disabilities will be referred to the Regional Center. The social worker and resource attorney will participate in assessments and meetings to ensure an expeditious eligibility process. To enforce the minor's right to these services and programs, the resource attorney will appear on the minor's behalf at administrative hearings. There are eight resource attorneys assigned to the CARE Project.

The CARE Project's psychiatric social workers perform in-depth interviews with the client and family, producing a comprehensive psychosocial assessment that identifies the developmental, educational, and mental health needs of the child. During this process, school professionals, mental health representatives, dependency social workers and other community-based organization representatives are also interviewed.

Based on these assessments, an individualized treatment plan for the youth is designed and implemented to obtain the resources necessary to support the youth's specific needs and in turn, ameliorate the risk of recidivism.

The psychiatric social worker will also consult with the line attorney and resource attorney regarding linkages to services, client and family support in and out of court proceedings, advocacy at administrative hearings and recommendations for dispositional plans in difficult cases. Over the past 16 years, the court on average adopted over 80% of the CARE Project recommendations.

There are 15 psychiatric social workers, including two supervising psychiatric social workers, assigned to the CARE Project.

Recently, the Los Angeles County Public Defender and the Los Angeles County Probation Department entered into a Memorandum of Understanding to continue the implementation of the CARE Project with the addition of six psychiatric social workers, all employed, directed, and supervised by the Public Defender, but funded by JJCPA Grant funds through the Probation Department. According to this Memorandum of Understanding, the CARE Project team will provide each youth an average of six separate services. These services include:

- Assessment and/or Recommendations
- Consultation with Attorney
- Community Referrals for Youth and Family
- Conservatorship, Not Guilty by Reason of Insanity, Competency, Involuntary Hospitalizations
- Record Retrieval and Evaluation
- Department of Mental Health Assistance
- Interagency Advocacy

- Regional Center Assistance
- Dispositional Orders-Follow up

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Youth Substance Abuse (YSA)

Evidence Upon Which It Is Based:

Youth Substance Abuse services are based on research which indicates that substance abuse is a risk factor for delinquency. According to the U. S. Department of Justice's Office of Justice Programs, 77 percent of criminal justice-involved youth reported substance use (mainly marijuana) in the past 6 months, and nearly half of male and female juvenile detainees had a substance use disorder (McClelland et al, 2004a; McClelland etl al. 2004b).

The County's Substance Abuse Prevention and Control recently adopted a medical model of care. The Drug Medi-Cal Organized Delivery System (DMC-ODS) includes providing a continuum of care modeled after the American Society of Addiction Medicine (ASAM) Criteria for substance use disorder treatment services.

Description:

The Camp Community Transition Program (CTTP), Intensive Gang Supervision Program (IGSP), School-Based Supervision and other supervision program DPOs refer youth with substance abuse issues to community-based providers for comprehensive assessment. A central focus of this programming is to ensure that each high-risk probationer transitioning to the community from a camp setting is scheduled for an assessment prior to release from camp and that a community-based substance abuse treatment provider sees the probationer within the first 36 business days following his or her release from the camp facility. If the assessment indicates the need for treatment, the substance abuse treatment provider employs intensive case management that will require contact with the youth and probation officer. The program provides treatment through individual, family, and group counseling. The treatment is holistic and focuses on the roots of the problem and not just on the substance abuse manifestation. The program conducts drug testing to verify abstinence and program progress. The treatment provider has access to inpatient services as needed.

Program goals are to reduce crime and antisocial behavior and reduce the number of participants with positive drug tests.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

School-Based Probation Supervision for High School Probationers

Evidence Upon Which It Is Based:

The School-Based Probation Supervision Program is based on the what-works and resiliency research (Latessa, Culle, and Gendreau, 2002). The what-works research posits that effective programs (1) assess offender needs and risk; (2) employ treatment models that target such factors as family dysfunction, social skills, criminal thinking, and problem solving; (3) employ credentialed staff; (4) base treatment decisions on research; and (5) ensure that program staff understand the principles of effective interventions (Latessa, Cullen, and Gendreau, 2002). A meta-analysis based on 548 independent study samples, Lipsey (2009) reports that the major correlates of program effectiveness are a therapeutic intervention philosophy, targeting high-risk offenders, and quality of the implementation of the intervention, a finding that was consistent with the what-works research findings. As indicated earlier, the School-Based DPOs assess probationers with a validated assessment instrument, the LARRC (Turner, Fain, and Sehgal, Turner and Fain, 2006). The LARRC is based on the what-works research. Further, School-Based DPOs enhance strength-based training, including training in Family Functional Therapy (FFT) and Multi-Systemic Therapy (MST) case management interventions. Also consistent with the what-works research is the School-Based Probation Supervision Program's call for case-management interventions that assess the probationer's strengths and risk factors, employ strength-based case-management interventions addressing both risk factors and criminogenic needs, employ evidenced-based treatment interventions, provide pro-social adult modeling and advocacy, provide post probation planning with the probationer and family by the School-Based DPO, and use case planning services that emphasize standards of right and wrong.

Terry Fain, Susan Turner, and Sarah Mauri Matsuda, Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2014-2015 Report, Santa Monica, Calif.: RAND Corporation

Description:

The School-Based Probation Supervision program is designed to provide on-campus supervision, services and support that include assessment, case management, educational advocacy, mediation (youth, family, and school), mentoring, attendance and academic monitoring, family support and engagement. Participants include probationers in 85 school service areas across the County. Deputy Probation Officers (DPOs) partner closely with parents/guardians and school officials to ensure that youth have the resources necessary for success. DPOs monitor school attendance, academic performance, and behavior in order to proactively provide additional guidance, resources, and/or solutions for school officials that do not result in adverse actions for youth such as suspension and/or expulsions. The DPO often acts as an intermediary between school officials and the youth and his or her family. Most of the resources leveraged by DPOs are funded by JJCPA and are often employed as possible solutions and/or strategies for improvement by school officials and parents that include: Afterschool Enrichment through Parks and Recreation, Literacy programs through the County Library and community-based providers, Home-based services, Employment services,

Substance Use resources, and Mental Health Services. The primary objective of these services is to increase the opportunity for probation youth to achieve academic success and to empower and support parents/guardians to become the primary change agent for their children.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Abolish Chronic Truancy (ACT)

Evidence Upon Which It Is Based:

An OJJDP paper, *Truancy: First Step to a Lifetime of Problems* (Garry, 1996), cites truancy as an indicator of and "stepping stone to delinquent and criminal activity" (p.1). The paper notes that several studies have documented the correlation between drugs and truancy. These studies have also found that parental neglect is a common cause of truancy and that school attendance improves when truancy programs hold parents accountable for their children's school attendance and when intensive monitoring and counseling of truant students are provided.

OJJDP documents several programs that have been found to be effective in reducing truancy. Save Kids, a program in 12 elementary schools and two high schools in Peoria, Arizona, was a documented success. After the Office of the City Attorney notified parents of the children's absence, attendance increased for 72 percent of the youth, and the office referred 28 percent for prosecution. The program requires that the Office of the City Attorney contact the parent within three days of an unexcused absence. The parent must respond, outlining the measures that he or she has taken to ensure that the child attends school. If the student's truancy continues, the Office of the City Attorney sends a second letter to the parent notifying him or her of its intent to request a criminal filing. In lieu of formal criminal proceedings, the prosecutor can refer the family to counseling or family support programs. (Garry, 1996).

The ACT program shares many components with this successful program. It refers youth with chronic truancy to the DA's office. Similarly to what happens in the Save Kids program, the DA notifies the parents of the truant youth and follows up with a formal criminal filing if the parent fails to take appropriate corrective action. The OJJDP bulletin on the Juvenile Accountability Block Grants program (Gramckow and Tompkins, 1999) cites the ACT program and presents it as one model of an approach and program that holds juvenile offenders accountable for their behavior. A more recent evaluation of truancy interventions, Dembo and Gullledge (2009) notes that important components of a successful approach should include programs based in schools, the community, the courts, and law enforcement. McKeon and Canally-Brown (2008) advocates a similar approach addressed to practitioners.

Terry Fain, Susan Turner, and Sarah Mauri Matsuda, Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2014-2015 Report, Santa Monica, Calif.: RAND Corporation

Description:

ACT is a Los Angeles County District Attorney's Office program that targets chronic truants in selected elementary schools. Program objectives are to improve school attendance through parent and child accountability while the parent still exercises control over the child and to ensure that youth who are at risk of truancy or excessive absences attend school. The program goals are to reduce truancy at selected ACT schools, can address attendance problems at the earliest possible time before the child's behavior is ingrained and improve school performance.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Creative Arts

Evidence Upon Which It Is Based:

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) in partnership with the National Endowment for the Arts, conducted a literature review of the impacts of art programming for at-risk and justice-involved youth. The report which was last updated in May 2016 documented, "the arts can provide an outlet for addressing emotional and/or problem behaviors through opportunities to learn new skills, develop new talents, and express thoughts and ideas in creative and therapeutic ways (Ezell and Levy 2003). Similarly, for youth dealing with trauma or victimization (including exposure to violence), the arts can help them cope with painful experiences by fostering resiliency. (Heise 2014)."

The creative arts programming being implemented throughout the County are designed to improve the youth's problem-solving skills, and social competence through creative expression in various art forms. ("An Evaluation of an Arts Program for Incarcerated Juvenile Offenders." *Journal of Correctional Education* 54(3): 108-14).

Description:

Local Community-Based Organizations are contracted to provide creative arts (music, literature, performing arts, painting, drawing, etc.) to youth detained in juvenile halls, residential treatment facilities and the community. Each twelve-week cohort has a culmination event to showcase the work of youth who participate.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Educational Enhancements and Cognitive Behavioral Treatment at Juvenile Day Reporting Centers

Evidence Upon Which It Is Based:

The use of cognitive behavioral programs at the Juvenile Day Reporting Centers is predicated on the Principles of Effective Correctional Interventions (Andrew's Bonta & Hoge, 1990; Gendreau, 1996; Genreau & Andres, 1990) which indicate that *"Effective interventions are behavior in nature. A well-designed behavioral program combines a system of reinforcement with modeling by the treatment provider to teach and motivate offenders to perform pro-social behaviors. In addition, problem solving, and self-instructional training may be used to change the offenders' cognitions, attitudes, and values that maintain antisocial behavior."*

Aggression Replacement Training is an Office of Juvenile Justice and Delinquency Prevention model program which has proven to be effective for the juvenile population.

Relevant citations include:

- 1) Washington State Institute for Public Policy. 2004. Outcome Evaluation of Washington State's Research-Based Programs for Juvenile Offenders. Olympia, Wash.: Washington State Institute for Public Policy. <http://www.wsipp.wa.gov/rptfiles/04-01-1201.pdf>
- 2) Gunderson, Knut K., and Frode Svartdal. 2006. "Aggression Replacement Training in Norway: Outcome Evaluation of 11 Norwegian Student Projects." *Scandinavian Journal of Education Research* 50(1):63-81.

Description:

Cognitive Behavioral Treatment Groups such as Aggression Replacement Training and educational enhancements such as tutoring and homework assistance are provided by Community-Based Organizations at the Juvenile Day Reporting Centers.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Commercially Sexually Exploited Children (CSEC) Prevention and Education

Evidence Upon Which It Is Based:

Sex exploitation of at-promise youth is a prevalent and persistent problem that is expanding throughout the nation. Vulnerable youth are being trafficked at an alarming rate, especially by gangs who are actively recruiting, kidnapping and victimizing children. The "Word on the Street" prevention curriculum was developed by the Department in collaboration with the survivors, mental health professionals, and community-based organizations who provide direct services to youth who are victims of sex trafficking. The curriculum is based on Principles of Effective Correctional Interventions (Andrew's Bonta & Hoge, 1990; Gendreau, 1996; Genreau & Andrews, 1990).

The curriculum is promising practice that will be evaluated for treatment efficacy (pre/post test measurements).

Description:

Prevention, Intervention and Education for probation and at-risk youth and parents/guardians/caregivers regarding Sex Trafficking.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Parks After Dark (PAD)

Evidence Upon Which It Is Based:

The services being funded to the Department of Parks and Recreation is based on the Protective Factors, Social Learning and Social Control theories. Research of these theoretical frameworks indicates youth can learn from pro-social peers, teachers and family and develop positive attachments that lead to adherence of positive pro-social behaviors which prevent delinquent behaviors. (Development Services Group, Inc. 2015. "Protective Factors for Delinquency." Literature review. Washington D.C.: Office of Juvenile Justice and Delinquency Prevention.)

Description:

Programs and services available to JJCPA participants through Parks and Recreation during breaks of the academic calendar.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Early Intervention and Diversion Program (EIDP)

Evidence Upon Which It Is Based:

The theoretical frameworks for developing the early intervention and diversion program is predicated on the labeling theory and differential association theory. More recent practices include providing services in a different setting (community) to minimize the impact of potential dampening of positive effects of treatment and services in an institutional setting and to include direct therapeutic services based on risk, need and responsivity model. Development Services Group, inc. 2017. "Division Programs." Literature Review. Washington , D.C.: Office of Juvenile Justice and Delinquency Prevention.

Description:

The Early Intervention and Diversion Program is designed to provide first time youthful offenders and their families with the coordinated supportive services necessary to decrease the likelihood of ongoing delinquency and increase the potential for keeping these youth and families from progressing further into the delinquency system. The EIDP program provides services to youth and their families investigated by the Los Angeles County Probation Department (Probation) for offenses that do not meet the criteria for a mandatory referral to the Los Angeles County District Attorney's Office as well as first time offenders on probation. The overall goal of this program is that these youth and families will receive health, mental health and other important services that will enhance the family unit and divert the youth from entering further into the juvenile justice system.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Positive Youth Development

Evidence Upon Which It Is Based:

Youth Development has become recognized both as theoretical framework and practice based on adolescent stages of development. In theory, Youth Development supports research that youth are continuing to change and develop; and as practice, Youth Development programs prepared youth to meet the challenges of adolescence by focusing and cultivating their strengths to help them achieve their full potential. For systems including justice, child welfare and education, Youth Development approaches can serve “as an alternative approach to community health and public safety that builds on the strengths of youth, families and communities, addresses the root causes of crime and violence, prevents youth criminalization, recognizes youth leadership and potential, and turns young people’s dreams into realities.” Youth Development as a framework for service delivery works with youth in a place-based, asset-based, holistic and comprehensive way.

Based on research, youth development should be a system, a collective impact model, with its own infrastructure and resources to ensure effective coordination, efficacy and accountability across public agencies and CBOs. Ultimately, youth development systems and supports would achieve outcomes through activities and experiences that help youth develop social, ethical, emotional, physical and cognitive competencies.

LA for Youth report: “Building a Positive Future for LA’s Youth: Re-imagining Public Safety of the City of Los Angeles with an Investment in Youth Development” (2016).

Description:

Through the Public Private Partnership strategy, local Community-Based Organizations will receive grants to deliver a collective impact model of programming for at-risk youth in the community setting.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Gang Reduction Youth Development (GRYD)

Evidence Upon Which It Is Based:

Youth involvement in the juvenile justice system, challenges that their families experience, and the higher risk that youth have to returning to gang involvement and reoffending demonstrates the need for systemic, integrated, and coordinated responses to juvenile reentry (GRYD Probation Juvenile Reentry Evaluation Report 2016; Abrams, Shannon & Sangalang, 2008). Family engagement and a coordinated approach to aftercare are essential components for a juvenile reentry program and service and are incorporated in the GRYD/Probation Juvenile Reentry Partnership. Families of incarcerated youth face significant barriers, and successful mobilization of community resources once youth return home are necessary for youth and families (Herz 2015). A coordinated approach required the development of a client and family centered program process, with reentry case plans that properly capture youth strengths and needs while youth are incarcerated. Coordination between facility staff, DPOs, and services providers ensures adequate connection and follow up with youth and family. Additionally, a comprehensive approach to case management services with space for all partners to effectively build and respond to reentry services is crucial (Altschuler et al., 1999).

In 2014, GRYD implemented a Juvenile Reentry Family Case Management (FCM) Program for selected GRYD Zones. Services were expanded to the San Fernando Valley in 2016. This model is an adaptation of a current GRYD Office program, designed and set to serve gang-involved youth and their families who are in the process of exiting out of Probation camps. In the past, GRYD worked with the Camp Community Transition Program and Intensive Gang Supervision Program. Youth are referred by DPOs in these units, following eligibility criteria. After referrals are submitted to GRYD Juvenile Reentry agencies, staff work with DPOs to provide supervision and services to program participants.

The GRYD/Probation Juvenile Reentry Evaluation Report (GRYD Office 2016) measured the outcomes for clients based on data collected from the inception of the program through 2016 and reassessment information after provision of services took place. About 53% of youth lived at home with one biological parent, 82% of youth continued to demonstrate a need for enrollment in a high school program, 65% of clients gained employment during enrollment, and 83% of clients traveled outside of a three-mile radius to engage in prosocial activities (GRYD Office 2016). In regards to recidivism, enrollment in the program demonstrated a 12% re-offense rate and low to no probation violations during the evaluation period.

Description:

Through the City of Los Angeles, in partnership with the Los Angeles County Probation Department, the GRYD Juvenile Reentry FCM Program serves gang-involved youth and their families who are in the process of exiting out of Probation camp placement.

The goals of this program are:

- Client unification with family and creation of sustainability within the family
- Compliance with his/her Juvenile Case Plan in an effort to reduce recidivism
- Enrollment in or completion of Tier 1 and/or Tier 2 services.
- Completion of a genogram that captures at least 3 generations of the client's family.
- DPOs refer youth based on the suspected gang involvement and residence in designated zip codes. In order to be assessed for eligibility, youth must be: Between the ages of 14-21; Have a significant presence in a designated zip code inside a GRYD zone and must be 90 days pre-release at time of referral.

JJCPA Funded Program, Strategy and/or System Enhancement

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Program Name:

After-School Enrichment

Evidence Upon Which It Is Based:

Research indicates that after-school programs "have the potential to impact a range of positive learning and development outcomes, specifically in the areas of academic achievement, social/emotional development, delinquency prevention, and health and wellness."

Priscilla Little, Christopher Wimer, and Heather Weiss (2008, February). *After School Programs in the 21st Century: Their Potential and What it Takes to Achieve It*. Issues and Opportunities in the Out-of-School Time Evaluation Brief No. 10. Cambridge, MA Harvard Family Research Project.

Description:

After-School Enrichment Services are provided by the County of Los Angeles and City of Los Angeles Parks and Recreation Departments as well as the City of Hawaiian Gardens to provide prosocial activities to at-risk youth.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Youth and Family Services

Evidence Upon Which It Is Based:

Based on the Juvenile Detention Alternatives Initiative Research and Policy Series publication, *Family Engagement in Juvenile Justice*, "The best juvenile justice systems value the parent-child and the family relationships.... Genuine family involvement and engagement is vital to achieving positive long term outcomes for the vulnerable youth in the system."

The core concept of Family Centered Justice is founded on the understanding that parents play a critical factor in the social and emotional development of a child which can increase or decrease delinquent and problem behaviors. A strong, affectionate, supportive relationship between parent-child that includes a close monitoring supervision, and parental advocacy is effective for preventing delinquency and other problem behaviors.

Research indicates that programs which invite family involvement in planning and treatment, and include behavioral parent training, parent education, parent support group, in-home parent support, and parent involvement in youth groups are most effective.

Juvenile Detention Alternatives Initiative Research and Policy Series, *Family Engagement in Juvenile Justice* (n.d.). Retrieved from <http://www.mass.gov/eohhs/docs/dys/jdai/family-engagement-brief.pdf>

Development Services Group, Inc. 2010. "Parent Training." Literature Review. Washington D. C.: Office of Juvenile Justice and Delinquency Prevention.

Description:

The expansion of services for Youth and Family includes various family support services (e.g. mentoring, parenting, peer support, training, systems navigation).

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Public Private Partnerships

Evidence Upon Which It Is Based:

Public-Private-Partnerships (PPPs) are joint ventures, in which business and government cooperate; each applying its strengths to develop a project to deliver public services more quickly, more efficiently or otherwise better than a government could accomplish on its own.

Description:

The Department has contracted with two (2) foundations to re-grant JJCPA funds expeditiously and build community capacity and sustainability. Specifically, the PPPs are contracted to:

1. Act as grant-making foundation - e.g. give grants to support development projects;
2. Building capacity by leveraging outside public, business, and philanthropic funding, influence and expertise.

The PPP model (re-granting and capacity building) works collectively to identify gaps in services and build capacity in the community to provide supportive services to the youth and families impacted or at-risk of entering the juvenile justice system. The PPP model will strengthen the non-profit CBO community to achieve desired results and sustain their efforts through training and technical assistance.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Positive Youth Development Evaluation and Capacity Building Training and Technical Assistance (CBTTA)

Evidence Upon Which It Is Based:

Investing in building capacity building of community-based organizations serving youth and adult community members who are touched by the criminal justice system is an equity issue and a growing priority of multiple county departments and initiatives. Service delivery is most effective when led by community organizations with established roots in communities with unique dynamics and needs, and when provided by staff who have relevant lived experience and specialized training. These agencies work with community members who touch many different county systems and are impacted by complex trauma, inequities, and shared root causes.

However, given the operational capacity challenges of many of these small grass root organizations, the capacity to effectively address issues in the community is severely compromised. With major stakeholders lacking the capacity to address key issues, outcomes for low income families decline. A lack of living wage paying jobs, lack of access to healthy food, under resourced schools, high levels of involvement with the justice system are just a few of the many factors that impact quality of life in many communities throughout Los Angeles County. These factors are further exacerbated by systemic barriers which require cross-sector collaboration to address.

Description:

The Capacity Building Training and Technical Assistance strategy will build upon lesson learned from the Department of Public Health's (DPH) Trauma Prevention Initiative's (TPI) Training and Technical Assistance pilot. The CBTTA address the needs of the juvenile justice system to build capacity of non-profit community-based organizations that serve youth in the system, and also align with other department initiatives, including the Department of Mental Health (DMH) Incubation Academy, Youth Diversion and Development, and the DPH Center for Health Equity's priority to advance equitable contracting.

This strategy will also serve as an early implementation strategy to support the new county-wide Office of Violence Prevention (OVP). OVP strategic planning has prioritized capacity building and establishing community engagement infrastructure in the county's 8 Service Planning Areas (SPAs).

The expanded capacity building efforts will utilize s consultants with an expertise in Organizational infrastructure, Planning/evaluation, Business development, and Marketing/communications.

Through a series of county-wide Capacity Building workshops professional consultants will provide the public with training in the following topics:

- Organizational capacity building
- What it takes to contract in County
- Trauma informed training
- Evidence-based practices

These workshops will be open to the public and designed for small organizations with nonprofit status that serve youth and adults in criminal justice system.

The CBTTA strategy will incorporate “Arts-based Peer Learning Network Exchanges,” for 501(c)3 organizations who employ peer support specialists as a primary function. The training provides for hands-on experience of arts-centered healing informed techniques to promote increased connection, awareness, and partnership which also supports sustained engagement, increased communication and partnership, and peer support for compassion fatigue that comes from secondary trauma.

The CBTTA will also provide linkages / partnerships:

- Refer organizations to the Department of Mental Health (DMH) Incubation Academy / Incubation Lab, capacity building for small non=profits to support Prevention and Early Intervention efforts.
- Include participating organizations on listserv for County funding opportunities
- Connect organizations to networking opportunities; JJCAP Community Advisory Committee, OVP SPA based coalitions, DMH Health Neighborhoods, et.
- Include certifications/recognition for participating in workshops; special incentives for participating in full series.
- Identify systems change / policy from workshops

The CBTTA strategy will include a process evaluation comprised of participant surveys, process tracking (number served, successes and challenges), pre-post learning and satisfaction assessments for each workshop and follow-up surveys and focus groups to track outcomes of these efforts.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Multi-Systemic Therapy (MST)

Evidence Upon Which It Is Based:

Consistent with social-ecological models of behavior and findings from causal modeling studies of delinquency and drug use, MST posits that multiple factors determine youth antisocial behavior, which is linked with characteristics of the individual youth and his or her family and peer group, school, and community contexts (Henggeler et al., 1998). As such, MST interventions aim to attenuate risk factors by building youth and family strengths (protective factors) on a highly individualized and comprehensive basis. MST practitioners are available 24 hours per day, seven days per week, and provide services in the home at times convenient to the family. This approach attempts to circumvent barriers to service access that families of serious juvenile offenders often encounter. An emphasis on parental empowerment to modify children's natural social network is intended to facilitate the maintenance and generalization of treatment gains (Henggeler et al., 1998). One meta-analysis of studies of multi-systemic therapy indicates that the program has small but significant outcomes on delinquency and psychopathology, substance use, family functioning, and peer relationships (Van der Stouwe et al., 2014).

Terry Fain, Susan Turner, and Sarah Mauri Matsuda, Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2014-2015 Report, Santa Monica, Calif.: RAND Corporation

Description:

Multi-Systemic Therapy services is comprised of CBOs providing evidence-based intensive family and community-based treatment that focuses on addressing all environmental systems that impact chronic and violent juvenile offenders, their homes and families, schools and teachers, neighborhoods and friends. MST works with the toughest offenders ages 12 through 17 who have a very long history of arrests.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Parent/Guardian/Caregiver Engagement and Support

Evidence Upon Which It Is Based:

Parents play a critical factor in the social and emotional development of a child which can increase or decrease delinquent and problem behaviors. A strong affectionate, supportive relationship between a parent-child that includes positive discipline methods, close monitoring and supervision and parental advocacy is effective for preventing delinquency and other problem behaviors.

Research indicates that programs which include behavioral parent training, parent education, parent support groups, in-home parent support and parent involvement in youth groups are most effective.

Development Services Group, Inc. 2010. "Parent Training." Literature Review. Washington D.C.: Office of Juvenile Justice and Delinquency Prevention.

Description:

Through local CBOs, formation and support of parent support and advocacy groups to include "system" navigation, educational, and legal rights issues. Parents and caregivers of youth are engaged and supported in their communities through resource fairs and services provided by the Parks and Recreation. Providing safe access to services located at Parks in communities of high needs attributed to violence and crime has proven to be an effective model. Collaboration of public safety, behavioral health, public health, and the non-profit communities has also increased youth participation in after-school and weekend programming.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Employment Services

Evidence Upon Which It Is Based:

According to the economic model of crime, employment reduces the probability of engaging in crime by increasing income, reducing free time available for criminal activity, and the social learning of conventional norms.

Development Services Inc, 2010. "Vocational Job Training." Literature Review. Washington D.C.: Office of Juvenile Justice and Delinquency Prevention.

Description:

Employment and vocational education training at various locations to include job placement through the utilization of job stipends and job placements.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Pre-Booking Diversion

Evidence Upon Which It Is Based:

Youth Diversion and Development strategies are being developed based on research which indicates involvement in the justice system is costly, harmful, and ineffective (Centers for Disease Control and Prevention. The Public Health Approach to Violence Prevention), and a public health approach can improve outcomes for youth. (Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development. Coalition for Juvenile Justice.)

Description:

The Office of Youth Diversion and Development will develop a countywide model and infrastructure for youth diversion that promotes the widespread use of community-based diversion in lieu of arrest or citation, with support from a central coordinating office (County of Los Angeles, October, 2017. "A Roadmap for Advancing Youth Diversion in Los Angeles County.")

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Housing Opportunities for Mentoring and Education

Evidence Upon Which It Is Based:

The Housing Opportunities for Mentoring and Education program is predicated on the Causal Model of Delinquency and Social Ecology Theoretical Frameworks. The Causal Model of Delinquency indicates that low education is a primary risk factor for delinquency. There is a strong correlation that low educational performance is attributed to poor family functioning in the home. The Social Ecology Framework posits that behavior is multi-determined through the reciprocal interplay of a youth and his or her social ecology, including the family, peers, school, neighborhood, and other community settings (Dahlberg and Krug, 2002).

Description:

The HOME program is designed to target the risk, need and responsivity factors of each youth and family by providing prevention and intervention services that are culturally competent in their social ecology.

Specifically, HOME targets public housing youth between 11 and 17 years of age who are experiencing poor attendance, poor academic performance, poor family functioning, anti-social behaviors and/or poor individual problem solving skills. The HOME program involves a case management model of using a Youth Service Specialist (YSS) who serves as a case manager for the family and mentor for the youth. The YSS Worker mentors approximately 35-50 youth at each housing site. At program intake, the YSS conducts an assessment to determine the needs of the youth and family. Thereafter, an assessment of each youth's individual risk and protective factors is conducted to identify individualized needs. Case plans are developed to target these needs using a strength-based, youth development approach so that interventions are adapted to the learning styles and motivation of the participant.

The individualized case plan incorporates the goals and objective which align with the youth and family's needs, based on their assets, and barriers. Prevention and intervention services may include tutoring, literacy, educational supports and advocacy, employment, substance abuse/alcohol counseling, gang intervention, gender-specific programs, mental health services, parenting, conflict resolution, pro-social (arts education, recreation), and restorative justice. In addition, the YSS serves as a systems navigator and service broker who continuously identifies and leverages community-based and public agency resources to provide services at each of the public housing sites.

The case management practices are predicated on the Theory of Change application. Theory of Change comprehensively describes how and why a desired change is expected to happen in a particular context and focuses on mapping out what activities or interventions are required to lead to goal achievement. The first step is to identify the desired long-term goals and then work back from those to identify all the conditions (outcomes) that must be in place (and how these relate to one another causally) for the goals to occur. This information is mapped in an Outcome Framework. The Framework provides the basis for identifying what type of activity or intervention will lead to the outcomes identified as preconditions for achieving the long-term goals. Through this approach the link between activities and achievement of long-term goals are more fully understood.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

JJCPA Evaluation and Infrastructure

Evidence Upon Which It Is Based:

An evidence-based approach involves an ongoing, unbiased critical review of credible research literature to determine what policies and practices would be most effective given the best available evidence. Evaluation of practices involve rigorous quality assurance to ensure that evidence-based practices are implemented with fidelity, and that new practices are evaluated to determine their effectiveness.

"In contract [to the terms "best practices" and "what works] evidence-based practice implies that 1) there is a definable outcome(s); 2) it is measurable; and 3) it is defined according to practical realities (recidivism, victim satisfaction, etc.). Thus, while these three terms are often used interchangeably, EBP is more appropriate for outcome-focused human service disciplines."

(Source: Crime and Justice Institute at Community Resources for Justice (2008). Implementing Evidence-Based and Practice in Community Corrections, 2nd 3d. Washington D.C.: National Institute of Correction.)

Description:

The Infrastructure and Evaluation strategy will support the annual evaluation and ongoing training and advisement for the Juvenile Justice Coordinating Council (JJCC) and the standing subcommittee of the JJCC, the Community Advisory Committee (CAC) to provide leadership on the development and implementation of the CMJJP.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

California State University at Los Angeles Youth Development Framework

Evidence Upon Which It Is Based:

Existing research suggests that highly trained staff is critical to maintaining high quality programming (Kratochwill et al., 2007). Enhanced staff competence and confidence through training can also lead to lower staff retention rates which has been an issue in juvenile correctional facilities (Matz et al., 2013). Investing in staff training can help mitigate the rate of staff turnover in LA county and ensure continuity of programming for youth involved in the programs (Kaye & Evans, 2000).

Matz, A. K., Wells, J. B., Minor, K. I., & Angel, E. (2013). Predictors of turnover intention among staff in juvenile correctional facilities: The relevance of job satisfaction and organizational commitment. *Youth Violence and Juvenile Justice*, 11(2), 115-131.

Kratochwill, T. R., Volpiansky, P., Clements, M., & Ball, C. (2007). Professional Development in Implementing and Sustaining Multitier Prevention Models: Implications for Response to Intervention. *School Psychology Review*, 36(4).

Kaye, B., & Jordan-Evans, S. (2000). Retention: Tag, you're it!. *Training and development-Alexandria-American society for training and development*, 54(4), 29-39.

Description:

Scale the wellbeing of at-risk (promise) and probation youth across LA County by boosting the network's capacity to deliver best practice youth development programming through a strategical roll out of multi-tiered professional staff development including, but not limited to, F2F workshops, on-site consultations, and on-line learning communities. Enhanced staff competence and confidence to develop and deliver best practice youth development programming will yield preventive and protective assets in youth that foray optimized life quality.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Community in Schools Initiative, MST (LACOE)

Evidence Upon Which It Is Based:

Multi-Systemic Therapy (MST) addresses multiple factors known to be related to delinquency across the key settings, or systems, within which youth are embedded. MST strives to promote behavior change in a youth's natural environment, using the strengths of each system (e.g., family, peers, school, neighborhood, indigenous support network) to facilitate change (Henggeler et al., 1998; E. Turner, 2016).

One meta-analysis of studies of multi-systemic therapy indicates that the program has small but significant outcomes on delinquency and psychopathology, substance use, family functioning, and peer relationships (Van der Stouwe et al., 2014). Another study that used eight years of data from Los Angeles County, found that Hispanic participants in the MST program had significantly lower rates of arrest (23.7 percent versus 37.2 percent for comparison-group youth) and incarceration (10.7 percent versus 25.5 percent), as well as significantly higher rates of completion of probation (7.0 percent versus 3.3 percent), than Hispanic comparison-group youth (Fain, Greathouse, et al., 2014).

Henggeler, Scott W., Sonja K. Schoenwald, Charles M. Borduin, Melisa D. Rowland, and Phillippe B. Cunningham, *Multi-systemic Treatment of Antisocial Behavior in Children and Adolescents*, New York: Guilford Press, 1998.

Turner, Emilee H., "Multi-systemic Therapy," in Roger J. R. Levesque, ed., *Encyclopedia of Adolescence*, Springer International Publishing, 2016, pp. 1 -5.

Van der Stouwe, Trudy, Jessica J. Asscher, Geert Jan J. M. Stams, Maja Deković, and Peter H. van der Laan, "The Effectiveness of Multi-systemic Therapy (MST): A Meta-Analysis," *Clinical Psychology Review*, Vol. 34, No. 6, August 2014, pp. 468 -481.

Description:

An intensive family and community-based treatment for serious juvenile offenders with possible substance abuse issues and their families. The primary goals of MST are to decrease youth criminal behavior and out-of-home placements. The model is based on empirical data and evidence-based interventions that target specific behaviors with individualized behavioral interventions. Specialized therapeutic and rehabilitative interventions are available to address specific areas of need such as substance abuse, delinquency, violent behavior, etc. Services include an initial assessment to identify the focus of the MST interventions to be used with the individual and family. Services are provided through a

team approach to individuals and their families. MST strives to change how youth function in their natural setting (i.e. home, school, and neighborhood). Thus, services are primarily provided in the home, but workers also intervene at school and in other community settings.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Safe Passages

Evidence Upon Which It Is Based:

Research demonstrates that creating safe routes to school can increase walking and cycling to school among youth which can, in turn, foster community, increase exercise, and improve physical health (Stewart, Moudon, and Claybrooke, 2014; Henderson et al., 2013).

Children and youth benefit from access to outdoor space (McCurdy et al., 2010). Research suggests access to outdoor space can decrease stress (Wells & Evans, 2003), foster physical development (Burdette & Whitaker, 2005), and improve cognitive functioning (Wells, 2000). Furthermore, safe routes have been shown to increase physical activity which can, in turn, foster community, increase exercise, and improve physical health (Stewart, Moudon, and Claybrooke, 2014; Henderson et al., 2013).

Stewart, O., Moudon, A. V., & Claybrooke, C. (2014). Multistate evaluation of safe routes to school programs. *American journal of health promotion*, 28(3_suppl), S89-S96.

Henderson, S., Tanner, R., Klanderman, N., Mattera, A., Martin, W. L., Steward, J. (2013). Safe Routes to School: A public health practice success story --Atlanta, 2008-2010. *Journal of Physical Activity and Health*, 10, 141-142.

McCurdy, L. E., Winterbottom, K. E., Mehta, S. S., & Roberts, J. R. (2010). Using nature and outdoor activity to improve children's health. *Current problems in pediatric and adolescent health care*, 40(5), 102-117.

Wells, N. M., & Evans, G. W. (2003). Nearby nature: A buffer of life stress among rural children. *Environment and behavior*, 35(3), 311-330.

Burdette, H. L., & Whitaker, R. C. (2005). Resurrecting free play in young children: looking beyond fitness and fatness to attention, affiliation, and affect. *Archives of pediatrics & adolescent medicine*, 159(1), 46-50.

Wells, N. M. (2000). At home with nature: Effects of "greenness" on children's cognitive functioning. *Environment and behavior*, 32(6), 775-795.

Description:

Increase capacity of existing community mobilization efforts through the coordination of Safe Passages. Engage residents and members of the community, including youth, to assist Community Ambassadors in fostering safe routes and safe zones. Provide gang prevention and intervention activities at the school site (s), including but not limited to, school and class presentations, as well as individual and group counseling, as well as 33 county parks. Be an active presence in all after hour community events and activities and provide crisis intervention through rumor control, mediation, peace maintenance and other violence interruption methods. By offering extended park hours and special activities, summer program aims to provide families with safe, fun experience in their communities.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Los Angeles Homeless Services Authority - Coordinated Entry Services (Family Housing)

Evidence Upon Which It Is Based:

Evaluations of interventions to reduce youth homelessness find improvements in educational and employment outcomes as well as reductions in delinquent behavior (Upshur, 1985) and alcohol and drug use (Slesnick et al., 2008) among young people. Research investigating the impact of long term rent subsidies for homeless families lead to fewer absences from school in the last month at the 20-month follow-up, and lower behavior problems compared to children whose family did not receive support (Gubits et al., 2018).

Upshur, C. C. (1985). The Bridge, Inc. Independent Living Demonstration. Research Report.

Slesnick, N., Kang, M. J., Bonomi, A. E., & Prestopnik, J. L. (2008). Six-and twelve-month outcomes among homeless youth accessing therapy and case management services through an urban drop-in center. *Health services research*, 43(1p1), 211-229.

Gubits, D., Shinn, M., Wood, M., Brown, S. R., Dastrup, S. R., & Bell, S. H. (2018). What interventions work best for families who experience homelessness? Impact estimates from the family options study. *Journal of Policy Analysis and Management*, 37(4), 835-866.

Description:

To provide economic stability for youth reentering the community from probation detention facilities and camps through referral to CBOs that provide systems navigation, peer support and auxiliary funds to stabilize the family to re-unify youth (e.g. rental assistance, clothing, beds, etc.). To support, create and sustain solutions to homelessness in Los Angeles County by providing leadership, advocacy, planning, and management of program funding.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Beaches and Harbors - Ocean Safety Day

Evidence Upon Which It Is Based:

This is based on the Protective Factors, Social Learning and Social Control theories. Research of these theoretical frameworks indicates youth can learn from pro-social peers, teachers and family and develop positive attachments that lead to adherence of positive pro-social behaviors which prevent delinquent behaviors. (Development Services Group, Inc. 2015. "Protective Factors for Delinquency." Literature review. Washington D. C.: Office of Juvenile Justice and Delinquency Prevention.)

Description:

A one-day ocean education adventure for youth identified by Juvenile Filed Deputy Probation Officers. Lifeguards instruct students on many aspects of ocean safety through in-the-water-participation. Curriculum may include CPR demonstration, first aid instruction, kayaking, surfing, snorkeling, body surfing and beach games.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Los Angeles Unified School District - Diversion Coordination of Services Program

Evidence Upon Which It Is Based:

Research suggests that pre-arrest diversion programs can decrease negative outcomes associated with going through the juvenile justice system (Hagan & Dinovitzer, 1999; Models for Change Juvenile Diversion Workgroup, 2011). Such programs provide youth with the opportunity to avoid arrest and can reinforce the protective factors that reduce the likelihood of reoffending, such as school attendance and positive adult interactions and provide services to address issues that contribute to misconduct (Cottle, Lee, & Heilbrun, 2001; Mendez, 2003).

Hagan, J., & Dinovitzer, R. (1999). Collateral consequences of imprisonment for children, communities, and prisoners. *Crime and justice*, 26, 121-162.

Models for Change Juvenile Diversion Workgroup. (2011). *Juvenile Diversion Guidebook*.

Cottle, C. C., Lee, R. J., & Heilbrun, K. (2001). The prediction of criminal recidivism in juveniles: A meta-analysis. *Criminal justice and behavior*, 28(3), 367-394.

Raffaele Mendez, L. M. (2003). Predictors of suspension and negative school outcomes: A longitudinal investigation. *New directions for youth development*, 2003(99), 17-33.

Description:

Diversion programming for middle school students who formerly would have been WIC 236 eligible and students who are home on probation (i.e. WIC 827 notice sent to the Superintendent). Through Pupil Services and Attendance Counselors (PSA), programing will divert middle school students from initial contact with the juvenile justice system using approaches that are evidence-based, culturally relevant, trauma-informed, and developmentally appropriate. For those who have already had contact with law enforcement, the goal is to prevent recidivism and divert students from further arrests and/or petitions filed.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Los Angeles Unified School District (LAUSD) - Youth Mentorship for Students

Evidence Upon Which It Is Based:

A meta-analysis found that mentoring programs for youth can positively impact a range of outcomes including those related to emotional/psychological, high-risk behavior, social competence, academic, and career (DuBois, Holloway, Valentine, & Cooper, 2002). Furthermore, these effects hold for youth in the juvenile justice system and those who are not. Looking specifically at justice involved youth, evidence suggests that strong mentoring programs within reentry services for juveniles can decrease the likelihood of recidivism and increase the time to recidivism (Bouffard & Bergseth, 2008).

DuBois, D. L., Holloway, B. E., Valentine, J. C., & Cooper, H. (2002). Effectiveness of mentoring programs for youth: A meta-analytic review. *American Journal of Community Psychology*, 30, 157-197.

Bouffard, J. A., & Bergseth, K. J. (2008). The impact of reentry services on juvenile offenders' recidivism. *Youth Violence and Juvenile Justice*, 6(3), 295-318.

Description:

Provide youth mentorship to students throughout the LAUSD, focusing on middle school and Community Day Schools. Students who are also re-entering LAUSD, after detainment, will also be eligible for mentoring services.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

County of Los Angeles Department of Children and Families - Los Angeles County LGBTQ Youth Strategy

Evidence Upon Which It Is Based:

LGBTQ youth experience a number of key challenges. They are more likely than non-LGBT youth to report that they are unhappy, less likely to have an adult to talk to about personal problems, and more likely to use drugs and alcohol. Mental health concerns can be common, including anxiety, self-harm, and suicidal ideation. LGBTQ youth are more likely to experience homelessness, where they are at risk for victimization, substance use, and participation in risky sexual behavior. This highlights a need for programming that is responsive to the needs of these youth.

The Trevor Project. (2020). *National Survey on LGBTQ Youth Mental Health 2020*. West Hollywood, CA: Author.

Human Rights Campaign. (2012). *Growing up LGBT in America: At home, at school and in the community*. Washington D.C: Author. Retrieved from

Kosciw, J. G., Greytak, E.A., Diaz, E.M., and Barkiewicz, M.J. (201). *The 2009 National School Climate Survey: The experiences of lesbian, gay, bisexual and transgender youth in our nation's schools*. New York: GLSEN. *The 2009 National School Climate Survey: The experiences of lesbian, gay, bisexual and transgender youth in our nation's schools*. New York: GLSEN.

Ray, N. (2006). *Lesbian, gay, bisexual and transgender youth: An epidemic of homelessness*. New York: National Gay and Lesbian Task Force Policy Institute and the National Coalition for the Homeless.

Ryan, C. (2009). *Helping families support their lesbian, gay, bisexual, and transgender (LGBT) children*. Washington, DC: National Center for Cultural Competence, Georgetown University Center for Child and Human Development.

Ryan, C., Huebner, D., Diaz, R. M., & Sanchez, J. (2009). Family rejection as a predictor of negative health outcomes in white and Latino lesbian, gay, and bisexual young adults. *Pediatrics*, 123(1), 346-352.

Description:

A multi-agency supported response to LGBTQ youth needs by establishing a comprehensive county-wide youth welfare strategy. A strategy and programming to promote a safe and encouraging environment where one can thrive, regardless of their sexual orientation or gender-identity and expression.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Credible Messenger/Mentorship in Custody

Evidence Upon Which It Is Based:

Credible messengers may be able to motivate young people where other professionals cannot. There is suggestive evidence that youth who live in high-risk environments can benefit from supportive relationships with unrelated adults (Grossman & Tierney, 1988). Trained staff who make strong relationships with at risk-youth can also lead to the development of pro-social school behaviors and negatively associated with anti-social school behaviors (Anderson-Butcher et al., 2004). Evaluations of programs that use mentorship models similar to Credible Messengers demonstrate that such programs can reduce recidivism as well as improvements in self-perception and relationships with others (Lynch et al., 2018). Participants also report gains in emotional regulation and future orientation.

Grossman, J. B., & Tierney, J. P. (1998). Does mentoring work? An impact study of the Big Brothers Big Sisters program. *Evaluation review*, 22(3), 403-426.

Lynch, M., Astone, N. M., Collazos, J., Lipman, M., & Esthappen, S. (2018). Arches transformative mentoring program.

Anderson-Butcher, D., Cash, S. J., Saltzburg, S., Midle, T., & Pace, D. (2004). Institutions of youth development: The significance of supportive staff-youth relationships. *Journal of Human Behavior in the Social Environment*, 9(1-2), 83-99.

Description:

Justice involved/at-risk young people who have a higher risk of re-offending are matched with specially trained adults with relevant life experiences (often previously incarcerated, Returned Citizens) called Credible Messengers, who share their background. Credible Messengers improve outcomes for young people in the justice system by increasing engagement with programs and services; reducing re-arrests, violations, and anti-social behavior; increasing compliance with court mandates; improving relationships between system stakeholders and community members; and creating more community capacity to support system-involved youth.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

County of Los Angeles Library Mobile Tutoring Services

Evidence Upon Which It Is Based:

There is evidence that after school programs that include tutoring support can increase school attendance, independent reading, and lower suspension rates among at risk youth (Jenson et al., 2018). A decrease in school suspensions is particularly relevant for this population as evidence suggests that suspensions are linked to contact with the criminal justice system (Fabelo et al., 2011).

Jenson, J. M., Veeh, C., Anyon, Y., Mary, J. S., Calhoun, M., Tejada, J., & Lechuga-Peña, S. (2018). Effects of an afterschool program on the academic outcomes of children and youth residing in public housing neighborhoods: A quasi-experimental study. *Children and Youth Services Review*, 88, 211-217.

Fabelo, T., Thompson, M. D., Plotkin, M., Carmichael, D., Marchbanks, M. P., & Booth, E. A. (2011). Breaking schools' rules: A statewide study of how school discipline relates to students' success and juvenile justice involvement. New York: Council of State Governments Justice Center.

Description:

Public Library program to create community-based opportunities at various locations for youth to receive academic support, tutoring and remedial assistance to encourage literacy and to enhance core academic competencies, and to create incentivized book clubs and hold public speaking trainings. Create/enhance services to probation-involved youth and their families at Libraries in the community and at/near Probation operations across Los Angeles County.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Internships

Evidence Upon Which It Is Based:

Work-based learning can provide a bridge into careers for youth at risk of become justice involved. A randomized controlled trial evaluation of a similar program in Washington DC, Baltimore, Virginia, and Chicago found that an internship program increased educational attainment and job preparation for male participants (Theodos et al., 2016). The program also increased the probability that students would enroll in a two year degree among men. Such results highlight the possible benefits of an internship program for Los Angeles youth, as well.

Theodos, B., Pergamit, M. R., Hanson, D., Edelstein, S., & Daniels, R. (2016). Embarking on College and Career: Interim Evaluation of Urban Alliance. Research Report. *Urban Institute*.

Description:

City and County department youth internships include a summer strategy (and school breaks/weekends/holidays) to provide an incentive and rewards for probation youth. Moreover, this initiative would serve as an opportunity for youth to interact with pro-social adults in their communities while learning a skill. Lastly, as a summer strategy, it provides resources for youth to purchase school clothes and supplies for the upcoming school year. As a strategy for the emerging adult with High School diplomas, this population will be introduced to the world of work which will serve as a foundation for future career/post-secondary decisions.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

LAC SEED School (Board-Directed MTA Partnership)

Evidence Upon Which It Is Based:

The SEED Foundation operates a network of college-preparatory schools with a focus on children from low-income households. SEED schools in the DC and Maryland areas have graduated 381 students, 80% of whom are first generation college-bound students. Higher levels of education have been associated with reduced criminal justice involvement in adulthood (Belfield & Levin, 2009), and achieving a high school diploma has been associated with improved labor market participation (McDaniel & Kuehn, 2013).

Sources: <https://www.seedfoundation.com/collegesuccess>

Belfield, C. R., & Levin, H. M. (2009). *High School Dropouts and the Economic Losses from Juvenile Crime in California; California Dropout Research Project Report #16*. Santa Barbara, CA: UC Santa Barbara, Gervitz Graduate School of Education.

McDaniel, M., & Kuehn, D. (2013). What does a high school diploma get you? Employment, race, and the transition to adulthood. *The Review of Black Political Economy*, 40(4), 371-399.

Description:

Approval of the recommended actions will grant authority to the Chief Executive Officer (CEO) to enter into agreements with the SEED Foundation, Inc. (SEED Foundation), and/or its subsidiaries or affiliates, including SEED LA Facilities, LLC (SEED Facilities), and SEED School of Los Angeles County, Inc. (SEED LA), (collectively referred to as SEED) and the Los Angeles County Metropolitan Transportation Authority (MTA) to: develop, fund, construct, and operate a public charter boarding school designed to prepare youth for college and careers within the transportation, infrastructure and Science, Technology, Engineering, and Mathematics (STEM) fields (School), on a portion of County land situated on the east side of the 8400 and 8500 blocks of South Vermont Avenue in the City of Los Angeles (Project Site).

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

City of Los Angeles Zoo - ZOO Camp Junior Counselor Program

Evidence Upon Which It Is Based:

This program aims to provide opportunities for youth career and leadership development, as well as a safe place and learning experiencing through teaching mentorship and outdoor education. Work based learning can provide a bridge into careers for youth who are at risk for justice system involvement. A randomized controlled trial evaluation of a similar program in Washington DC, Baltimore, Virginia, and Chicago found that an internship program increased educational attainment and job preparation for male participants (Theodos et al., 2016). The program also increased the probability that students would enroll in a two year degree among men. There is also evidence that exposure to nature (e.g., greenspace) and subjective reports of contact with nature can result in lower community crime rates (Weinstein et al., 2015), and that mentorship reduces the likelihood of drug use, aggression, and delinquent behavior, and is associated with high academic achievement (Tolan et al., 2014).

Theodos, B., Pergamit, M. R., Hanson, D., Edelstein, S., & Daniels, R. (2016). Embarking on College and Career: Interim Evaluation of Urban Alliance. Research Report. *Urban Institute*.

Weinstein, N., Balmford, A., Dehaan, C. R., Gladwell, V., Bradbury, R. B., & Amano, T. (2015). Seeing community for the trees: The links among contact with natural environments, community cohesion, and crime. *BioScience*, 65(12), 1141-1153.

Tolan, P. H., Henry, D. B., Schoeny, M. S., Lovegrove, P., & Nichols, E. (2014). Mentoring programs to affect delinquency and associated outcomes of youth at risk: A comprehensive meta-analytic review. *Journal of experimental criminology*, 10(2), 179-206.

Description:

Environmental Education is historically not inclusive. A 2014 national study of residential outdoor science organizations found that 92% of program leaders identified themselves as white/Caucasian (Snow & Romero, 2014). Many Environmental Education job opportunities require previous experience, most often found through non-paying volunteer work. The L.A. Zoo's long running ZooCamp program employs 15+ staff seasonally each summer to facilitate all aspects of the camp experience. This program will create a Junior Counselor-in-Training program to help up to six high school seniors gain paid experience in the Environmental Education field. Our focus for recruiting for these positions will be in communities who historically are excluded from environmental careers and recreational opportunities.

Environmental Education is historically not inclusive. A 2014 national study of residential outdoor science organizations found that 92% of program leaders identified themselves as white/Caucasian (Snow & Romero, 2014). Many Environmental Education job opportunities require

previous experience, most often found through non-paying volunteer work.

Youth from historically under-resourced communities are typically excluded from both environmental work and play. This is due to inequities in hiring practices, lack of representation, and unequal resource allocation. The Zoo's Junior Counselor program will address each of these issues by creating paid 10-week internships for High School seniors from at-risk communities to gain paid, practical knowledge in day camp counseling.

The Zoo Camp Junior Counselor program will be a part of the Zoo's long-running Summer Zoo Camp. Hiring for camp counselor positions typically begins in February to March, and staff work full time for one week of training and 9 weeks of camp from June through August. The Junior Counselor program will run on a similar time frame, with recruitment and messaging in target schools occurring in January-March to ensure a high level of program awareness.

Junior Counselors will gain experience and skills in the environmental education field, specifically as a day camp counselor. Junior counselors will gain skills including, but not limited to, classroom management, natural history interpretation, teamwork, customer service, curriculum creation, and teaching. Junior Counselors will work with Program staff throughout the employment period. Junior Counselors will end the summer with resume building assistance, creating resumes that show the experience and skill gained in the course of their employment. Junior Counselors will be paid at the City of Los Angeles' Student Worker rate and will receive uniform, food, and transportation stipends.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Youth Substance Abuse Client Engagement Navigations Systems (CENS) and Support Services

Evidence Upon Which It Is Based:

Improving Chronic Illness Care's Chronic Care Model (ICIC) brought together the best in research and practice for chronic illness care interventions. The hallmark of ICIC's Chronic Care Model is that it is evidence-based, using only those interventions that have proven themselves in research and in practice.

From 1998-2010, ICIC assembled supporting bibliographies of peer-reviewed literature covering specific chronic conditions: asthma, depression, diabetes, frailty in older persons, hypertension, and congestive heart failure, in addition to the Chronic Care Model itself. Articles on other conditions may have been included because they describe effective interventions reflecting Model-based care.

Description:

Recent efforts to transition youth into community-based settings have reduced the number of youth in juvenile halls and probation camps. However, youth that remain in juvenile halls have higher needs for services and face a complex set of behavioral challenges, including co-occurring mental health and substance use disorders (SUDs). Prior to the availability of the services being described in this proposal, access to SUD services in juvenile halls has been limited to youth with a co-occurring mental health disorder and SUD who are seen by counselors from the Department of Mental Health.

To ensure timely access to developmentally appropriate SUD treatment services, to maximize treatment admission and retention, and to enhance the likelihood of positive treatment outcomes, the Client Engagement and Navigation Services (CENS) program from the Department of Public Health Substance Abuse Prevention and Control (DPH-SAPC) will facilitate access to specialized SUD services for youth (aged 12-17) and young adults (aged 18-20) at juvenile halls in Los Angeles County through a network of contracted community-based youth SUD providers.

Services provided to youth and young adults by CENS include: Outreach and Engagement; Eligibility Determination and Benefits Enrollment; Educational Sessions; Screening, Appointment Scheduling, Service Navigation, Ancillary Referrals and Linkages; Documentation and Reporting; and Agency Community Education, as well as a warm hand-off to a continuum of community-based SUD treatment services upon the youth's release from juvenile hall. To facilitate a smooth transition, CENS staff will engage both the participants and SUD providers to ensure youth can access and enroll in the appropriate level of care (e.g., early intervention, outpatient, intensive outpatient, residential, or recovery support

services) in the community. In addition, CENS staff will serve as liaisons between youth participants involved with state, County, city, and community partners (e.g., Probation, courts), and the specialty SUD system. CENS services are provided in-person (or, during the COVID-19 crisis, by telehealth) and staff providing services in juvenile halls have a minimum of two years of experience providing services to youth in behavioral health settings.

Support Services (i.e., Outreach and Engagement Services, Positive Youth Development Programs, and Transportation Services) promote youth engagement and SUD treatment retention rates and "holistically address a youth's SUD related problems, surround youth with opportunities to succeed, and prevent more severe problems in adulthood" in alignment with the California Department of Health Care Services' (DHCS) current version of the Youth Treatment Guidelines.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Multi-Systemic Therapy (MST) Training and Consultation

Evidence Upon Which It Is Based:

Researchers developed the MST treatment model, an evidence-based practice that is dedicated to serving troubled adolescents involved with the juvenile justice system.

MST Inc. provides a unique training program geared toward ensuring the clinician are well versed on the model and they monitor for consistent adherence.

With the ongoing support of MST, Inc., the practice is repeatedly cited as one of the most effective programs for justice involved youth and their families.

- MST Inc. has been endorsed by a number of organizations that have the most rigorous standards and have used independent panels of experts to evaluate and determine if the practice meets a clear set of scientific standards.
- These include the Blueprints for Violence Prevention, Office of the Surgeon General, Coalition for Evidence Based Policy, and SAMHSA National Registry of Evidence-Based Programs and Practices.

Description:

MST is a proprietary evidence-based intervention that has some of the best outcomes with justice involved youth. The intervention revolves around being available at all times in order to strengthen the family to more effectively support the youth who is venturing into delinquency. There is a very large body of evidence to support the use of MST as a successful intervention for high-risk youth and their families. Outcomes for youth include a high number of youth living at home, remaining in school or working, and avoiding future juvenile arrests.

An indispensable element of the MST program is the training and monitoring of adherence to this practice. Over the past 20 years, through a Sole Source Agreement, MST Inc. has been providing training, consultation, and licensure for mental health clinicians practicing the copyrighted MST treatment intervention in the Lost Angeles County.

Providing services and supports to the youth and family in the community with a highly effective intervention such as MST improves and strengthens the family long-term, which benefits the youth and parents, as well as younger siblings. As described above, MST is a highly effective intervention which cannot be practiced without the oversight and direct ongoing involvement of MST, Inc.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

In-Home Services to Prevent Detention via Community-Based Organizations (CBOs)

Evidence Upon Which It Is Based:

Evidence is based on the Juvenile Detention Alternatives Initiative (JDAI) Research and Policy Series publication, *Family Engagement in Juvenile Justice*, “The best juvenile justice systems value the parent-child and the family relationships. Genuine family involvement and engagement is vital to achieving positive, long term outcomes for vulnerable youth in the justice system.”

The core concept of Family Centered Justice is founded on the understanding that parents play a critical factor in the social and emotional development of a child which can increase or decrease delinquent and problem behaviors. A strong affectionate, supportive relationship between a parent-child that includes close monitoring and supervision and parental advocacy is effective for preventing delinquency and other problem behaviors. Research indicates that programs which invite family involvement in planning and treatment and include behavioral parent training, parent education, parent support groups, in-home parent support and parent involvement in youth groups are most effective.

Juvenile Detention Alternative Initiative Research and Policy Series, *Family Engagement in Juvenile Justice* (n.d.). Retrieved from <http://www.mass.gov/eohhs/docs/dys/jdai/family-engagement-brief.pdf>.

Development Services Group, Inc. 2010. “Parent Training.” Literature Review. Washington, DC.: Office of Juvenile Justice and Delinquency Prevention.

Description:

This program provides intensive family-centered, home-based family support services to probation youth, ages 10-18 and their families across the County of Los Angeles, within the five Supervisorial Districts. Services are intended to avert an ongoing escalation of criminal and delinquent behavior (e.g., including domestic violence, high family conflict/dysfunction and related offenses) at the time of detention and promote school success. Successful delivery of the home-based family support services focuses on strengthening the family unit, foster

parenting practices, promoting responsible youth behavior, and decreasing delinquent activities and recidivism. The services are delivered in the participant's home and shall support/develop effective parenting, promote responsible youth behavior and decrease delinquent activities. Adjustments will be made to this model based upon the pandemic recommendations.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Los Angeles County Youth Commission

Evidence Upon Which It Is Based:

Youth advisory boards are becoming more common across the country, allowing individuals with lived experience in the juvenile justice and child welfare systems to provide input into programming and services in their jurisdictions. An environmental scan of existing practices and engagement with key stakeholders identified the following best practices for engaging young people in an advisory capacity:

- Youth-centered, -led, and -driven
- Adequate staffing
- Adequate funding
- Provision of tools for success, including trauma-informed and youth-accessible training materials
- Proactive attention to/resolution of barriers to successful engagement
- Direct access to policymakers.

Source: Los Angeles County Commission for Children and Families (2019). Report back on exploring the creation of a countywide Youth Advisory Board. <http://file.lacounty.gov/SDSInter/bos/supdocs/141906.pdf>

Castillo Consulting Partners (2019). LA County Youth Advisory Body Data & Landscape Analysis Report. Los Angeles, CA: Author.

Description:

The Commission was established to provide a platform for policy, practice, and service delivery to be informed and shaped by the lived experience expertise of young people impacted by the child welfare and juvenile justice systems, and to provide leadership of transformative change for youth in Los Angeles County. To carry out this mission, the Commission will focus on the policies, practices, budgets, and programs of the County's child welfare and juvenile justice systems, which include all youth and family-serving County departments.

The Board directed that the Commission be established with 15 members, with the option of increasing to 19 members. The Commission will have county-wide jurisdiction, covering all service planning areas. Each Board office will select one Commissioner to represent their supervisorial district, and the remaining 10 Commissioners will be selected through a self-nomination process. All Commissioners will be appointed by and serve at the pleasure of the

Board. The Commission will meet monthly to carry out its duties as listed below:

Duties

A. Make recommendations to the Board and County departments regarding policies, agency budgets, programs, and practices that impact children, youth, families, and their communities;

B. Propose to the Board and County departments, new policies, programs, and services that will positively impact children, youth, families, and their communities;

C. Annually, identify at least three focus areas for concentrated review, analysis, and, where appropriate, Commission involvement;

D. Propose new legislation and advocate and provide recommendations to the Board, consistent with Board policy, regarding existing and proposed legislation impacting children, youth, families, and their communities;

E. Provide to the Board quarterly status reviews in year one, and an annual report, thereafter, apprising it of the Commission's activities and achievements during the year and commenting on the state of County services impacting youth;

F. Engage with key stakeholders and obtain community input;

G. Establish a standing Youth Engagement Committee responsible for ensuring that the voices and experiences of youth under the age of eighteen inform the work of the Commission;

H. Establish a standing Operations Committee that shall manage the process of nominating new commission members; and

I. Work collaboratively with other youth-serving entities to avoid redundancy.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

School-Based Supports on Truancy and Behavior Needs

Evidence Upon Which It Is Based:

School truancy can increase the likelihood of negative outcomes, such as poor academic performance, delinquency, and dropout. Risk of truancy can be influenced by individual risk factors (e.g., lack of peer relationships, behavioral health problems), but also family factors, such as poverty, homelessness, or family conflict. Therefore, working with the family to address issues related to truancy can improve outcomes. There is also an increasing use of restorative practices to address these concerns. (Mallett, 2016).

Source: Mallett, C. A. (2016). Truancy: It's not about skipping school. *Child and Adolescent Social Work Journal*, 33(4), 337-347.

Description:

To provide Restorative Justice trained Family Support Navigators at high needs schools to address behavior and attendance concerns. To support the school as it transitions in policy and practice from punitive responses to trauma-informed models rooted in restorative practices. Family Support Navigators will provide educational advocacy and system navigation support for parents, with a family-centered approach to truancy reduction and student success.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Los Angeles County Office of Education (LACOE) Tutoring in the Camps and Juvenile Halls

Evidence Upon Which It Is Based:

There is evidence that after school programs that include tutoring support can increase school attendance, independent reading, and lower suspension rates among at risk youth (Jenson et al., 2018). A decrease in school suspensions is particularly relevant for this population as evidence suggests that suspensions are linked to contact with the criminal justice system (Fabelo et al., 2011).

Jenson, J. M., Veeh, C., Anyon, Y., Mary, J. S., Calhoun, M., Tejada, J., & Lechuga-Peña, S. (2018). Effects of an afterschool program on the academic outcomes of children and youth residing in public housing neighborhoods: A quasi-experimental study. *Children and Youth Services Review*, 88, 211-217.

Fabelo, T., Thompson, M. D., Plotkin, M., Carmichael, D., Marchbanks, M. P., & Booth, E. A. (2011). *Breaking schools' rules: A statewide study of how school discipline relates to students' success and juvenile justice involvement*. New York: Council of State Governments Justice Center.

Description:

Program designed to provide enhanced educational, homework assistance, literacy support services and tutoring for youth housed in Probation Camps and Juvenile Halls across Los Angeles County.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Restorative Justice

Evidence Upon Which It Is Based:

OJJDP and the Safe and Drug-Free Schools Program's "Conflict Resolution Education: A Guide to Implementing Programs in schools, Youth -Serving Organizations , and Community and Juvenile Justice Settings Program Report" states that the effective implementation of conflict resolution processes of negotiation, mediation or consensus decision making requires understanding of four essential principles: 1) separate people from the problem, 2) focus on interests, not positions, 3) invent options for mutual gain and 4) use objective criteria. Conflict manager training includes learning basic communication skills, such as helping disputants feel comfortable in talking, listening in a way that will defuse anger and speaking to disputants in a direct diplomatic way. "Research in this field indicates that conflict resolution and mediation programs show positive effects in reducing violence.¹" Additionally conflict manager programs reduce tensions and save staff time by taking care of conflicts that would otherwise absorb hours of their day and at the same time, youth who participate in conflict management sessions are positively affected because they have the opportunity to experience new ways of dealing with conflict.

Description:

Conflict Resolution education training services will be provided for youth in Probation facilities and include conflict education workshops to teach youth creative problem solving skills that assist with rehabilitation and eventual reintegration/transition to the community, peer mediation for youth to work with peers to find resolutions to conflict, address racial tensions, etc. and youth leadership/ambassador workshops to train youth to serve as peace ambassadors and work to develop/expand youth councils, resolve facility issues and plan facility events.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

N/A

Evidence Upon Which It Is Based:

N/A

Description:

N/A

Part III. Youthful Offender Block Grant (YOBG) — (Welfare & Institutions Code Section 1961(a))

A. Strategy for Non-707(b) Offenders

Describe your county's overall strategy for dealing with non-707(b) youthful offenders who are not eligible for commitment to the Division of Juvenile Justice. Explain how this Plan relates to or supports that strategy.

The Juvenile Justice Development Plan (JJDP) for the Los Angeles County Probation Department reflects and supports the Department's Strategic Goals, which are to: Implement Evidence Based Practices, Develop and Expand Collaborative Efforts and Community Capacity, and Enhance Organizational Development Practices. The proposed JJDP incorporates these goals into each category, by utilizing a validated risk and needs tool to identify strengths, risks and needs of individual youth, and then provide adequate and appropriate treatment and services to address the individualized and particular needs of the youth and family is beneficial to both 707 (B) and non-707(b) youth.

B. Regional Agreements

Describe any regional agreements or arrangements to be supported with YOBG funds.

Not applicable

C. Funded Programs, Placements, Services, Strategies and/or System Enhancements

Using the template on the next page, describe the programs, placements, services, strategies, and system enhancements to be funded through the YOBG program. Explain how they complement or coordinate with the programs, strategies and system enhancements to be funded through the JJCPA program. For additional template pages, simply click the "copy template" box below.

Copy Template

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, placement, service, strategy, and system enhancement you plan to fund next year.

Program Name:

Risks and Needs Assessment

Nature of Coordination with JJCPA:

The assessment and multi-disciplinary case plan are not only utilized to provide youth with appropriate services while in camp but are updated prior to the youth transition back into the community. The transitional case plan, which is predicated on the assessment and case planning process utilizing the Multi-Disciplinary Team (MDT) approach, will be utilized to ensure targeted interventions are provided in the community, by CBOs that may be funded with JJCPA funds and/or leveraging existing funds in the community such as medi-cal. JJCPA provides funding for art programming, and credible messenger transformative mentoring healing circles, and workforce development while the youth is detained.

Additionally, the transitional case plan, which includes education, mental health, housing, substance abuse, provided to the aftercare units, partially funded by JJCPA to provide case management support and supervision in the community upon release.

Description:

Probation continues to utilize an actuarial risk and needs assessment and case planning in residential treatment (camps) as implemented in the FY 2007-2008, JJDP to identify high risk/high need youth who will be appropriate for the camp program by utilizing two (2) dedicated assessment DPOs, one (1) dedicated DMH Masters in Social Work (MSW) and Los Angeles County Office of Education (LACOE) pupil student advisor at the Camp Assessment Unit (CAU). These multi-faceted assessments assist in identifying appropriate youthful offender dispositions, programs, goals and re-entry plans, and include the use of a validated and normed risk assessment instrument, the Los Angeles Risk and Resiliency Checkup (LARRC). Assessment information is compiled by partner agencies and interested parties, at which time a Multi-Disciplinary Assessment (MDA) conducted prior to the youth's transfer to camp. Participants in the MDA include the youth, parent/caregiver, Probation staff, LACOE personnel, and Department of Mental Health (DMH) staff. The MDA is provided to the Multi-Disciplinary Team (MDT) Coordinators at each facility to be utilized to develop the initial case plan and transitional case plan which begins at disposition.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, placement, service, strategy, and system enhancement you plan to fund next year.

Program Name:

Camp Programs

Nature of Coordination with JJCPA:

As part of the Multi-Disciplinary Team process, Deputy Probation Officers assigned to community supervision are included in the transition process. Depending on the youth's risk and needs, youth are assigned to community supervision which includes referrals to programs and services funded through JJCPA.

Youth assigned to any community-based supervision programs have access to JJCPA contracted services provided by CBOs. The risk and needs of this population are included in the JJCPA funding recommendations approved by the JJCC.

Description:

Depending on profile and needs, youth participating in the YOBG program will be housed at any of the Probation Camps in Los Angeles County. Camps offer enhanced services including mental health services, substance abuse treatment, Dialectical Behavior Therapy (DBT), case management, vocational training, and transition planning. The MDTs work with the youth and family to develop an individualized case plan to effectuate the development of youth and successful reintegration into the community. YOBG provides operational funding for the YOBG population.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, placement, service, strategy, and system enhancement you plan to fund next year.

Program Name:

Aftercare and Reentry

Nature of Coordination with JJCPA:

The Camp Community Transition Program (CCTP) works collaboratively with the school-based supervision program funded by JJCPA to assist in the enrollment of youth, enhanced supervision of youth on school campuses, and referrals for services. In addition, re-entry youth are often referred to one of the five (5) Juvenile Day Reporting Centers (JDRC) located throughout the County. The JDRCs provide after-school enrichment services to re-entry and high risk youth utilizing JJCPA funding.

Description:

The Probation Department implemented the county-wide enhanced model for the Camp transition process, assigning a Camp Community Transition Program (CCTP) DPO as "secondary deputy" during the youth's camp program. The CCTP DPO begins working with the family through the Family Assessment Support Team (FAST) co-case management model with Department of Mental Health (DMH) which begins upon dispositional order. The assigned CCTP DPO participates in camp MDT to provide valuable input regarding the family and community dynamics. They build a relationship with the youth and family while the youth is detained to ensure the successful transition of youth upon return to the community. The CCTP DPOs also collaborate with other County departments to provide the family with wraparound resources (housing, jobs, substance abuse) to improve/build on protective factors.

The Probation Department continues to contract with CBOs to provide educational pathways and vocational opportunity services for credit deficient Probation youth transitioning from Camp. The program is designed to engage youth in enriched opportunities that result in educational and vocational pathways that ultimately lead to meaningful employment and higher education.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, placement, service, strategy, and system enhancement you plan to fund next year.

Program Name:

N/A

Nature of Coordination with JJCPA:

N/A

Description:

N/A

COUNTY OF LOS ANGELES

COMPREHENSIVE MULTI-AGENCY JUVENILE JUSTICE PLAN

FISCAL YEAR 2021-2022

A Youth Development Mission, Continuum, and Funding Strategy

JJCC Draft – December 03, 2020

TABLE OF CONTENTS

I. EXECUTIVE SUMMARY	4
II. JJCPA AND CMJJP BACKGROUND	6
a. Origins and Foundations of the JJCPA	6
b. History of the CMJJP (2001-2020)	6
c. CMJJP Requirements and Limits under Government Code Sections 30061 and 30062.....	8
d. JJCC’s Collaborative Approach to the CMJJP	8
III. ORGANIZATION AND IMPLEMENTATION OF THE CMJJP.....	10
a. Structure of the CMJJP	10
b. Key Stakeholders	11
c. FY 2022-23 CMJJP Planning, Development, and JJCPA Funding Allocation Approval Process	11
IV. MISSION AND GUIDING PRINCIPLES	14
1. CMJJP Mission Statement.....	14
3. CMJJP Guiding Principles	15
4. Growth Fund-Specific Goals and Guiding Principles	16
V. FRAMEWORK.....	18
a. Youth Development and Empowerment.....	18
b. Continuum of Services.....	19
c. Continuum-Based Funding Strategies	21
VI. SERVICE STRATEGY.....	23
a. Landscaping the Need.....	23
c. System, Service Delivery, and Youth/Family Outcomes	30
VII. CMJJP FUNDING ALLOCATIONS AND JJCPA FUNDING.....	33
a. Overview	33
b. Additional Funding Parameters	33
c. Model Base-Funding Allocation	34
Appendix A	35
Recommended Format of Community Feedback on Programs and Projects.....	35
Recommended Notification Flyer Format for Community Feedback on Programs and Projects	36
Appendix B	37
Recommended Format for Governmental Partner Funding Requests	37
Recommended Notification Letter Format for Governmental Partner Funding Requests.....	38

Appendix C	39
Sample of Existing, Relevant Programs, Services, and Initiatives	39
Appendix D	42
At-Promise Youth Demographic Data.....	42
Appendix E	48
Probation Youth Demographic Data.....	48
Appendix F	54
Summary of Results from the 2020 Juvenile Justice Coordinating Council - Community Advisory Committee County of Los Angeles Youth Service Needs Assessment	54

I. EXECUTIVE SUMMARY

Juvenile Justice Crime Prevention Act (JJCPA), formerly known as Schiff-Cardenas Crime Prevention Act of 2000, provides the County of Los Angeles (the “County” or “LAC”) with an annual allocation of State funds to develop and implement a comprehensive multiagency juvenile justice plan (CMJJP).¹ As mandated by the JJCPA, the CMJJP is developed by the local juvenile justice coordinating council (JJCC).² The CMJJP shall include, but not be limited to, all the following components:³

1. An assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol and youth services resources which specifically target “at-risk,” also known as “at-promise” youth,⁴ juvenile offenders, and their families.
2. An identification and prioritization of the neighborhoods, schools, and other areas in the community that face a significant public safety risk from juvenile crime, such as gang activity, daylight burglary, late-night robbery, vandalism, truancy, controlled substance sales, firearm-related violence, and juvenile alcohol use within the council’s jurisdiction.
3. A local action plan for improving and marshaling resources to reduce the incidence of juvenile crime and delinquency in the areas targeted pursuant to the prioritized areas and the greater community. The JJCC shall prepare their plans to maximize the provision of collaborative and integrated services of all relevant resources and shall provide specified strategies for all elements of response, including prevention, intervention, suppression, and incapacitation, to provide a continuum for addressing the identified male and female juvenile crime problem, and strategies to develop and implement locally based or regionally based out-of-home placement options for youths who are deemed a ward of the court by the juvenile court.

Since its inception, the County’s CMJJP has included strategies that provide community-level prevention and intervention programs, and services that target “high-risk” neighborhoods and focus on achieving success for probationers and at-promise youth. These services have been and continue to be provided through the collaborative efforts of governmental agencies and community-based organizations. Proper use of JJCPA funding and development of the CMJJP is guided by an integrated and collaborative approach to reducing crime and delinquency through leveraging existing resources and resourcing a continuum of evidence-based and promising programs for youth in communities of high need.

¹ Government Code, section 30061

² See: Welfare and Institutions Code, section 749.22

³ *Ibid.*

⁴ Government Code, section 30061 uses the term “at-risk,” however, the modern trend in is to substitute the term “at-promise.” For example, in 2019 California Assembly Bill No. 413 removed the term “at-risk” and replaced it with “at-promise” in the California Education and Penal Codes, such that “at-promise” has the same meaning and effect as “at-risk.” While AB 413 did not change the JJCPA’s use of “at-risk,” the JJCC adopts and affirms the use of “at-promise” to validate the experiences and potential of the young people along the continuum of need and levels of interaction with the justice system. Therefore, the JJCC and this CMJJP shall use the term “at-promise” in lieu of “at-risk.”

The process to develop the annual CMJJP and JJCPA funding allocations legally must include:

- A Mission Statement and clear goals
- Guiding Principles to ensure programs and services align with intended outcomes
- A framework based on a Continuum of Care Model to allocate relevant resources
- Unbiased evaluation of services provided
- Data to prioritize neighborhoods, schools, and other areas that pose a risk to public safety

The methodology used to develop the annual CMJJP and funding allocations ensures that:

- The JJCC maintains the alignment of JJCPA funded services to the youth population to ensure the County is meeting the needs of its at-risk and justice-involved youth
- The underlying CMJJP framework used to allocate JJCPA resources remains relevant
- The JJCC uses the best data available to define the needs of youth in the County
- The JJCPA funding allocation process remains transparent, efficient, and in line with County budgeting process guidelines
- The CMJJP is based on “programs and approaches that have been demonstrated to be effective in reducing delinquency and addressing juvenile crime for any elements of response to juvenile crime and delinquency, including prevention, intervention, suppression, and incapacitation,” in accordance with the law that governs JJCPA funding.

The JJCC allocates JJCPA funds to:

1. Programs, which are ongoing services supporting at least one strategic goal with clearly defined objectives and outcomes, funded by ongoing revenues. Programs are selected by the JJCC based upon the CMJJP Mission and the Based Funded Goals and Guiding Principles, which may be found in *Section IV., Mission and Guiding Principles*, on pages 14-16 of this document.
2. Projects, which are temporary endeavors undertaken to create a unique product, service, or result in support of a strategic goal. Projects are considered based upon the CMJJP Mission and the Growth Funded Goals and Guiding Principles, which may be found *Section IV., Mission and Guiding Principles*, on pages 16-17 of this document.

II. JJCPA AND CMJJP BACKGROUND⁵

a. Origins and Foundations of the JJCPA

The Schiff–Cardenas Crime Prevention Act was passed by the California State Legislature in 2000 to establish a juvenile justice funding source for California counties. Later termed the Juvenile Justice Crime Prevention Act (JJCPA), the funds support the development and implementation of county juvenile justice plans that provide a “continuum of responses to juvenile crime and delinquency and demonstrates a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-promise youth and juvenile offenders.”

Each county must establish a local multi-agency Juvenile Justice Coordinating Council (JJCC) which, according to Welfare and Institutions Code (WIC) § 749.22, must be chaired by the county’s chief probation officer and composed at minimum of representatives from specific, listed public agencies, as well as community-based organizations and an at-large community representative. The JJCC is charged with developing a Comprehensive Multi-Agency Juvenile Justice Plan (CMJJP) that:

- Assesses existing services and resources that target at-promise and justice-involved youth and their families;
- Prioritizes neighborhoods, schools, and other areas with high rates of juvenile crime;
- Lays out a strategy for prevention, intervention, suppression, and incapacitation responses to juvenile crime and delinquency that is based on programs and approaches with demonstrated effectiveness; and
- Develops information-sharing systems to coordinate actions and support evaluation.”⁶

While the JJCC oversees the development of the CMJJP, the LAC Probation Department plays the primary role of coordinator and administrator of JJCPA funds at the local level in the County.

b. History of the CMJJP (2001-2020)

Since 2001, the County has received approximately \$28 million each year in base JJCPA funding, in addition to variable growth JJCPA funds since 2015. While JJCPA-funded programming was regularly updated, the CMJJP remained mostly unchanged from 2001-2018. Between March and December 2017, the Board of Supervisors (Board) worked with the LAC Probation Department and community stakeholders to update membership for the JJCC, including adding ten community representatives as voting members to the JJCC.

Noting that the CMJJP had not been changed significantly in almost two decades, on December 19, 2017⁷ the Board mandated that the CMJJP be revamped to reflect best practices, incorporate evaluation findings, and be informed by the needs of youth. In response, on March 28, 2018 the JJCC created a 13-member ad hoc CMJJP Taskforce (Taskforce) composed of nine community

⁵ Juvenile Justice Crime Prevention Act Landscape Analysis Report, prepared by RDA on 12/22/2017.

⁶ Juvenile Justice Crime Prevention Act Gap Analysis Report, prepared by RDA on 4/30/2018.

⁷ Motion by Supervisor Mark Ridley-Thomas and Chair Sheila Kuehl: “Establishing Effective and Diverse Governance of Juvenile Justice Funds”

representatives and four County agency representatives. In November 2018 a community representative and a FUSE Executive Fellow were selected to co-lead the Taskforce. The Taskforce was charged to update and revise a FY 2019-20 CMJJP and to make recommendations as to the spending of FY 2019-20 JJCPA funds. The updated FY 2019-20 CMJJP included a formalized, ongoing planning process to annually redesign the CMJJP and to develop a revised spending plan based on the Resource Development Associates, Inc. evaluation, general research, and other relevant information about the County's population needs, and available youth services and funding resources.⁸

The Taskforce met more than 13 times from March 2018-April 2019 to develop a revised FY 2019-20 CMJJP⁹ based on a philosophy of partnership between diverse public agencies and community-based organizations to promote positive youth development and prevent youth delinquency through shared responsibility, collaboration, and coordinated action. The FY 2019-20 CMJJP served as a theoretical and practical foundation on which programs and services are selected, implemented, and evaluated to maximize benefit to the youth population served.¹⁰ Of particular interest to the Taskforce was finding meaningful ways to fund community-based organizations in areas and service categories with the highest needs in the most time efficient way possible while also empowering community-based organizations that had not previously been part to a County contract.

On March 18, 2019, the Taskforce submitted the FY 2019-20 CMJJP to the JJCC for approval. The JJCC unanimously approved the updated FY 2019-20 CMJJP. A March 26, 2019 Board motion praised the FY 2019-20 CMJJP as “data-driven” and stated that it “creates the foundation for improved JJCPA allocation for years to come that can serve to enhance youth development and delinquency prevention Countywide.”¹¹ The March 26, 2019 Board motion also required that the JJCC, to the best of its ability, adopt a FY 2019-20 JJCPA fiscal allocation that was aligned to the FY 2019-20 CMJJP.

On April 5, 2019 the Taskforce finalized the FY 2019-2020 fiscal allocation, which allocated \$68.9 million in JJCPA funds to provide services to more than 25,000 justice-involved and at-risk youth. The spending plan also passed as much as 75-80% of the funding to community-based organizations, reversed from previous spending plans where funds were 67%+ spent by governmental agencies. The FY 2019-2020 fiscal allocation was approved by the JJCC on April 15, 2019 and then by the Board on April 30, 2019.

⁸ In 2017, Resource Development Associates was contracted by the Los Angeles Probation Department to conduct a more comprehensive evaluation of JJCPA than has been attempted in the County since the funding was created. Their three reports -- Juvenile Justice Crime Prevention Act Landscape Analysis Report, Juvenile Justice Crime Prevention Act Gap Analysis Report and Juvenile Justice Crime Prevention Act Program Effectiveness Report -- are based on quantitative data and qualitative research conducted over the course of approximately one year.

⁹ Full Title: “County of Los Angeles Comprehensive Multi-Agency Juvenile Justice Plan and Annual Juvenile Justice Crime Prevention Act Budget 2019-2020: A Youth Development Mission, Continuum, and Funding Strategy”

¹⁰ *Ibid.*, p.9.

¹¹ Motion by Supervisors Janice Hahn and Mark Ridley-Thomas: “Supporting a Revamped Comprehensive Multi-Agency Juvenile Justice Plan and Improved JJCPA Grant Administration”

In accordance with the FY 2019-20 CMJJP, on December 10, 2019 the JJCC appointed an ad hoc subcommittee to update and revise the FY 2020-21 CMJJP and to make recommendations as to the spending of FY 2020-21 JJCPA funds (FY 2020-21 CMJJP Subcommittee). The FY 2020-21 CMJJP Subcommittee met in the months of December 2019-February 2020 and delivered its final report, the FY 2020-21 CMJJP, and the FY 2020-21 JJCPA funding allocation at the JJCC meeting on February 7, 2020. The JJCC unanimously approved the FY 2020-21 CMJJP.

c. CMJJP Requirements and Limits under Government Code Sections 30061 and 30062

Under the JJCPA, a CMJJP must serve “at-risk,” also known as “at-promise”, and/or probation youth.¹² It must also be based on components like an assessment of available resources and priority areas to fund, a continuum of effective responses, collaboration and integration, and data collection and evaluation. Specifically, the law requires:

- An assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol, and youth services resources that specifically target at-promise juveniles, juvenile offenders, and their families.
- An identification and prioritization of the neighborhoods, schools, and other areas in the community that face a significant public safety risk from juvenile crime, such as gang activity, daylight burglary, late-night robbery, vandalism, truancy, controlled substances sales, firearm-related violence, and juvenile substance abuse and alcohol use.
- A local juvenile justice action strategy that provides for a continuum of responses to juvenile crime and delinquency and demonstrates a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-promise youth and juvenile offenders.
- A description of the programs, strategies, or system enhancements that are proposed to be funded pursuant to this subparagraph.

JJCPA-funded programs, strategies, and system enhancements must:

- Be based on programs and approaches that have been demonstrated to be effective in reducing delinquency and addressing juvenile crime for any elements of response to juvenile crime and delinquency, including prevention, intervention, suppression, and incapacitation.
- Collaborate and integrate services of all the resources set forth in the assessment of available resources.
- Employ information sharing systems to ensure that county actions are fully coordinated and designed to provide data for measuring the success of juvenile justice programs and strategies.

Pursuant to Government Code 30062, JJCPA funds allocated by the JJCC shall not be used by local agencies to supplant other funding for Public Safety Services, as defined in Section 36 of Article XIII of the California Constitution.

d. JJCC’s Collaborative Approach to the CMJJP

The approach to annually revise the CMJJP in Los Angeles recognizes that there has already been a wealth of collaboration and coordination across City and County agencies, researchers,

¹² *Supra* n. 4.

advocates, and community-based organizations to develop strategies and recommendations to improve youth, family and community well-being, and that there is increasingly so. The JJCC aims to capture, adopt, and build on – and not recreate – the frameworks and recommendations already proposed through existing and prior cross-agency and community collaborations, including:

- Resource Development Associate reports: *Juvenile Justice Crime Prevention Act Landscape Analysis Report* (December 2017), *Juvenile Justice Crime Prevention Act Gap Analysis Report* (April 2018) and *Juvenile Justice Crime Prevention Act Program Effectiveness Report* (April 2018)
- Denise Herz and Kristine Chan, *The Los Angeles County Probation Workgroup Report* (March 2017)
- Los Angeles County Office of Child Protection, *Paving the Road to Safety for Our Children: A Prevention Plan for Los Angeles County* (June 2017).

The work of the Probation Working Group in 2017 to develop a “Countywide Juvenile Justice Strategic Plan” is especially relevant. The principles adopted by the JJCC for the CMJJP are in large part lifted from that Plan, calling for “a comprehensive strategic framework focused on greater interagency collaboration, resources, and systemic changes to prevent additional trauma, reduce risk factors, and increase protective factors by connecting families, youth, and children to supportive systems within their communities.”

III. ORGANIZATION AND IMPLEMENTATION OF THE CMJJP

This section describes the components of the CMJJP and the process by which the CMJJP and JJCPA funding allocation should be revisited annually.

a. Structure of the CMJJP

The CMJJP has been developed based on a philosophy of partnership between diverse public agencies and community-based organizations to promote positive youth development and prevent youth delinquency through shared responsibility, collaboration, and coordinated action. The CMJJP serves as a theoretical and practical foundation on which programs and services are selected, implemented, evaluated, and continuously improved to maximize benefit to the youth population served.



b. Key Stakeholders

- California Board of State and Community Corrections (BSCC)
- Los Angeles County Board of Supervisors (Board)
 - Public Safety Cluster (District 1-5 Board Justice Deputies)
- Los Angeles County Juvenile Justice Coordinating Council (JJCC)
 - JJCC's Community Advisory Committee (JJCC-CAC), a Standing Subcommittee
 - Annual CMJJP and JJCPA Spending Allocation Ad Hoc Subcommittee (CMJJP Subcommittee), an Ad Hoc Committee
- LAC Probation Department
- Governmental departmental partners
- Community-Based Organization (CBO) service providers
- RAND Corporation, the contracted JJCPA evaluator

c. FY 2022-23 CMJJP Planning, Development, and JJCPA Funding Allocation Approval Process

Step 1: JJCC-CAC Community Survey (Publish July 15, Close September 01, 2021)

The JJCC-CAC shall engage the community in identifying needs, proven strategies, and systemic issues of JJCPA operations by means of a survey. The survey is meant to gather information from stakeholders connected to or impacted by the juvenile justice system (e.g. community members, governmental agencies, and community-based organizations) about the unmet needs of justice-involved and at-risk youth in the County of Los Angeles. This information will provide insight and guidance to the JJCC-CAC and the JJCC on how JJCPA funding can better support young people and close gaps in the services provided to them. The survey should at minimum be designed to solicit answers to the following questions:

- What types of services and strategies are most in need of funding in the County of Los Angeles to better serve at-risk youth and/or youth who have had contact with the justice system?
- What categories of youth programming should be targeted to?
- What geographic areas in the County are in most need of services?

Step 2: JJCC-CAC Community Feedback on Programs and Projects (Publish July 15, Close September 01, 2021)

The JJCC-CAC shall solicit and accept feedback on programs and projects that improve youth and family wellness and community safety by increasing access to opportunities to strengthen resiliency and reduce delinquency consistent with the CMJJP. While the JJCC-CAC may learn about programs or projects, it cannot and will not recommend specific providers receive funding.¹³ The purpose of this feedback process is informational only. See *Appendix A* recommended submission format and example.

¹³ Consistent with the opinion of LAC Counsel, the JJCC can recommend categories (e.g. primary prevention or intervention), programs and projects (e.g. gang reduction in SPA No. X or substance abuse prevention in Y City) but can only recommend specific providers receive funding if those providers are governmental agencies or subject to certain a Board contracts. The JJCC may not recommend any other specific providers (i.e. named CBOs).

Step 3: Governmental Requests for Funding (Send July 15, Due September 1, 2021)

The LAC Probation Department will solicit requests for funding from relevant governmental partners who provide or contract for services and resources consistent with the CMJJP Mission Statement and Guiding Principles. See *Appendix B* for a recommended request format and example.

Step 4: JJCPA Evaluation Report Presented to the JJCC (August 2021)

Throughout the year, a contracted research organization will conduct process and outcome evaluation of some JJCPA funded programs and services and will provide data collection support for all JJCPA-funded programs at Probation Department direction. For FY 2021-22, the research organization is the RAND Corporation (RAND). RAND will develop the methodologies for evaluation to include literature reviews of effective programs and provide an annual gap analysis. The evaluation process should include input from members of the private and public sectors that do not receive JJCPA funding and do not have a conflict of interest or biases.

RAND will provide the JJCC with an analysis of target population and community needs in addition to reports that document the outcomes of select JJCPA funded programs and services, providing recommendations as requested by the JJCC to ensure alignment with literature reviews of effective programs. The presentation to the JJCC will include public feedback and discussion of recommended changes. Thereafter, the JJCC will appoint a FY 2022-23 CMJJP and JJCPA Spending Allocation Ad Hoc Subcommittee (FY 2022-23 CMJJP Subcommittee) to develop a draft of the FY 2022-23 CMJJP and JJCPA funding allocation for JJCC consideration and approval.

Step 5: JJCC Adopts a Resolution to Create the FY 2022-23 CMJJP Subcommittee (August 2021)

The FY 2022-23 CMJJP Subcommittee is formed by the JJCC to utilize the data and recommendations prepared by the JJCC, the JJCC-CAC, and RAND to draft an annual update to the CMJJP and JJCPA funding allocation for the ensuing fiscal year. The membership of the FY 2022-23 CMJJP Subcommittee should proportionally reflect the composition of permanent and non-permanent members of the JJCC.

Step 6: FY 2022-23 CMJJP Subcommittee Meetings (September through December 2021)

The FY 2022-23 CMJJP Subcommittee is formed by the JJCC to utilize the data and recommendations prepared by the JJCC, the JJCC-CAC, and RAND to draft an annual update to the CMJJP and make recommendations for JJCPA funding allocation for the ensuing fiscal year.

Step 7: CMJJP Subcommittee Presents Draft FY 2022-23 CMJJP and FY 2022-23 JJCPA Funding Allocation to the JJCC-CAC (October 2021)

The CMJJP Subcommittee presents a draft of the FY 2022-23 CMJJP and high-level FY 2022-23 JJCPA funding allocation to JJCC-CAC approximately half-way through the subcommittee's allocated meeting time. The JJCC-CAC holds a public meeting to receive input on the drafts. Feedback from the JJCC-CAC is considered and incorporated into the draft CMJJP and annual JJCPA funding allocation by the CMJJP Subcommittee.

Step 8: JJCC Approves the FY 2022-23 CMJJP and the CMJJP Subcommittee Presents its Final FY 2022-23 JJCPA Funding Allocation Recommendations (December 2021)

The FY 2022-23 CMJJP Subcommittee presents its findings and recommendations as well as a draft FY 2022-23 CMJJP and FY 2022-23 JJCPA funding allocation for the JJCC's consideration. All drafts should be submitted to the JJCC seven calendar days before the JJCC meets to ensure adequate time for JJCC member review.

Step 9: CMJJP Subcommittee Presents Draft FY 2022-23 CMJJP and FY 2022-23 JJCPA Funding Allocation to the JJCC-CAC (December 2021)

The CMJJP Subcommittee presents its FY 2022-23 JJCPA funding allocation to JJCC-CAC. The JJCC-CAC holds a public meeting to receive input on the final CMJJP Subcommittee recommendations. A report summarizing the community feedback is prepared by the Chair of the JJCC-CAC and submitted to the JJCC seven calendar days before the JJCC meets in January 2022 to ensure adequate time for JJCC member review.

Step 10: JJCC Approves the FY 2022-23 JJCPA Funding Allocation (January 2022)

The JJCC approves the FY 2022-23 JJCPA funding allocation and the FY 2022-23 CMJJP Subcommittee is dissolved. The JJCC-approved versions of the FY 2022-23 CMJJP and the FY 2022-23 JJCPA funding allocation are forwarded to the County of Los Angeles's Board of Supervisors for initial review by their justice deputies at a Public Safety Cluster meeting.

Step 11: Los Angeles County Board of Supervisors Approves CMJJP and Annual JJCPA Funding Allocation (February 2022)

The Board of Supervisors considers and adopts the FY 2022-23 CMJJP and FY 2022-23 JJCPA funding allocation by means of a Board Motion.

Step 12: Annual JJCPA Funding Allocation Submitted to Board of State and Community Corrections (March 2022)

As required by statute, the FY 2022-23 CMJJP is submitted annually to the BSCC no later than May 1st, 2022.

IV. MISSION AND GUIDING PRINCIPLES

1. CMJJP Mission Statement

The mission of the Comprehensive Multi-Agency Juvenile Justice Plan is to improve youth and family wellness and community safety by increasing equitable investments in and access to opportunities to strengthen resiliency and reduce delinquency.

The Comprehensive Multi-Agency Juvenile Justice Plan (CMJJP) provides the County of Los Angeles with a strategy that focuses on building healthy and safe communities, using a comprehensive and coordinated plan partially funded by JJCPA to prevent recidivism and reduce delinquency.

2. Statement on Racial Equity

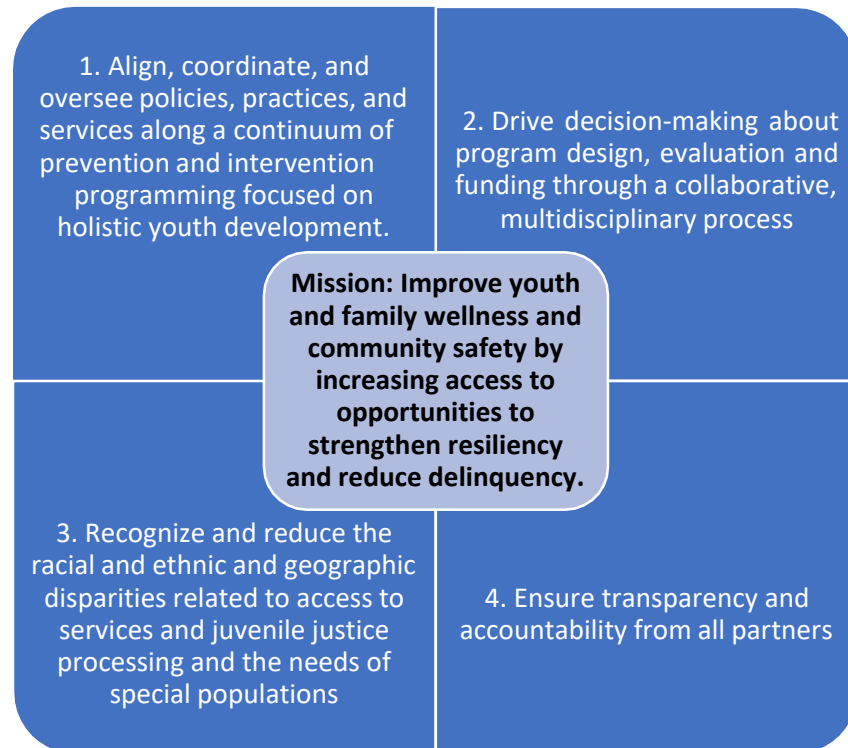
The youth justice system reflects racial and ethnic disparities (RED) resulting from historical, structural inequities – including greater investments in the custody, control and punishment of Black, Indigenous and People of Color (BIPOC), purported to achieve public safety, and underinvestment in public and community institutions promoting health and well-being. In 2020, the discourse and contention with racial equity, especially in the context of the criminal justice system, has reached an inflection point. On July 21, 2020, the Los Angeles Board of Supervisors passed a motion creating an Antiracist, Diversity and Inclusion Initiative “to identify and confront explicit institutional racism.”¹⁴ In the meantime, projects like the Alternatives to Incarceration Initiative and the Youth Justice Workgroup are embarking on sweeping transformations to the youth and criminal justice systems that are explicitly guided by racial equity principles.

In keeping with the realities of and current confrontations with structural racism, the CMJJP should embrace a call for anti-racism as it is guided by a commitment to and investment in BIPOC and their communities.

¹⁴ Revised Motion by Supervisor Mark Ridley-Thomas: “Establishing an Antiracist Los Angeles County Policy Agenda.”

3. CMJJP Guiding Principles

To accomplish this mission, the following guiding principles were developed to drive the work of key partners in Los Angeles County to:



Specifically, the Guiding Principles encompass the following objectives:

1. Align, coordinate, and oversee policies, practices, and services along a continuum of prevention and intervention programming focused on holistic youth development. The youth development system should:
 - Whenever possible, reduce contact between youth and the juvenile justice system with diversion programs and other community-based resources.
 - Deliver services using a continuum of promising practices, best practices, and evidence-based programs that build on youth's strengths and assets and support the development of youth's skills and competencies.
 - Use strength-based screening and assessment tools to assess youth and family needs, build meaningful case plans and appropriately connect youth and families to appropriate services.
 - When the use of out of home placements—non-secure or secure—is necessary, utilize family-based settings (e.g., relative, a nonrelative extended family member, and foster care placements) whenever possible, maintain safe environments in placements, engage/deliver services within a therapeutic milieu, and provide reentry services to ensure a seamless and positive return to the community.

2. Drive decision-making about systems coordination and integration, programming and direct services, evaluation and funding through identifying, developing and resourcing opportunities for collaborative, multidisciplinary partnerships among county agencies, community-based organizations (CBOs), youth and parents that have been impacted by the juvenile justice system, and other interested stakeholders.
3. Recognize and reduce the racial and ethnic and geographic disparities related to investments in custody, control and punishment approaches, access to services and juvenile justice processing and the needs of special populations including (but not necessarily limited to): females, LGBTQ-2A youth, crossover/dually-involved youth, youth who become parents, undocumented, and transitional age youth without family/caretakers/support systems.
4. Ensure transparency and accountability from all partners engaged in youth development service delivery for fiscal management, measuring outcomes related to their work, and implementing effective practices.
 - Collect and report consistent and meaningful outcomes on program impact and effectiveness on an annual basis (at minimum) to assess the effectiveness and equitable impact of policies, practices, and programs.
 - Develop and support capacity of all partners to conduct consistent and meaningful data collection and evaluation.
 - Ensure studies involve research methodologies that are aligned with the perceptions and experiences of communities of color.

4. Growth Fund-Specific Goals and Guiding Principles

The goal of the JJCC in allocating JJCPA Growth Funds is to promote innovative services, programs, and strategies through JJCPA funding to change and transform lives of youth involved in or at-risk of involvement in the probation system, and lower recidivism.

The Guiding Principles for Growth Funds are to:

1. Provide financial support across the continuum of youth development prevention, intervention, and diversion.
2. Support innovative projects, including pilot projects or one-time costs (consistent with County Board policy that ongoing costs be funded by ongoing revenues/continuing expenditures with continuing revenues, in compliance with *Board Policy 4.030 - Budget Policies and Priorities*). Examples of these include:
 - a. Training and capacity building to improve organizations in more effective and efficient programming
 - b. One-time events/programs

- c. Enhancements to and evaluations of existing programming and employment opportunities for youth (enhanced arts programming, tutoring, sports, internships, and activities that allow youth to connect with natural and cultural resources in the LA area)
 - d. Improvements to environments where youth programming is provided
 - e. Technology, art supplies, books, etc.
 - f. Improvements for energy efficiency and environmental sustainability and long-term cost savings
 - g. Youth emergency funds, such as for:
 - i. Life necessities (housing, food, clothing, etc.)
 - ii. Transportation
 - iii. Counseling
3. Prioritize funding for community-based service provision, including:
- a. By community-based service providers with less access to funding and potential to provide and scale up services effectively
 - b. In areas with high levels of youth arrest (based on up-to-date data) and/or under served
 - c. Organizations who target programming to youth with highest needs
 - d. May support JJCC infrastructure, evaluation, juvenile justice cross-system collaboration and coordination development (including both County agencies and CBOs), and governance beyond base-fund allocations, as deemed appropriate by the JJCC.

V. FRAMEWORK

Based on the mission and guiding principles, the CMJJP uses the following definitions for Youth Development and model for a continuum of services, to outline five funding strategies: primary prevention, focused prevention/early intervention¹⁵, intervention, capacity-building, and evaluation and infrastructure.

a. Youth Development and Empowerment

Youth Development has become recognized both as theoretical framework and practice based on adolescent stages of development. In theory, Youth Development supports research that youth are continuing to change and develop; and as practice, Youth Development programs prepare youth to meet the challenges of adolescence by focusing and cultivating their strengths to help them achieve their full potential. For systems including justice, child welfare and education, Youth Development approaches can serve “as an alternative approach to community health and public safety that builds on the strengths of youth, families and communities, addresses the root causes of crime and violence, prevents youth criminalization, recognizes youth leadership and potential, and turns young people’s dreams into realities.”¹⁶ Youth Development as a framework for service delivery works with youth in a place-based, asset-based, holistic and comprehensive way.

Based on research, youth development should be a system, a collective impact model, with its own infrastructure and resources to ensure effective coordination, efficacy and accountability across public agencies and community-based organizations.¹⁷ Ultimately, Youth Development systems and supports would achieve outcomes through activities and experiences that help youth develop social, ethical, emotional, physical, and cognitive competencies. For instance, youth development should:

- Help young people develop identity, agency, and orientation towards a purposeful future;
- Cultivate young people’s academic and critical thinking skills, life-skills and healthy; habits, and social emotional skills;
- Link youth to holistic support systems; and,
- Empower youth to engage in the betterment of their communities and the world.

Additionally, we understand that child-serving systems alone do not fully meet the needs of vulnerable youth. Youth and children are part of family units, and further are connected to their larger community, and social ecology which necessitates looking comprehensively at the underlying social, economic, and environmental conditions that impact vulnerable children, youth, and families. Therefore, a key aspect of advancing positive youth outcomes, is ensuring that there are youth and family empowerment opportunities to engage with the systems throughout all stages of their system involvement.

¹⁵ It is recognized that systems may use different terminology, like “focused prevention” or “secondary prevention,” to describe similar youth populations and stages of prevention and intervention.

¹⁶ LA for Youth report: “Building a Positive Future for LA’s Youth: Re-imagining Public Safety of the City of Los Angeles with an Investment in Youth Development” (2016).

¹⁷ *Ibid.*

b. Continuum of Services

As stated above in *Section II.a.*, state law requires that the CMJJP include a “local juvenile justice action strategy that provides for a continuum of responses to juvenile crime and delinquency.” Funding should go to “programs and approaches that have been demonstrated to be effective in reducing delinquency and addressing juvenile crime for any elements of response to juvenile crime and delinquency, including prevention, intervention, suppression, and incapacitation.” Thus, the CMJJP should be grounded in a continuum of responses in Los Angeles County, even though JJCPA funds may only fund part of that continuum.

Research and local cross-sector initiatives have supported the importance of developing a continuum of services targeted at discrete populations of youth. The CMJJP defines the following three populations as its focus:

- **Pre-system connected/at-promise youth**¹⁸ – Risk or “risk factors” are considered alongside strengths or “protective factors” in determining what responses should happen to prevent or reduce the likelihood of delinquency. The CMJJP adopts the definition of risk from a 2011 guidebook on delinquency intervention and prevention by the National Conference of State Legislators:

There are identified risk factors that increase a juvenile’s likelihood to engage in delinquent behavior, although there is no single risk factor that is determinative. To counteract these risk factors, protective factors have also been identified to minimize a juvenile’s likelihood to engage in delinquent behavior. The four areas of risk factors are: individual, family, peer, and school and community.

Individual risk factors include early antisocial behavior, poor cognitive development, hyperactivity, and emotional factors, such as mental health challenges. Family risk factors include poverty, maltreatment, family violence, divorce, parental psychopathology, familial antisocial behaviors, teenage parenthood, single parent family and large family size. Peer factors of association with deviant peers and peer rejection are identified as risk factors. School and community risk factors include failure to bond to school, poor academic performance, low academic aspirations, neighborhood disadvantage, disorganized neighborhoods, concentration of delinquent peer groups, and access to weapons. Many of these risk factors overlap. In some cases, existence of one risk factor contributes to existence of another or others.¹⁹

¹⁸ A federal definition of “at-risk youth” also exists under 20 U.S. Code § 6472: “The term ‘at-risk’, when used with respect to a child, youth, or student, means a school aged individual who is at-risk of academic failure, dependency adjudication, or delinquency adjudication, has a drug or alcohol problem, is pregnant or is a parent, has come into contact with the juvenile justice system or child welfare system in the past, is at least 1 year behind the expected grade level for the age of the individual, is an English learner, is a gang member, has dropped out of school in the past, or has a high absenteeism rate at school.”

¹⁹ National Conference of State Legislators, *Delinquency Prevention and Intervention: Juvenile Justice Guidebook for Legislators* (2011).

- **LAC Departments that have funding for this population include:**
 LAC Department of Children and Family Services
 LAC Department of Public Social Services
 LAC Department of Mental Health
 LAC Department of Parks and Recreation
 LAC District Attorney's Office
 LAC Public Library
 LAC Workforce Development and Aging Community Services
 LAC Office of Education
 Los Angeles Unified School District
 LAC Chief Executive Office
 My Brother's Keeper
 City of Los Angeles Gang Reduction Youth Development
 LAC Department of Health Services
 LAC Office of Violence Prevention
 LAC Department of Public Health
- **Youth with initial and early contacts with law enforcement** – These youth have had initial and early contacts with law enforcement or would likely otherwise have had law enforcement contacts through referrals, such as from communities, education, or other systems.

Departments that have funding for this population include:

LAC District Attorney's Office
 LAC Department of Children and Family Services
 LAC Department of Mental Health
 LAC Department of Health Services

- **Probation youth** – These youth include those under community supervision as informal and formal wardship (Welfare and Institution Code sections 654, 654.2, 725, 790, 601 and 602).

To support these populations, the CMJJP will fund the following continuum of youth development services that must be part of a broader continuum of responses to prevent or reduce delinquency in Los Angeles County. The continuum below is based on the holistic youth development framework defined above. Recognizing that the terms primary prevention, focused prevention/early intervention and intervention are used in a variety of fields – including juvenile justice, delinquency, dependency and child welfare, public health, and education, the CMJJP also Further defines these terms in the next section, adopting the holistic, health-oriented terms that the field of juvenile justice has increasingly embraced.²⁰

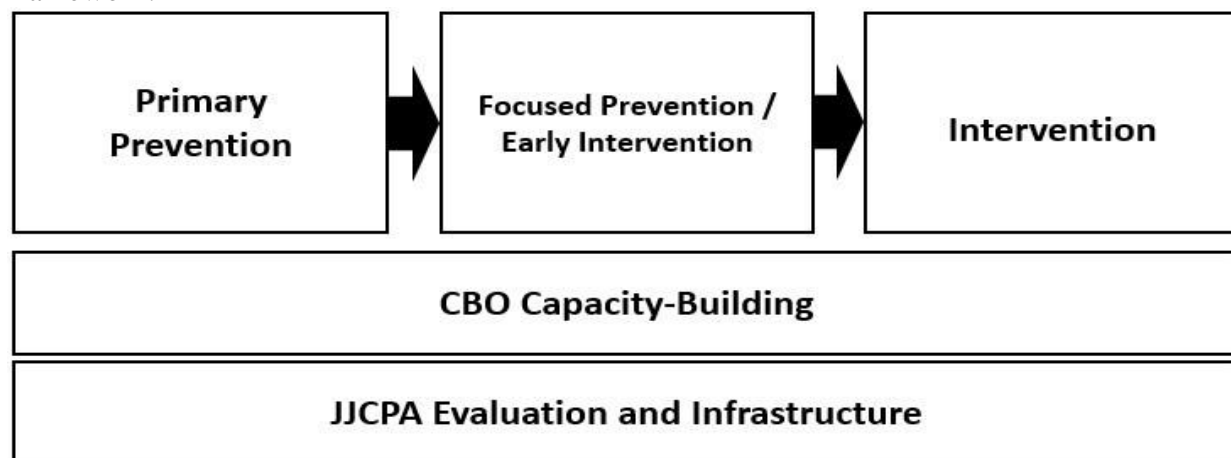
²⁰ The U.S. Department of Justice Office of Juvenile Justice and Delinquency Prevention's definitions also provide helpful context when considering the development of a continuum of services:

-Prevention: "Programs, research, or other initiatives to prevent or reduce the incidence of delinquent acts and directed to youth at risk of becoming delinquent to prevent them from entering the juvenile justice system or to

Target Population	Estimated Numbers²¹	Continuum of Youth Development services	Service categories (discussed further in the sections below)
Pre-system connected/at-promise youth	706,147	Primary Prevention	-Behavioral Health Services -Education/Schools -Employment/Career/Life Skills -Socio-emotional supports -Housing -Parent/caregiver support -Arts and recreation
Youth with initial and early contacts with law enforcement	10,000	Focused Prevention/Early Intervention	
Probation youth	4,054	Intervention	

c. Continuum-Based Funding Strategies

The following funding strategies for the CMJJP correspond with the continuum of services. Each strategy is designed to be flexibly applied based on the individuals and specific services involved, but should always adhere to the CMJJP guiding principles and youth development framework:



- **Strategy 1: Primary Prevention:** Provide children and families (focusing on those at-promise) and the identification of conditions (personal, social, environmental) that contribute to the occurrence of delinquency) with an array of upfront supports within their own communities to minimize their chances of entering the juvenile justice system and maximize their chances of living healthy and stable lives.²²

intervene with first-time and non-serious offenders to keep them out of the juvenile justice system. This program area excludes programs targeted at youth already adjudicated delinquent, on probation, and in corrections.”

-Intervention: “Programs or services that are intended to disrupt the delinquency process and prevent a youth from penetrating further into the juvenile justice system.”

²¹ See *Section VI., Service Strategy* and *Appendix E, Probation Youth Demographic Data* for data supporting these estimates.

²² Adapted from definition in OCP Prevention Plan; Denise Herz, Probation Workgroup Report, 3.3.17.

- **Strategy 2: Focused Prevention/Early Intervention:** Provide upfront supports and services to children and families, whose holistic needs put them at greater risk of delinquency system involvement, in order to intervene early and prevent involvement or further penetration into the delinquency system (see pages 18-19 for a definition of "risk").
 - *Diversion Intervention to Community-Based Services* – Redirects system responses and provides children and families to avoid involvement or further involvement in delinquency with community-based supports and services to prevent a young person's involvement or further involvement in the justice system. Although there is wide variation in diversion programming nationwide, evidence suggests that diverting young people from the juvenile justice system as early as possible is a promising practice.²³

Departments or agencies that may refer youth to diversion programs include, but are not limited to, schools, service organizations, police, probation, or prosecutors.²⁴

- **Strategy 3: Intervention:** Provide children and families who are already involved in delinquency with supports and services to address the factors leading to their behavior and reduce the likelihood of reoccurring delinquency.²⁵
 - *During Community Supervision* – Provide children who are on community supervision (including those reentering their homes and communities after a period of placement or detention) and their families with community-based supports and services to prevent the further involvement in the justice system.
 - *In-Custody* – Provide in-custody children and their families with community-based supports and services prior to and while preparing to reenter their homes and communities to prevent their further involvement in the justice system.
- **Strategy 4: Capacity Building of Community-Based Organizations:** Support community-based organizations with capacity-building, training, and cross-training, evaluation, and to regularly track and monitor outcomes and use the results to drive County policy and practice change.
- **Strategy 5: JJCPA Evaluation and Infrastructure:** Support annual evaluation and ongoing training and supports for the JJCC and JJCC-CAC to provide leadership on the development and implementation of the CMJJP.

²³ A Roadmap for Youth Diversion in Los Angeles County.

²⁴ Definition from Board of State and Community Corrections, *Youth Reinvestment Grant Program: Request for Proposals* (2018).

²⁵ Denise Herz, Probation Workgroup Report, 3.3.17.

VI. SERVICE STRATEGY

Based on a broad needs assessment, the CMJJP has identified additional service parameters and priorities within the continuum of youth development prevention and intervention strategies.

a. Landscaping the Need

Strategically targeting JJCPA funds should be informed by a landscape of “need” – consistent with state law requirements that a CMJJP be based on assessment of resources and priority areas to fund. To define need, the following categories of information have been deemed important:

- **Youth** – demographic data about at-promise and probation youth
- **Programs and services** – mapping of existing programs and services for the focus populations
- **Funding** – available resources and gaps for such programs and services.

The information presented in the CMJJP are consolidated from available and accessible sources; they do not reflect a comprehensive mapping, only an attempt to be more informed about how JJCPA is situated in a broader context. Ultimately, the question that should drive the CMJJP and funding allocation is: “how should JJCPA funds best serve at-promise and probation youths’ needs in Los Angeles County given its available programs and funding resources?”²⁶

i. At-Promise Youth²⁷

	Estimated Number
Estimated Total Youth in Los Angeles County (under age 18)	2,144,549
Estimated at-promise groups	
-Number of youths living below poverty line	514,692
-Number of chronically absent youth, minus those in the SES disadvantaged group (2019)	33,570
-Number of unduplicated suspensions (2019)	29,819
-Number of youths using substances, above poverty threshold	142,120
Total in at-promise groups	720,201 (33.58% of youth)

²⁶ See Appendix C for a list of Sample Existing, Relevant Programs, Services, and Initiatives.

²⁷ See Appendix D for At-Promise Youth Demographic Data

Identifying at-promise youth is not a straightforward process, as the definition is expansive and there are limited data sources available that provide information about relevant risk factors. Some potential indicators are more widely available, such as those related to poverty and suspensions. Others are difficult to estimate at the population level, such as family violence, parental psychopathology, and association with deviant peers. Moreover, available data come from a variety of sources, which use different methods and have different operational definitions of some constructs (e.g., poverty), making it difficult to synthesize estimates while accounting for duplicates (as some youth are likely to be identified as “at-promise” based on multiple indicators). However, estimates based on available data provide some guidepost as to the size of this population, which in turn helps to inform funding levels across categories (i.e., prevention, intervention).

**ii. Youth with initial and early contacts with law enforcement
Los Angeles County Overall Youth Arrests**

	2012	2013	2014	2015	2016	2017	2018
Total Juv. Pop. ²⁸	2,342,708	2,318,007	2,295,315	2,274,801	2,253,113	2,221,435	2,188,893
Total Arrests ²⁹	25,581	20,076	17,279	13,237	11,399	9,788	8,133
Felony arrests	9,271	7,806	6,906	5,224	4,827	4,538	3,943
Misdemeanor arrests	12,362	9,702	8,184	6,716	5,709	4,636	3,843
Status Offense arrests	3,948	2,568	2,189	1,277	863	614	347

iii. Probation Youth³⁰

1. Probation Youth – Snapshot by Disposition and Psychotropic Medications

Youth in probation system	2018 (Dec. 31 snapshot)	2019 (Dec. 31 snapshot)	2020 (Oct. 31 snapshot)
Active supervision	5,098	4,412	3,538
Supervision dispositions			
- 654	448	306	125
- 654.2	247	169	145
- 725(a)	299	285	222
- 727(a)	1	0	0
- 790	277	246	197
- Home on probation	2162	1992	1,746
- Suitable Placement	646	631	435
- DJJ	61	60	35
- Bench warrant	760	607	549
- Out-of-state/courtesy supervision	25	23	11

²⁸ https://www.ojjdp.gov/ojstatbb/ezapop/asp/profile_display.asp

²⁹ <https://openjustice.doj.ca.gov/crime-statistics/arrests>

³⁰ See Appendix E for Probation Youth Demographic Data

Youth in probation system	2018 (Dec. 31 snapshot)	2019 (Dec. 31 snapshot)	2020 (Oct. 31 snapshot)
- Intercounty transfer to LA	79	67	56
- Pending	118	26	17
Halls (Dec. 15, 2018 & Dec. 31, 2019)	538	550	325
- On psychotropic meds	149 (27.7%)	160 (29.1%)	132 (40.6%)
Camps (December 15)	259	300	133
- On psychotropic meds	93 (35.9%)	124 (41.33%)	72 (54.1%)
Dorothy Kirby (December 15)	48	53	58
- On psychotropic meds	37 (77%)	42 (79.25%)	46 (79.3%)

From 2018 to the present, there appears to have been a reduction in the youth on active supervision. Reductions were observed across all supervision dispositions, but proportionally speaking, were notably large for 654 (a 72% reduction from the 2018 snapshot to the 2020 snapshot), 654.2 (a 41% reduction from the 2018 snapshot to the 2020 snapshot), and DJJ (a 43% reduction from the 2018 snapshot to the 2020 snapshot).³¹ Of note, it is somewhat difficult to determine what might account for these reductions, especially from 2019 to 2020, given the influence of COVID-19 on County agencies (e.g., Courts were only hearing a subset of cases). In addition, stay at home orders may have reduced the number of youths interacting with Probation during 2020.

2. Youth on Probation by Geography

The highest numbers of youth under probation supervision live in the following areas and zip codes:

2020

- a. 90044 Athens (City of LA)
- b. 93535 Lancaster/Quartz Hill
- c. 90003 South Central (City of LA)
- d. 93550 Palmdale
- e. 90011 South Central (City of LA)

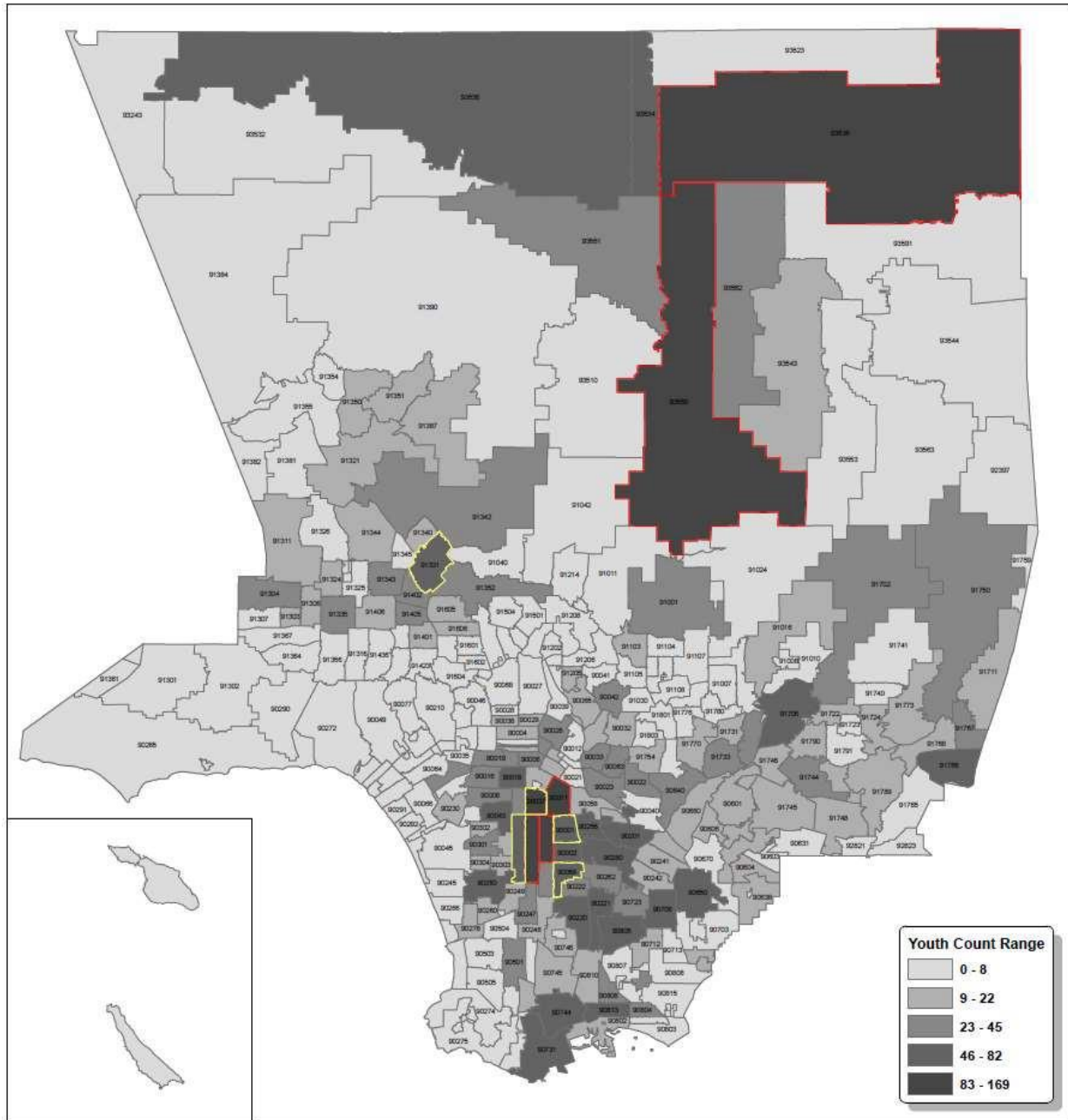
³¹ The number of youth on out-of-state/courtesy supervision also declined substantially but includes a relatively small number of youths.



County of Los Angeles Probation Department

Youth by Zip Code

10/31/2020



2019

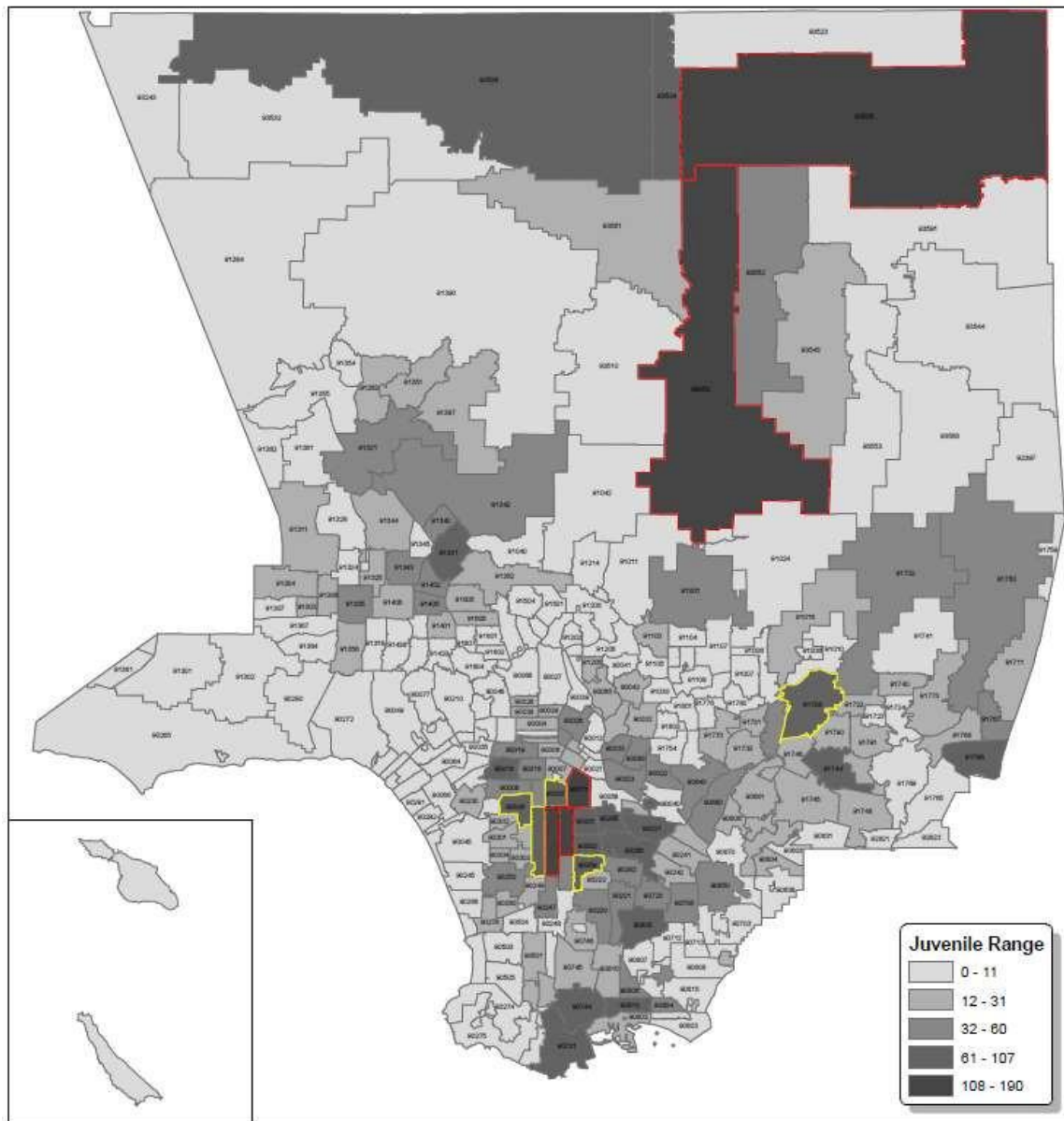
- a. 93535 Lancaster
- b. 90044 Athens (City of LA)
- c. 93550 Palmdale
- d. 90003 South Central
- e. 90805 North Long Beach



County of Los Angeles Probation Department

Juveniles by Zip Code

01/24/2020



2018

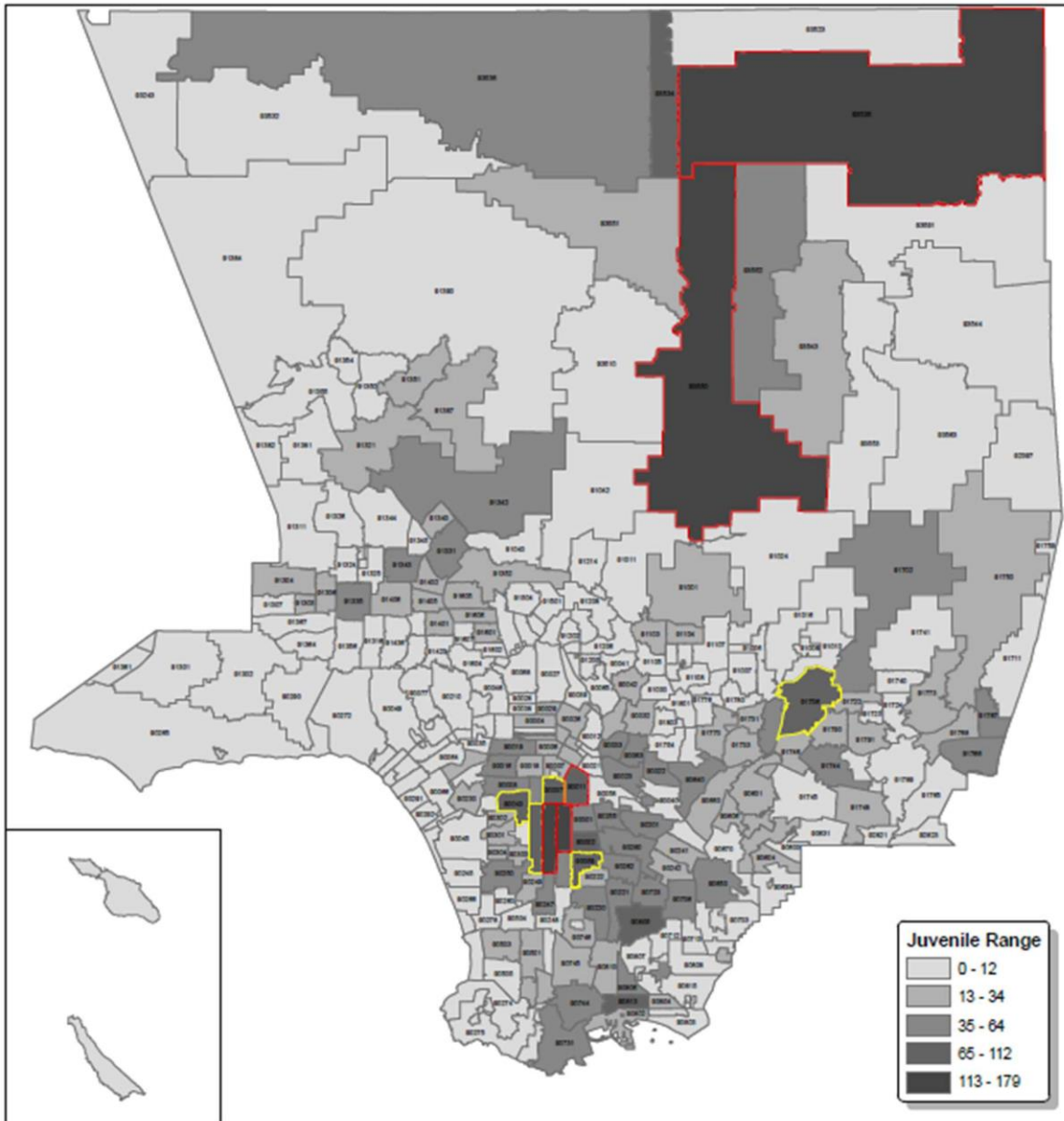
- a. Northeast Los Angeles (93535 (Lancaster, Lake, Hi Vista, Wilsona Gardens, Redman, Roosevelt) and 93550 (Palmdale);
- b. Compton, Lynwood, South Los Angeles, View Park-Windsor Hills, West Athens, Westmont, and Willowbrook (90003, 90011, 90037, 90043, 90044, 90047, and 90059);
- c. Baldwin Park and Irwindale (91706).



County of Los Angeles Probation Department

Juveniles by Zip Code

10/22/2018



These data indicate the areas of the County with the most Probation-involved youth have remained stable over the past three years. This may suggest the ongoing need for investment in these areas, not just in intervention services but also in prevention services.

b. Recommended Service Categories and Approaches

Along the continuum of youth development prevention and intervention, the CMJJP should support the following service categories and approaches. With a few modifications, these categories and approaches were the recommendations of the JJCPA evaluation conducted by Resource Development Associates. These approaches should be built into requests and contracts for services by public and community-based service-providers.

Physical Health, Mental Health, and Substance Abuse Treatment
<ul style="list-style-type: none"> • Provide target youth populations with appropriate health, mental health, and substance abuse treatment that target their individual needs • Specifically, fund community-based, trauma informed behavioral health interventions and more community-based substance abuse treatment in neighborhoods with high density of youth on probation
Schools/Educational Support
<ul style="list-style-type: none"> • Fund educational advocacy and system navigation for parents/guardians • Fund an asset-based, family and community centered approach to truancy reduction that helps families address issues that limit regular school attendance • Fund community-based providers in schools to provide tutoring/academic support for youth, and educational advocacy and system navigation for youth and families • Fund intervention workers to facilitate violence prevention and safe neighborhoods • Fund access to support remote/online learning
Employment/Career/Life Skills
<ul style="list-style-type: none"> • Increase focus on job development, including career readiness and professional skill-building, vocational training, creative and alternative career training • Strengthen educational pathways to community college courses to promote Career Technical Educational Certifications • Providers should be able to subsidize employment for up to 6-months to increase the likelihood that employers will hire youth • Increase opportunities for vocational skill development, and align vocational training with career opportunities • Loosen the restrictions on the type of accepted employment opportunities to support internships, seasonal employment, and subsidized employment that support career pathways • Leverage and align high-risk/high-need employment with existing LA County youth employment programs, such Youth Workforce Innovations and Opportunity Act-funded Youth Source Centers • Support life skills (e.g., financial literacy, self-care, and stress management) components to employment and educational programs

Socio-Emotional Support
<ul style="list-style-type: none"> • Support community-based programs with a focus on racial equity, historical trauma, and racism • Provide programming focused on personal growth and expression, including creativity, mindfulness, and spirituality • Provide peer and adult mentoring services, particularly for young people of color • Provide gender-specific, culturally, and racially responsive services to at-risk youth • Provide LGBTQ+ specific support services for youth • Partner with schools and CBOs to provide social justice curriculum and restorative justice models in spaces serving youth to promote youth advocacy and voice • Provide CBOs discretionary funding that can be used for supplemental services to support youth and their families (e.g., incentives, household goods, field trips) • Increase services that serve youth and families together, as well as those specifically for parents/caregivers • Prioritize providers who work across the continuum to provide continuity of services for youth
Housing
<ul style="list-style-type: none"> • Support housing linkage assistance for youth and families with unstable housing • Support alternative housing for youth who cannot live at home • Partner with the Los Angeles Homeless Services Authority (LAHSA) and LA County Homeless Initiative, particularly housing navigation and housing problem-solving for transitional aged youth (TAY) • Establish pathways to LA County's Coordinated Entry System (CES)
Parent/Caregiver Support
<ul style="list-style-type: none"> • Fund wraparound services that include the family • System navigation and referral to basic needs providers • Fund individual and group mental health support to parents/caregivers
Arts, Recreation and Well-Being
<ul style="list-style-type: none"> • Support arts-focused programming in the areas of employment/career and socio-emotional development • Provide out-of-school time opportunities in safe spaces and access to mentors • Access to health, fitness, life skill and self-care classes and workshops • Support for cultural events, sports, and recreational activities that promote positive youth development

c. System, Service Delivery, and Youth/Family Outcomes

Ultimately, the success of the CMJJP and any program funded by JJCPA must be guided by an evaluation of its implementation and impact. The following outcomes at three levels – system implementation, service provision, and youth and family impact – can guide evaluation and systems and program improvement.³²

³² The outcomes for service delivery and improved youth and family well-being are adopted from the 2017 Probation Working Group's report.

Systems level	Service provider level	Youth/Family level
See CMJJP guiding principles	<p>Probation Practice</p> <ul style="list-style-type: none"> - Successful completion rates for supervision - Average length of time under supervision and in specific Probation programming - Average length of detention in juvenile hall pending disposition or post-disposition awaiting placement or camp - Factors related to the increase or decrease of length of time under supervision - Level and type of interaction and contact between supervising probation officers and their clients - Relationship between the use of a validated risk and needs tool, case plan goals, and referred/completed services - Relationship between risk and needs identified by a validated tool and the services received - Relationship between services, supervision, and achieving case plan goals - Amount and type of service delivery for youth in placements - Continuity of services once youth leave placements and reentry the community - Level of coordination between agencies (e.g., Probation, the Department of Children and Family Services, and the Department of Mental Health) - Strengths and challenges related to interagency collaboration <p>Program Delivery by Community-Based Agencies</p> <ul style="list-style-type: none"> - Types of programs accessed by clients 	<p>Improvement in Protective Factors—Individual and Family Strengths</p> <ul style="list-style-type: none"> - Change in protective/strength assessment scores - Stable living situation - Stable educational plan (enrollment in school, improvement in attendance, improvement in performance, improved behavior at school, access to an IEP, school progressions (increase in credits, graduation, GED)) - Economic stability (e.g., employment for older youth) - Increase in positive, supportive family relationships - Connection to positive, supportive adults - Connection to positive, extracurricular activities - Connection to employment <p>Reduction in Risk and Need Factors</p> <ul style="list-style-type: none"> - Risk/need assessment scores - Decreased family conflict - Decreased substance misuse/abuse - Decreased mental health stress - Access to basic legal documents needed for employment <p>Supervision Success</p> <ul style="list-style-type: none"> - Completion of probation - Completion of community service - Completion of restitution - Probation violations and whether sustained (WIC 777—e.g., violations related to school, drugs) <p>Recidivism</p> <ul style="list-style-type: none"> - New camp/Dept. of Juvenile Justice placements - New arrests

	<ul style="list-style-type: none"> - Successful completion rates for programs - Average length of time in programs - Retention rates for programs - Fidelity of service delivery across programs - Average time between service referral and provision of services - Cultural competency of programs (including gender specific programs) <p>Youth and Family Engagement and Experiences</p> <ul style="list-style-type: none"> - Extent to which youth and family felt they understood juvenile justice process - Extent to which youth and family were satisfied with their experience in the juvenile justice system - Extent to which youth and family found experiences with Probation and community-based providers helpful 	<ul style="list-style-type: none"> - Sustained petitions
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VII. CMJJP FUNDING ALLOCATIONS AND JJCPA FUNDING

a. Overview

Each year, the County receives approximately \$28 million in JJCPA funds from the State at the beginning of the new fiscal year– these are known as “base funds” and support ongoing programs.³³ Mid-way during the fiscal year, the County also receives an allocation of “growth funds” – the amount of which varies. Growth funds have been used for one-time projects.³⁴

Below are additional funding parameters and the allocation goals of the CMJJP. It is important to note that:

- The FY 2022-23 JJCPA funding allocation will more closely reflect the model allocation – considering variables including the one-time allocation of accumulated funds in recent years that still need to be spent down, and the need to conduct further assessment and/or planning to significantly reduce or end JJCPA funding for some programs. Additional time should be committed to further research, especially about other available funding sources to accurately assess whether a program or service should receive JJCPA funding versus other funds, or no funds because the program is not supported by outcomes data or best practices research.
- The JJCC should ensure that the implementation of the model allocation continues to be phased in over the next several fiscal years.

b. Additional Funding Parameters

The following funding parameters should further focus the allocation of JJCPA funds in each of the five funding strategies (primary prevention, focused prevention/early intervention, intervention, capacity-building and evaluation and infrastructure).:

- 1) Maintain the increased amount of JJCPA funding that goes toward programming and direct services provided to clients by and in coordination with CBOs.³⁵
- 2) Prioritize the funding of public agency personnel’s time to specifically facilitate service referral to, coordination, and delivery partnerships with CBOs.
- 3) Rather than dividing services equally by the five clusters, target services by needs, demographics, gaps in services, and existing resources, such as the Service Planning Areas (SPA) developed by the LA County Department of Public Health.³⁶
- 4) Leverage and prioritize existing partnerships that facilitate service coordination and delivery and have demonstrated good results or are promising (e.g. the

³³ CEO policy 4.030 – Budget Policies and Priorities

³⁴ *Ibid.*

³⁵ As has been discussed over many years, successful implementation of any CMJJP will need to improve the referral systems to and contract challenges with community-based service providers.

³⁶ Gap Analysis, 9

Public/Private Partnership, Prevention-Aftercare Networks and the Youth Development and Diversion division of the Office of Diversion and Reentry.

c. Model Base-Funding Allocation

The following allocation goals of the CMJJP for base funding were based on an assessment of youth, program, and funding needs in Los Angeles County. The intent of having allocations is to provide the JJCC a set of guidelines for making funding decisions, not a firm set of rules to adhere to.

<i>Funding strategy</i>	<i>Allocation</i>	<i>Approximate \$ (based on \$27.5 million funding)</i>
Primary Prevention	25%	6,875,000
Focused Prevention/Early Intervention	35%	9,625,000
Intervention	30%	8,250,000
Capacity-building of community-based organizations	5%	1,375,000
JJCPA Evaluation and Infrastructure	5%	1,375,000

Appendix A

Recommended Format of Community Feedback on Programs and Projects

- Title of Program or Project You Would Like to Share Information About (up to 81 characters)
- Submitting Individual or Organization and Contact Information (optional)
 - Individual or Organization name
 - Contact name (if different from above)
 - Contact email
 - Contact phone
- Program or Project Summary (up to 500 characters)
- What Service Planning Area (SPA) does the Program or Project serve?
- How many young people does the Program or Project serve?
- Describe How the Program or Project Addresses a Need Existing in LA County, including the Population Identified as in Need of Services or Support (up to 500 characters)
- How does the Program or Project Align with the CMJJP Mission and Guiding Principles (up to 300 characters)?
- You may optionally include up to three additional pages of supporting materials (e.g. logic models, charts/graphs, references to academic publications, etc.)

Recommended Notification Flyer Format for Community Feedback on Programs and Projects

County of Los Angeles
Juvenile Justice Coordinating Council Community Advisory Committee
(JJCC-CAC)
Fiscal Year 2022-23
Community Input on Programs and Projects

Each year the County of Los Angeles supports programs and projects that prevent and reduce youth crime. To help guide programming decisions, the JJCC developed and adopted a Comprehensive Multi-Agency Juvenile Justice Plan (CMJJP), which serves as a theoretical and practical guide for selection, implementation, and evaluation to maximize benefit to the youth population served. The CMJJP can be accessed at: [LINK TO CURRENT CMJJP](#)

The JJCC is accepting input on existing or proposed programs and projects that improve youth and family wellness and community safety by increasing access to opportunities to strengthen resiliency and reduce delinquency consistent with the CMJJP.

The JJCC is interested in learning about both programs (ongoing services supporting at least one strategic goal with clearly defined objectives and outcomes, funded by ongoing revenues) and projects (temporary endeavors undertaken to create a unique product, service, or result in support of a strategic goal).

- Programs are considered in light of the CMJJP Mission and Guiding Principles, which may be found on pages 14-16 of the CMJJP
- Projects are considered in light of the Growth Fund Goals and Guiding Principles, which may be found on pages 16-17 of the CMJJP

While the JJCC may learn about programs or projects, it cannot and will not recommend specific providers receive funding. The purpose of this input process is informational only.

Format of Community Input on Programs and Projects

- Title of Program or Project You Would Like to Share Information About (up to 81 characters)
- Submitting Individual or Organization and Contact Information (optional)
 - Individual or Organization name
 - Contact name (if different from above)
 - Contact email
 - Contact phone
- Program or Project Summary (up to 500 characters)
- What Service Planning Area (SPA) does the Program or Project serve (if applicable)?
- What Supervisorial District does the Program or Project serve (if applicable)?
- How many young people does the Program or Project serve?
- Describe How the Program or Project Addresses a Need Existing in LA County, including the Population Identified as in Need of Services or Support (up to 500 characters)
- How does the Program or Project Align with the CMJJP Mission and Guiding Principles (up to 300 characters)?
- You may optionally include up to three additional pages of supporting materials (e.g. logic models, charts/graphs, references to academic publications, etc.)

Email your input to: JJCC-Admin@probation.lacounty.gov with the subject line: 2021 Community Input on Programs and Projects

Please respond by 5:00 P.M. on September 01, 2021

Disclaimer: This is not an application for funding! Any individual or organization who submits information to the JJCC is under no guarantee for future contracts, including under the Juvenile Justice Crime Prevention Act. All interested providers must participate in the contracting process in accordance with applicable County contracting procedures. Do not include proprietary, confidential information, or trade secrets in your input.

Appendix B

Recommended Format for Governmental Partner Funding Requests

- Section 1. Program/Project Executive Summary** (up to one page)
- Section 2. Statement of Need** (up to one page)
- Describe the problem that the program/project will attempt to address.
 - Describe the population that will be served.
- Section 3. Program/Project Description** (up to two pages)
- Describe the program/project and provide information on how it will be implemented. Include information on what will be accomplished and the desired outcomes.
 - Provide the evidence upon which the program/project is based.
 - How many young people will the program/project serve?
 - Which service strategies does the program/project support (Primary Prevention, Focused Prevention/Early Intervention, Intervention, Capacity-building of community-based organizations, JJCPA Evaluation and Infrastructure)? See pp.30-33 of the CMJJP for descriptions of the service strategies.
 - What Service Planning Area(s) (SPA) does the program/project serve?
<http://publichealth.lacounty.gov/chs/SPAMain/ServicePlanningAreas.htm>
 - Which Supervisorial District(s) does the program/project serve?
- Section 4. Timeline and Milestones** (e.g. contracting processes, when service delivery will begin, report submissions, etc.).
- Section 5. Budget by Service Strategy**
- For each service strategy category, provide a budget breakdown explaining by category how the funds will be used (e.g. salaries and benefits, services, supplies, indirect costs, etc.).
Note: If your program supports more than one service strategy, it is recommended that you divide the administrative and overhead costs proportionally between the service categories. See pp.30-33 of the CMJJP for descriptions of the service strategies.
Note: It is recommended that you include a brief narrative of expenses along with a table of individual cost components.
 - What is the cost per youth served?
 - Why was this program/project not included in your departmental budget?
 - Alternatively, list the amount of departmental funding or support the program/project will receive from other source(s)
- Section 6. Evaluation** (up to one page) Provide information on the metrics that will be used to determine the effectiveness of the program/project.

Recommended Notification Letter Format for Governmental Partner Funding Requests

DATE

TO: NAME, POSITION TITLE
AGENCY NAME

FROM: CHIEF DEPUTY PROBATION OFFICER
JUVENILE SERVICES

SUBJECT: **FISCAL YEAR 2022-23 JUVENILE JUSTICE CRIME PREVENTION ACT FUNDING**

Dear NAME,

We greatly appreciate your continued partnership in support of our Los Angeles County's at-promise young people and youth on probation. During Fiscal Year (FY) 2021-22 **AGENCY** received a Juvenile Justice Crime Prevention Act (JJCPA) funding allocation of \$ to support **PROGRAM NAME**. We are requesting your assistance in providing information to the Juvenile Justice Coordinating Council (JJCC) for the FY 2022-23 JJCPA funding approval process.

To better align the JJCPA funding schedule with the County departmental budget timeline, this year the Comprehensive Multi-Agency Juvenile Justice Plan (CMJJP) and JJCPA Spending Allocation Ad Hoc Subcommittee (CMJJP Subcommittee) will be meeting September – November 2021 to prepare recommendations for the FY 2022-23 spending allocation plan. The spending plan will be considered for approval by the full JJCC at their meeting on December 3, 2021.

- If your agency is interested continued funding for FY 2022-23 to support PROGRAM NAME, please send an email with the information requested in *Attachment I*, describing how the funds will be utilized to serve at-promise or probation youth, to: JJCC-Admin@probation.lacounty.gov with a courtesy copy (CC) to: JJCPA ADMINISTRATOR EMAIL ADDRESS and a subject line of: *FY 2022-23 AGENCY NAME JJCPA Funds for PROGRAM NAME*.
- If your agency would like to request funding for a new or additional program or project, please use same format as for existing programs (above) and a subject line: *FY 2022-23 New Program/Project, AGENCY NAME*.
- **Please email your requests by 5:00 PM on September 1, 2021.**

I look forward to continuing our work together in advancing partnerships between diverse public agencies and community-based organizations to promote positive youth development and prevent youth delinquency through shared responsibility, collaboration, and coordinated action.

Please contact me at PHONE NUMBER if you have any questions or require additional information, or you may contact PROBATION CONTACT NAME, JJCPA Administration, at PHONE NUMBER or SECOND PROBATION CONTACT NAME, JJCPA Administration, at PHONE NUMBER.

Appendix C

Sample of Existing, Relevant Programs, Services, and Initiatives

The CMJJP should leverage, link and resource existing collaborations and programs and services that can serve at-risk and probation youth. The following is a non-exhaustive list of potentially relevant initiatives and service providers.

1. **Office of Diversion and Reentry, Youth Diversion and Development (YDD)** – YDD was created in 2017 as the result of a collaboration to develop a countywide blueprint for expanding youth diversion at the earliest point possible; in January 2018, YDD selected 9 service providers as the first cohort to receive law enforcement diversion referrals.
2. **Public/Private Partnership (P/PP) with California Community Foundation and Liberty Hill Foundation** – The P/PP was created to serve as a passthrough for county funding to be granted directly to community-based service organizations; technical assistance will also be available to those service providers.
3. **Office of Child Protection’s Prevention Plan** – Created in 2015, the Office of Child Protection released a comprehensive countywide prevention plan in 2017 for reducing child maltreatment. The plan was developed through collaboration across public agencies and community groups.
4. **Department of Children and Family Services Prevention-Aftercare Networks** – DCFS institutionalized its community-based networks of service providers in 2015 and established ten countywide Prevention and Aftercare networks (P&As). These include a broad range of public, private, and faith-based member organizations—groups that bring resources to the shared goal of preventing child abuse and neglect, along with designated lead agencies responsible for convening, organizing, and leading local grassroots groups. The P&A organizations are part of a critical web of providers across the county that effectively reach out to and engage parents, assisting them as they navigate often-complex systems of services. In so doing, providers develop relationships with these parents, building upon their natural assets through the Strengthening Families Approach. Those relationships in turn create trusting environments that encourage parents to disclose family needs and access appropriate services earlier, as family stressors occur.³⁷
5. **Trauma-informed schools** – A new initiative was launched by the Los Angeles County Office of Education (LACOE) in September 2018 to support a trauma-informed approach in schools countywide. The initiative brings together LACOE, the County Department of Mental Health, UCLA, and other agencies to enhance schools' capacity to address trauma, which impacts at least one in four students. The effort will involve professional

³⁷ OCP prevention plan.

development as well as enhancing resources at or near schools through partnerships with county agencies.³⁸

6. **Performance Partnership Pilot (P3)** – has a 2017-2020 strategic plan to improve education, employment, housing and well-being for disconnected youth; an effort of the City of Los Angeles, the County of Los Angeles, Los Angeles Unified School District, Los Angeles Community College District, local Cal State Universities (CSU 5), Los Angeles Chamber of Commerce, Los Angeles Housing Service Agency, and over 50 public, philanthropic and community-based organizations to improve the service delivery system for a disconnected young adult population ages 16-24 and improve their educational, workforce, housing and social well-being outcomes.
7. Office of Violence Prevention
8. Trauma Prevention Initiative
9. Capacity Building Training and Technical Assistance
10. Incubation Academy
11. My Brother's Keeper
12. Whole Person Care
13. SEED School
14. Master Service Agreement Vendors
as of DATE (RFSQ #6401706)
 - Alma Family Services
 - Asian American Drug Abuse Program (AADAP)
 - Asian Youth Center
 - Boys and Girls Club of the Foothills
 - Boys and Girls Club of the West Valley
 - Boys and Girls Clubs of the LA Harbor
 - Boys Republic
 - Catholic Charities
 - Center for Living & Learning
 - Center for the Empowerment of Families, Inc
 - Centinela Youth Services
 - Change Lanes Youth Support Service
 - Child and Family Guidance Center
 - Coalition for Engaged Education
 - Coalition for Responsible Community Development
 - Communities in Schools of the San Fernando
 - Community Career Development, Inc.
 - Compator, Inc.
 - El Nido Family Centers
 - First Place for Youth
 - Helpline Youth Counseling, Inc
 - Insideout Writers, Inc.
 - Jewish Vocational Services
 - Justice Children Deserve
 - Keep Youth Doing Something, Inc.
 - Koreatown Youth and Community Center
 - L.A. Boys & Girls Club
 - L.A. Conservation Corps
 - LA Brotherhood Crusade
 - Let Us! Inc.
 - Living Advantage Inc.

³⁸ <https://www.lacoe.edu/Home/News-Announcements/ID/4232/Effort-aims-to-build-school-capacity-to-address-trauma>

- New Directions for Youth
- New Earth
- New Hope Academy of Change
- New Hope Drug & Alcohol Treatment
- North Valley Caring Services
- Optimist Boys Home & Ranch, Inc.
- Our Saviour Center
- People for Community Improvement
- Phillips Graduate University
- Playa Vista Job Opportunities & Business Services
- San Gabriel Valley Conservation Corps
- Social Justice Learning Institute
- Soledad Enrichment Action Inc.
- South Bay Workforce Investment
- Special Service for Groups, Inc.
- Spirit Awakening Foundation
- StudentNest
- Tarzana Treatment Centers, Inc.
- The Community College Foundation
- Turning Point Alcohol and Drug Education
- Venice Community Housing Corp
- Vermont Village Community Development
- Watts Labor Community Committee
- Whole Systems Learning
- Women of Substance Men of Honor
- Workforce Development Board City of LA
- Youth Advocate Programs, Inc.
- Youth Incentive Programs, Inc.
- Youth Policy Institute

Appendix D

At-Promise Youth Demographic Data

Data Sources

- Chronically absent youth data, California State Department of Education
 - Total numbers/proportions and broken out by socioeconomically disadvantaged youth
 - <https://dq.cde.ca.gov/dataquest/DQCensus/AttChrAbsRateLevels.aspx?cds=19&agglevel=County&year=2018-19&ro=y>
- Suspended youth, California State Department of Education
 - <https://dq.cde.ca.gov/dataquest/dqCensus/DisSuspRate.aspx?cds=19&agglevel=County&year=2018-19>
- Estimates of marijuana and alcohol use in youth ages 12-17 in LA County from the LA County Department of Public Health
 - <http://publichealth.lacounty.gov/sapc/prevention/PP/StrategicPreventionPlan0716-0619.pdf>
- U.S. Census data
 - Used to obtain total youth population in LA County (0-17), and the youth population 10-19
 - <https://www.census.gov/quickfacts/fact/table/losangelescountycalifornia,CA/PST045218>
 - <https://data.census.gov/cedsci/table?q=los%20angeles&g=0500000US06037&tid=ACSDP1Y2019.DP05&hidePreview=true>
- Data from the Lucile Packard Foundation (citing the U.S. Census Bureau)
 - Proportion of youth age 0-17 living below the Federal poverty threshold and qualifying for free/reduced lunch
 - <https://www.kidsdata.org/export/pdf?loc=364>

Method

Attempts were made to deconflict data sources to the extent possible.

- For example, though the California State Department of Education defines “socioeconomic disadvantage” more broadly than individuals living below the poverty line, the assumption was made that these could be approximating the same group.
- A study in Washington State suggests that 70% of youth who use marijuana also use alcohol (<https://adai.uw.edu/mjsymposium/slides/2018/Lee.pdf>).
- Proportion of youth estimated to be using substances using those youth living above the poverty threshold as the base, so as not to re-count those in the population living below the poverty threshold.

Limitations:

- As noted, some of the data sources focused on restricted ranges of ages. For example, the substance use data focused on youth age 12-17, but I was only able to find the census breakdown for youth age 10-19. The population of youth age 10-19 is used as the base

population, but there may be different rates of substance use in those age 10/11 and 18/19.

- Certain data sources could not be unduplicated because they did not report on subgroups, like the suspension data.

Los Angeles County School Districts with Absenteeism and Expulsion Rates Above the California State Average

2018-19 Absenteeism ³⁹				
District Name	<u>Cumulative</u> <u>Enrollment</u>	<u>Chronic</u> <u>Absenteeism</u> <u>Eligible</u> <u>Cumulative</u> <u>Enrollment</u>	<u>Chronic</u> <u>Absenteeism</u> <u>Count</u>	<u>Chronic</u> <u>Absenteeism Rate</u> <u>(by Percentage)</u>
SBE - Barack Obama Charter	480	464	161	34.7
Centinela Valley Union High	10,971	8,622	2,783	32.3
Antelope Valley Union High	24,340	23,536	4,821	20.5
Inglewood Unified	12,516	12,055	2,433	20.2
Eastside Union Elementary	3,741	3,545	673	19
Lynwood Unified	14,413	14,117	2,666	18.9
SBE - Anahuacalmecac International University Preparatory of North America	345	321	60	18.7
Lancaster Elementary	17,216	16,611	3,085	18.6
Palmdale Elementary	25,209	24,342	4,523	18.6
Los Angeles Unified	630,838	617,871	113,784	18.4
Acton-Agua Dulce Unified	28,517	23,005	4,028	17.5
Los Angeles County Office of Education	12,136	10,125	1,769	17.5
Long Beach Unified	76,554	75,038	11,303	15.1
SBE - Academia Avance Charter	422	407	59	14.5
West Covina Unified	15,301	14,629	2,092	14.3
Compton Unified	25,016	24,171	3,334	13.8
Keppel Union Elementary	3,734	3,517	484	13.8

³⁹California Department of Education chronic absenteeism data for students above the California average. Note: 2019-20 data not available at the time of publishing. See: <https://www.cde.ca.gov/ds/sd/sd/fsabd.asp>

<u>District Name</u>	<u>Cumulative Enrollment</u>	<u>Chronic Absenteeism Eligible Cumulative Enrollment</u>	<u>Chronic Absenteeism Count</u>	<u>Chronic Absenteeism Rate (by Percentage)</u>
Hughes-Elizabeth Lakes Union Elementary	211	208	28	13.5
Monrovia Unified	5,632	5,547	750	13.5
Montebello Unified	26,643	25,929	3,466	13.4
El Monte Union High	9,083	8,848	1,172	13.2
SBE - The School of Arts and Enterprise	820	781	103	13.2
Pasadena Unified	18,871	18,255	2,394	13.1
Pomona Unified	24,875	24,158	3,125	12.9
CA Statewide Total/Average	6,329,883	6,258,845	755,950	12.1

Cumulative Enrollment	Cumulative enrollment consists of the total number of unduplicated primary and short-term enrollments within the academic year (July 1 to June 30), regardless of whether the student is enrolled multiple times within a school or district. Cumulative enrollment is calculated at each reporting level (e.g., school, district, county, and state) and therefore is not necessarily additive from one reporting level to the next. For example, if a student is enrolled in multiple schools within a district during the academic year, they are counted once at each school, but only once in the district's cumulative enrollment.
Chronic Absenteeism Enrollment	This count uses the Cumulative Enrollment of the selected entity as the baseline and removes students that were not eligible to be considered chronically absent at that entity. Students that are expected to attend less than 31 instructional days at the selected entity or who were enrolled but did not attend the selected entity are not eligible to be considered chronically absent at that entity. This is calculated by looking at the number of expected days to attend and actual days attended that LEAs submit for each student in CALPADS. Students with exempt status are also removed from Chronic Absenteeism eligibility. Students are exempt if they are enrolled in a Non-Public School (NPS), receive instruction through a home or hospital instructional setting or are attending community college full-time.
Chronic Absenteeism Count	Total count of ALL chronically absent students at the selected entity for the selected population using the available filters. Students are determined to be chronically absent if they were eligible to be considered chronically absent at the selected level during the academic year and they were absent for 10% or more of the days they were expected to attend. Chronic absenteeism is calculated for each student at each reporting level (e.g., school, district, county, and state) based on the expected days of attendance and actual days attended reported by local educational

	agencies (LEAs) in the California Longitudinal Pupil Achievement Data Systems (CALPADS). Expected attendance days are determined for each student at each reporting level based on the total number of days a student was scheduled to attend. Days attended are determined for each student at each reporting level based on the total number of days the student attended the school. A day attended is defined as any day a student attended for all or part of a school day.
Chronic Absenteeism Rate	The unduplicated count of students determined to be chronically absent (Chronic Absenteeism Count) divided by the Chronic Absenteeism Enrollment at the selected entity for the selected population using the available filters.

2018-19 Expulsions⁴⁰

<u>District Name</u>	<u>Cumulative Enrollment</u>	<u>Total Expulsions</u>	<u>Unduplicated Count of Expelled Students (Total)</u>	<u>Unduplicated Count of Expelled Students (Defiance-Only)</u>	<u>Expulsion Rate (Total)</u>	<u>Expulsion Count Violent Incident (Injury)</u>	<u>Expulsion Count Violent Incident (No Injury)</u>	<u>Expulsion Count Weapons Possession</u>	<u>Expulsion Count Illicit Drug-Related</u>	<u>Expulsion Count Defiance-Only</u>	<u>Expulsion Count Other Reasons</u>
Whittier Union High	11,870	56	56	-	0.5	-	2	-	54	-	-
Antelope Valley Union High	24,340	61	59	-	0.2	11	27	8	8	-	7
Bellflower Unified	12,356	20	20	-	0.2	-	1	1	18	-	-
Alhambra Unified	17,154	11	11	-	0.1	4	4	-	3	-	-
Bassett Unified	3,716	3	3	-	0.1	-	-	-	3	-	-
Beverly Hills Unified	3,930	2	2	-	0.1	2	-	-	-	-	-
Bonita Unified	10,657	14	14	-	0.1	2	3	-	9	-	-
Centinela Valley Union High	10,971	14	14	-	0.1	4	4	2	4	-	-
Covina-Valley Unified	12,391	11	11	-	0.1	2	3	1	4	-	1
El Rancho Unified	8,903	8	8	-	0.1	-	6	-	1	-	1
El Segundo Unified	3,515	2	2	-	0.1	-	-	-	2	-	-
Las Virgenes Unified	11,431	11	11	-	0.1	-	2	1	8	-	-
Los Angeles County Office of Education	12,136	9	9	-	0.1	7	-	-	2	-	-
Torrance Unified	24,038	17	17	-	0.1	2	7	2	6	-	-
William S. Hart Union High	25,726	22	21	1	0.1	-	4	3	13	-	1
CA Statewide Total/Average	6,329,883	5,236	5,191	24	0.1	1,213	1,422	711	1,754	-	112

⁴⁰ California Department of Education expulsion data for school districts at or above the California average. Note: 2019-20 data not available at the time of publishing. See: <https://www.cde.ca.gov/ds/sd/sd/fsed.asp>

Cumulative Enrollment	Cumulative enrollment consists of the total number of unduplicated primary and short-term enrollments within the academic year (July 1 to June 30), regardless of whether the student is enrolled multiple times within a school or district. Cumulative enrollment is calculated at each reporting level (e.g., school, district, county, and state) and therefore is not necessarily additive from one reporting level to the next. For example, if a student is enrolled in multiple schools within a district during the academic year, they are counted once at each school, but only once in the district's cumulative enrollment.
Total Expulsions	Total count of ALL expulsions at the selected entity for the selected population using the available filters. Some students may be expelled multiple times and all Expulsions are counted.
Unduplicated Count of Students Expelled (Total)	Total distinct count of ALL students expelled one or more times at the selected entity for the selected population using the available filters. Students who are expelled multiple times are only counted once.
Unduplicated Count of Students Expelled (Defiance-Only)	Total distinct count of all students expelled one or more times for DEFIANCE-ONLY at the selected entity for the selected population using the available filters. Students who are expelled multiple times are only counted once.
Expulsion Rate (Total)	The unduplicated count of students expelled divided by the cumulative enrollment at the selected entity for the selected student population.
Expulsion Count Violent Incident (Injury)	<p>This Federal Offense Category includes the following California Education Code sections:</p> <ul style="list-style-type: none"> • Sexual Battery/Assault: 48915(c)(4), 48900(n) • Caused Physical Injury: 48915(a)(1)(A) • Committed Assault or Battery on a School Employee: 48915(a)(1)(E) • Used Force or Violence: 48900(a)(2) • Committed an act of Hate Violence: 48900.3 • Hazing: 48900(q)
Expulsion Count Violent Incident (No Injury)	<p>This Federal Offense Category includes the following California Education Code sections:</p> <ul style="list-style-type: none"> • Sexual Harassment: 48900.2 • Caused, Attempted, or Threatened Physical Injury: 48900(a)(1) • Aided or Abetted Physical Injury: 48900(t) • Harassment or Intimidation: 48900.4 • Harassment, Intimidation of a Witness: 48900(o) • Made Terrorist Threats: 48900.7 • Obscene Acts, Profanity, and Vulgarity: 48900(i)

	<ul style="list-style-type: none"> Bullying: 48900(r)
Expulsion Count Weapons Possession	<p>This Federal Offense Category includes the following California Education Code sections:</p> <ul style="list-style-type: none"> Possession, Sale, Furnishing a Firearm: 48915(c)(1) Possession, Sale, Furnishing a Firearm or Knife: 48900(b) Brandishing a Knife: 48915(c)(2) Possession of a Knife or Dangerous Object: 48915(a)(1)(B) Possession of an Explosive: 48915(c)(5)
Expulsion Count Illicit Drug-Related	<p>This Federal Offense Category includes the following California Education Code sections:</p> <ul style="list-style-type: none"> Sale of Controlled Substance: 48915(c)(3) Possession of Controlled Substance: 48915(a)(1)(C) Possession, Use, Sale, or Furnishing a Controlled Substance, Alcohol, Intoxicant: 48900(c) Offering, Arranging, or Negotiating Sale of Controlled Substances, Alcohol, Intoxicants: 48900(d) Offering, Arranging, or Negotiating Sale of Drug Paraphernalia: 48900(j) Offering, Arranging, or Negotiating Sale of Soma: 48900(p)
Expulsion Count Defiance-Only	<p>Any expulsion associated with a student in which the only offense committed by a student is Disruption is considered a "Defiance-Only" incident. The Defiance-Only Category includes the following California Education Code section:</p> <ul style="list-style-type: none"> Disruption, Defiance: 48900(k)(1)
Expulsion Count Other Reasons	<p>This category includes the following California Education Code sections, most of which are NOT included in any of the Federal Offense Categories. The only offense that is reportable in the Federal category of "Other" is EC 48900(m)—Possession of an Imitation Firearm, the rest of the offenses are not part of the federal hierarchy.</p> <ul style="list-style-type: none"> Possession of an Imitation Firearm: 48900(m) Possession or Use of Tobacco Products: 48900(h)(2) Property Damage: 48900(f) Robbery or Extortion: 48915(a)(1)(D) Property Theft: 48900(g) Received Stolen Property: 48900(l)

Appendix E

Probation Youth Demographic Data

1. WIC 652 Investigations by Probation Disposition

Year	WIC 654	WIC 654 Teen Court	WIC 654 Victim Offender Restitution Services (VORS)	WIC 654 Early Intervention and Diversion Program (EIDP)	District Attorney	Closed	Citation Diversion	Sealed	Total
Nov 2017-Dec 2018	383 (27.2%)	200 (14.2%)	6 (0.4%)	17 (1.2%)	518 (36.7%)	278 (19.7%)	5 (0.4%)	3 (0.2%)	1410
Jan-Oct 2019	272 (18.9%)	147 (10.2%)	7 (0.5%)	47 (3.3%)	476 (33.1%)	345 (24.0%)	16 (1.1%)	130 (9.0%)	1440
Nov 2019-Jun 2020	219 (35.0%)	63 (10.1%)	1 (0.2%)	4 (0.6%)	206 (33.0%)	110 (17.6%)	16 (2.6%)	6 (1.0%)	625

Comparisons across the last three reporting periods are limited by the differing lengths of each reporting period (14 months, 10 months, 8 months), as well as the impact of COVID-19 on provision of services beginning in March 2020. However, there are still certain trends worth considering:

- First, accounting for the different reporting periods, there appear to have been substantially fewer investigations in the most recent reporting period (November 2019 to June 2020). However, this might reflect a reduced likelihood to be referred for an investigation during the COVID-19 stay-at-home orders, as youth were more likely to be home and not in school, and LAUSD police are the top arresting agency.
- Second, there have been some changes in the proportion of WIC 654 dispositions over time. In the reporting period from January to October 2019, a smaller proportion of investigations were resolved through WIC 654 dispositions (a combined 33%). However, in the period from November 2019 to June 2020, the proportion resolved through WIC 654 dispositions had increased to 46%, more like the data from 2017-2018.
- Third, fewer cases were sent to the District Attorney in the most recent period, though these cases reflected a similar proportion of the overall number of investigations as in previous periods (about 33%).

**2. WIC 652
Investigations
by Arrest
Charge (Most
Serious)**

Arrest Category	Nov 2017- Dec 2018	Jan- Oct 2019	Nov 2019- Jun 2020
Accessory After the Fact	0	1	0
Advise/Encourage Suicide	1	0	0
Aid in a Speed Contest	0	0	1
Alcohol Related (Pos./Open Container)	0	0	2
Alcohol/Drug Related (DUI)	x	x	11
Allow/Cause Injury to Elder/Dependent Adult	1	3	0
Annoy/Molest Child	0	0	1
Arson Related Charges	6	1	2
Assault with Deadly Weapon	9	10	5
Assault-Related Charges	559	435	5
Battery Related	x	x	224
Begging	0	0	2
Bring into State Matter Depicting Minor in Sex Act/Indecent Exposure	13	14	0
Burglary Related Charges	93	59	23
Business & Professional (B&P) Code	10	8	0
Carjacking	0	4	0
Civil Code Violation	1	5	0
Civil Rights Violation w/ Injury	0	1	0
Conspire to Commit Crime	3	8	2
Contempt of Court	0	3	0
Corporal Injury/Domestic Relations	3	9	3
Criminal Threat	57	37	20
Defraud Innkeeper of \$950	4	3	0
Disobedience of Court Order	1	0	0
Disorderly Conduct	0	25	4
Disturbing the Peace	5	2	3
Distribute Private Images	x	x	4
Drug Related Charges	87	96	35
Education Code Violations	6	2	0
Electronically Distribute Harassing Material	1	0	0
Embezzlement	1	1	0

Arrest Category	Nov 2017- Dec 2018	Jan- Oct 2019	Nov 2019- Jun 2020
Evading a Peace Officer (Driving Reckless)	x	x	3
Extortion	1	2	1
False Identity to a Peace Officer	0	4	1
False Imprisonment	2	0	0
False Report to a Peace Officer	0	2	2
Falsely Impersonate through Internet Website	1	0	0
Fight in a Public Place	x	x	1
Firearm/Weapons Related Charges	45	48	34
Forgery	0	1	2
Fraud Related Activity	0	4	0
Grand Theft (Over \$400) Charges	0	24	9
Harass by Telephone	3	1	0
Hit & Run (Property Damage)	x	x	4
Illegal Distribution of Electronic Identifying Information	x	x	4
Illegal Possession of Explosives/Fireworks	x	x	2
Illegal Possession of a False ID	0	3	0
Illegal Possession of Tear Gas	0	3	1
Inhumane Tx/Torture/Kill Living Animal	0	4	0
Injure/Remove Wireless Communication Device	1	0	0
Kidnapping	0	2	0
Lewd Act with Children Under 14/Aggravated Sexual Assault of Child Sex Penetration/Sex Penetration by Object by Force	33	21	14
Litter on Public/Private Property with 1 Prior	2	0	0
Lynching	0	2	0
Make Obscene/Threatening Phone Call	0	1	5
Municipal Code Violations	5	7	0
Obstruct/Resist Officer	60	55	20
Oral Copulation	x	x	1
Participate in a Street Gang	0	3	0
Peeking in a Public Building	x	x	2
Petty Theft Related Charges	160	198	55
Poisoning	0	1	0
Possess Bill/Note/Check (over \$950)	1	0	0
Possession of Illegal Substances	x	x	2
Property Theft Related Charges	28	17	3
Robbery/Attempted Robbery	17	33	10

Arrest Category	Nov 2017- Dec 2018	Jan-Oct 2019	Nov 2019- Jun 2020
Sexual Battery	0	40	28
Stalking	0	1	0
Subordination of Perjury	0	1	0
Theft Related - Other	x	x	3
Threaten to Injure School/Public Employee	8	4	0
Trespass Related Charges	11	13	8
Unauthorized Computer Access or Fraud	1	1	0
Unauthorized Duplication of Keys to State Building	1	0	0
Unlawful Sexual Intercourse	9	10	4
Vandalism	60	91	32
Vehicle Code Charges	66	95	20
Weapon on School Grounds Related Charges	15	17	3
Willful Cruelty/Injury of a Child	0	3	0
Willfully Tamper with a Fire Equipment	0	2	0
Witness Tampering	x	x	1
Video/Photograph of Person inside a Room	x	x	1

During the last reporting period, the most common arrest categories remained consistent with previous reporting periods. These included battery-related, theft-related, drug-related, and vandalism-related charges. Absolute numbers of charges in each of these categories declined, consistent with the overall reduction in WIC 652 investigations.

3. School-based Probation

	2018 (Dec. snapshot)	2019 (Dec. snapshot)	2020 (Oct. snapshot)
Number of youths	1238	736	681
Number probation officers	93 (65 funded by JJCPA)	46	43
Average caseload	13.31	16	15
Number of schools	111	71	75

Probation Youth in School-Based Probation Supervision – Select Years 2003-2016								
	2003-2004	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
High School	6,520	6,443	5,518	4,685	4,021	3,561	2,650	1,905
Middle School	731	213	180	129	85	112	80	85
Total	7,251	6,656	5,698	4,814	4,106	3,673	2,730	1,990

From 2018 to 2019, the number of youths served by school-based probation decreased substantially, as did the number of probation officers. In part, this reflects a scaling back of the School-Based Supervision program to focus on youth in high school who are under supervision by Probation. The size of the population served by School-Based supervision remained similar in 2020.

4. Probation Youth by Race/Ethnicity

	2018 (Dec. snapshot)	2019 (Dec. snapshot)	2020 (Oct. snapshot)
Active supervision	5098	4,412	3538
- Hispanic	3035 (60%)	2643 (60%)	2140 (60%)
- Black	1571 (31%)	1342 (30%)	1074 (30%)
- White	302 (6%)	257 (6%)	194 (5%)
- API	36 (<1%)	30 (1%)	19 (1%)
- American Indian	7 (<1%)	2 (0%)	3 (<1%)
- Other	93 (2%)	88 (2%)	73 (2%)
Unstated	54 (1%)	50 (1%)	35 (1%)
	2018 (Oct. snapshot)	2019 (Dec. snapshot)	2020 (Oct. snapshot)
Camps	301	300	194
- Hispanic	181 (60%)	191 (63.7%)	123 (63.4%)
- Black	107 (36%)	102 (34%)	56 (28.9%)
- White	4 (2%)	4 (1.3%)	9 (4.6%)
- API	2	0	0
- American Indian	0	0	0
- Other	4 (1%)	3 (1%)	6 (3.1%)
	2018 (Oct. snapshot)	2020 (Jan. snapshot)	2020 (Oct. snapshot)
Halls	569	550	322
- Hispanic	319 (56%)	313 (56.9%)	208 (64.6%)
- Black	218 (38%)	198 (36%)	101 (31.4%)
- White	22 (4%)	31 (5.6%)	13 (4%)
- API	2	1 (0.2%)	0
- American Indian	0	1 (0.2%)	0
- Other	5	6 (1.1%)	0

As reported by the United States Census Bureau as of 2019, the percentage of youth (ages 10-17) race/ethnic groups in the County of Los Angeles, 62.1% of youth are Hispanic or Latino and 6.9% are African American. Based on these data, Black youth continue to be overrepresented among those on active supervision, in camps, and in halls.

	2018 (Dec. snapshot)	2019 (Dec. snapshot)	2020 (Oct. snapshot)
Active Supervision	5098	4,412	3538
- Male	4047 (79%)	3,521 (80%)	2874 (81%)
- Female	1051 (21%)	891 (20%)	664 (19%)
	2018 (Oct. snapshot)	2019 (Dec. snapshot)	2020 (Oct. snapshot)
Camps	301	300	194
- Male	252 (4%)	260 (87%)	165 (85.1%)
- Female	49 (16%)	40 (13%)	29 (14.9%)
	2018 (Oct. snapshot)	2020 (Jan. snapshot)	2020 (Oct. snapshot)
Halls	569	550	322
- Male	480 (64%)	465 (85%)	272 (84.5%)
- Female	89 (16%)	85 (15%)	50 (15.5%)

Appendix F

Summary of Results from the 2020 Juvenile Justice Coordinating Council - Community Advisory Committee County of Los Angeles Youth Service Needs Assessment

Background: Each year since 2001, counties across the state have received roughly \$100 million in Juvenile Justice Crime Prevention Act (JJCPA) funds meant for effective programs that prevent and reduce youth crime. The County of Los Angeles receives approximately \$28 million in JJCPA funds at the beginning of the new fiscal year, with additional variable growth funds each Fall based on a legislative change in 2011. To help guide funding decisions, the JJCC developed and adopted a new Comprehensive Multi-Agency Juvenile Justice Plan (CMJJP) in February 2020, which serves as a theoretical and practical guide for funding, implementation, and evaluation to maximize benefit to the youth population served.

To better refine this framework and plan, the Juvenile Justice Coordinating Council (JJCC) and the JJCC's Community Advisory Committee (JJCC-CAC) are seeking community input on how funds can best be allocated to improve youth and family wellness and community safety by increasing access to opportunities to strengthen resiliency and reduce delinquency.

The CMJJP can be accessed at:

http://file.lacounty.gov/SDSInter/probation/1072439_2020.02.07_2020CMJJP_kmb_JJCCAdopted.pdf

Purpose of this Survey: This survey is meant to gather information from stakeholders connected to or impacted by the juvenile justice system (e.g. community members, governmental agencies, and community-based organizations) about the unmet needs of justice-involved and at-risk youth in the County of Los Angeles. This information will provide insight and guidance to the CAC and the JJCC on how JJCPA funding can better support young people and close gaps in the services provided to them.

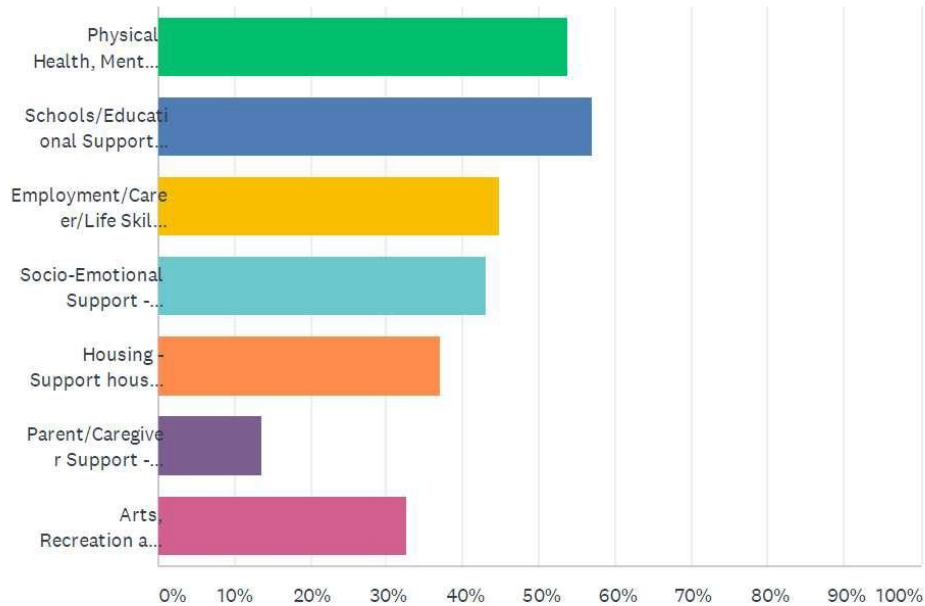
You will be asked about:

- Types of services and the strategies that are most in need of funding in the County of Los Angeles to better serve at-risk youth and/or youth who have had contact with the justice system;
- Categories of youth you feel this programming should be targeted towards;
- Geographic areas in the County which are in most need of these services; and,
- A few questions about yourself to better understand your perspective.

Disclaimer: This is not an application for funding. Any individual or organization who submits information to the CAC is under no guarantee for future contracts under the JJCPA. All interested providers must participate in the contracting process in accordance with applicable County contracting procedures. Do not include proprietary, confidential information, or trade secrets in the fields below.

Q1 1. What category of services for youth do you feel are most important to fund in the County of Los Angeles based on the greatest unfulfilled need? Choose up to 3 boxes

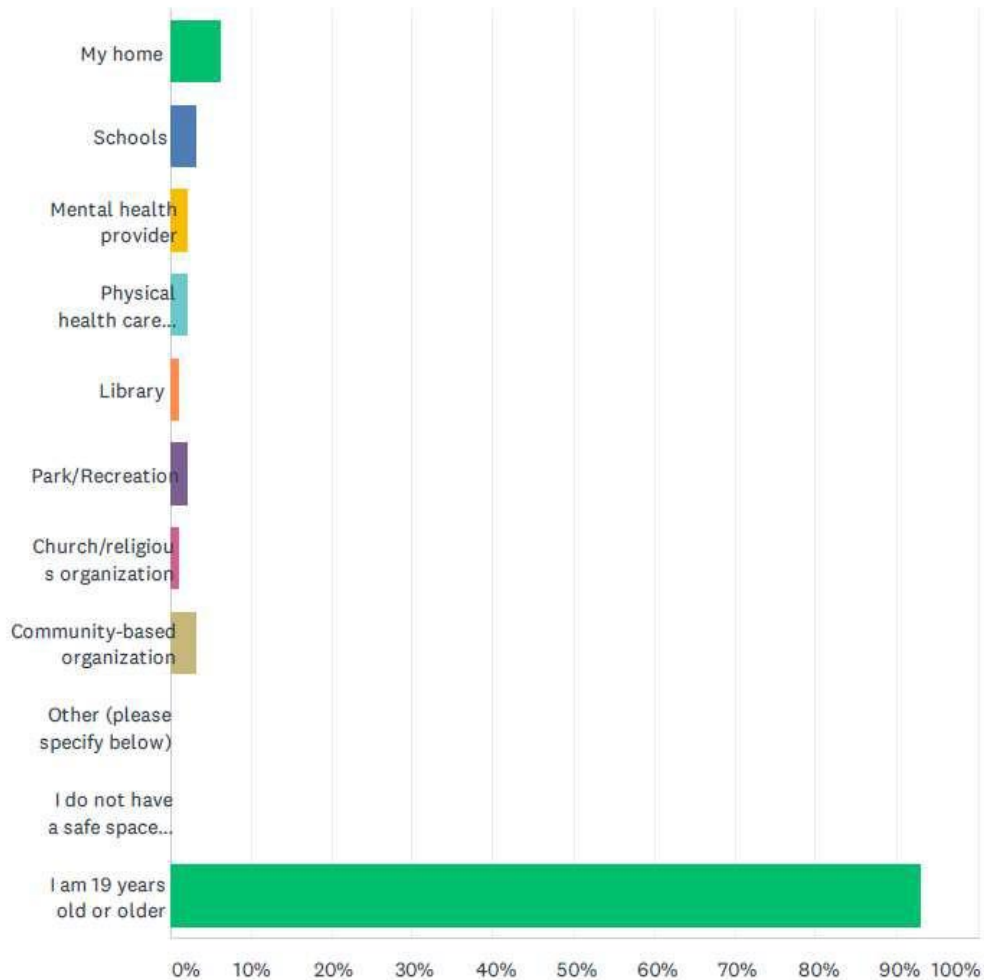
Answered: 132 Skipped: 0



ANSWER CHOICES	RESPONSES	
Physical Health, Mental Health, and Substance Abuse Treatment- Provide target youth populations with appropriate health, mental health, and substance abuse treatment that target their individual needs- Specifically, fund community-based cognitive behavioral interventions and more community-based substance abuse treatment in neighborhoods with high density of youth on probation).	53.79%	71
Schools/Educational Support - Fund educational advocacy and system navigation for parents/guardians- Fund an asset-based, family and community centered approach to truancy reduction that helps families address issues that limit regular school attendance- Fund community-based providers in schools to provide tutoring/academic support for youth, and educational advocacy and system navigation for youth and families- Fund intervention workers to facilitate violence prevention and safe neighborhoods- Fund access to support remote/online learning	56.82%	75
Employment/Career/Life Skills - Increase focus on job development, including career readiness and professional skill-building, vocational training, creative and alternative career training- Strengthen educational pathways to community college courses to promote Career Technical Educational Certifications- Providers should be able to subsidize employment for up to 6-months to increase the likelihood that employers will hire youth- Increase opportunities for vocational skill development, and align vocational training with career opportunities; loosen the restrictions on the type of accepted employment opportunities to support internships, seasonal employment, and subsidized employment that support career pathways- Leverage and align high-risk/high-need employment with existing LA County youth employment programs, such Youth Workforce Innovations and Opportunity Act-funded Youth Source Centers- Support life skills (e.g., financial literacy, self-care and stress management) components to employment and educational programs	44.70%	59
Socio-Emotional Support - Support community-based programs with a focus on racial equity, historical trauma, and racism; provide programming focused on personal growth and expression, including creativity, mindfulness, and spirituality- Provide peer and adult mentoring services, particularly for young people of color; provide gender-specific, culturally, and racially responsive services to at-risk youth- Provide LGBTQ+ specific support services for youth; partner with schools and CBOs to provide social justice curriculum and restorative justice models in spaces serving youth to promote youth advocacy and voice- Provide CBOs discretionary funding that can be used for supplemental services to support youth and their families (e.g., incentives, household goods, field trips)- Increase services that serve youth and families together, as well as those specifically for parents/caregivers; prioritize providers who work across the continuum to provide continuity of services for youth	43.18%	57
Housing - Support housing linkage assistance for youth and families with unstable housing- Support alternative housing for youth who cannot live at home- Partner with the Los Angeles Homeless Services Authority (LAHSA) and LA County Homeless Initiative, particularly housing navigation and housing problem-solving for transitional aged youth (TAY)- Establish pathways to LA County's Coordinated Entry System (CES)	37.12%	49
Parent/Caregiver Support - Fund wraparound services that include the family- System navigation and referral to basic needs providers- Fund individual and group mental health support to parents/caregivers	13.64%	18
Arts, Recreation and Well-Being - Support arts-focused programming in the areas of employment/career and socio-emotional development- health, fitness, life skill and activities that promote positive youth development	32.58%	43
Total Respondents: 132		

Q4 4. If you are under 19 years old, where do you feel most safe and comfortable receiving services? Choose all that apply

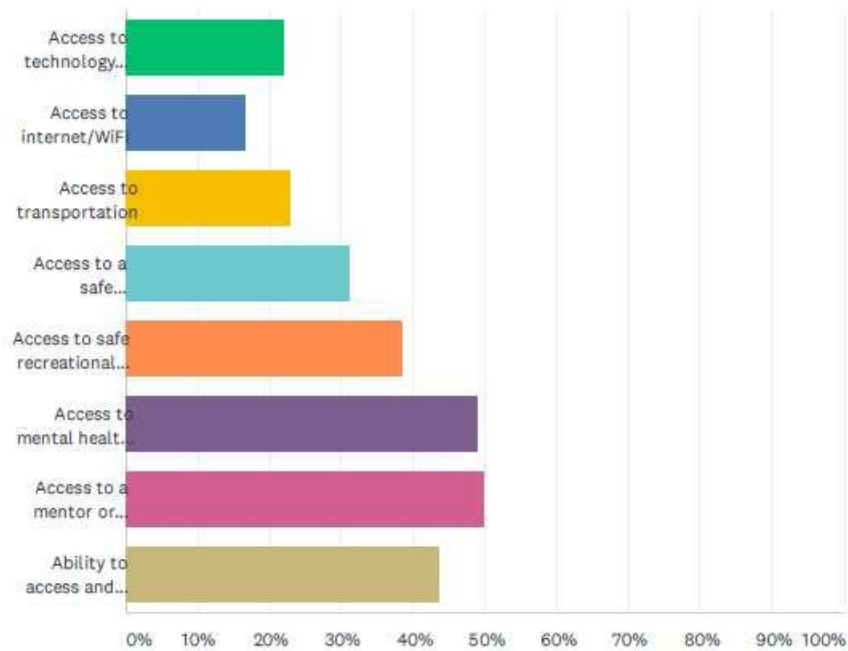
Answered: 97 Skipped: 35



ANSWER CHOICES	RESPONSES	
My home	6.19%	6
Schools	3.09%	3
Mental health provider	2.06%	2
Physical health care provider	2.06%	2
Library	1.03%	1
Park/Recreation	2.06%	2
Church/religious organization	1.03%	1
Community-based organization	3.09%	3
Other (please specify below)	0.00%	0
I do not have a safe space to access services	0.00%	0
I am 19 years old or older	92.78%	90
Total Respondents: 97		

Q6 5. What are the greatest obstacles or barriers for youth in the County of Los Angeles? Choose up to 3.

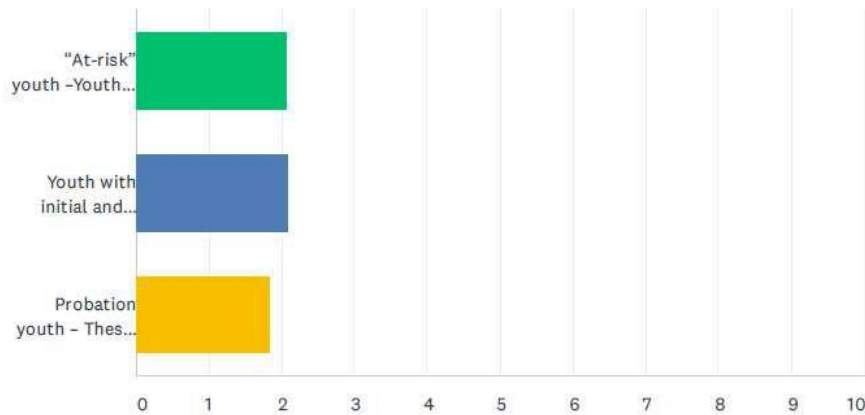
Answered: 96 Skipped: 36



ANSWER CHOICES	RESPONSES	
Access to technology (e.g. computer or phone)	21.88%	21
Access to internet/WiFi	16.67%	16
Access to transportation	22.92%	22
Access to a safe educational space to learn and do homework	31.25%	30
Access to safe recreational spaces	38.54%	37
Access to mental health services	48.96%	47
Access to a mentor or caring adult	50.00%	48
Ability to access and navigate government and community-based services	43.75%	42
Total Respondents: 96		

Q7 6. Which category of youth do you feel are in most need of services? Please rank the categories below by which group of youth you feel is most in need of the services. 1=highest need, 2=second highest need, 3=third highest need Expanded definitions of these categories can be found on pages 18-20 of the CMJJP.

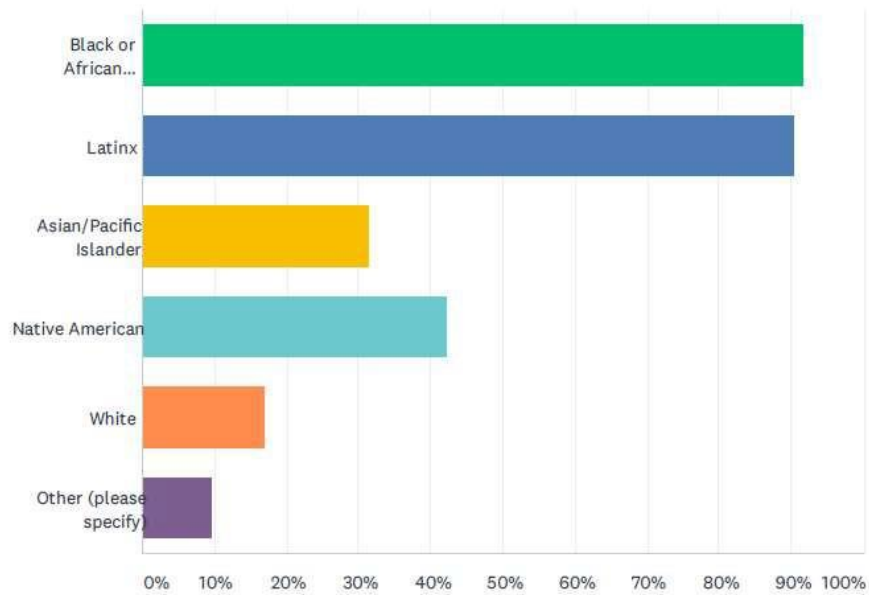
Answered: 92 Skipped: 40



	1	2	3	TOTAL	SCORE
"At-risk" youth – Youth who have not yet had contact with the juvenile justice-system but who face an array of internal and/or external circumstances which make it likely they will have future contact with the system. Primary prevention programming.	44.57% 41	17.39% 16	38.04% 35	92	2.07
Youth with initial and early contacts with law enforcement – Youth who have had initial and early contacts with law enforcement. These youth need greater upfront support, such as services accessed through pre-arrest diversion programs. Focused prevention programming.	27.17% 25	55.43% 51	17.39% 16	92	2.10
Probation youth – These youth have been sentenced to community supervision or detention in a juvenile hall or camp. Intervention programming.	28.26% 26	27.17% 25	44.57% 41	92	1.84

Q8 Racial/Ethnic Identities:

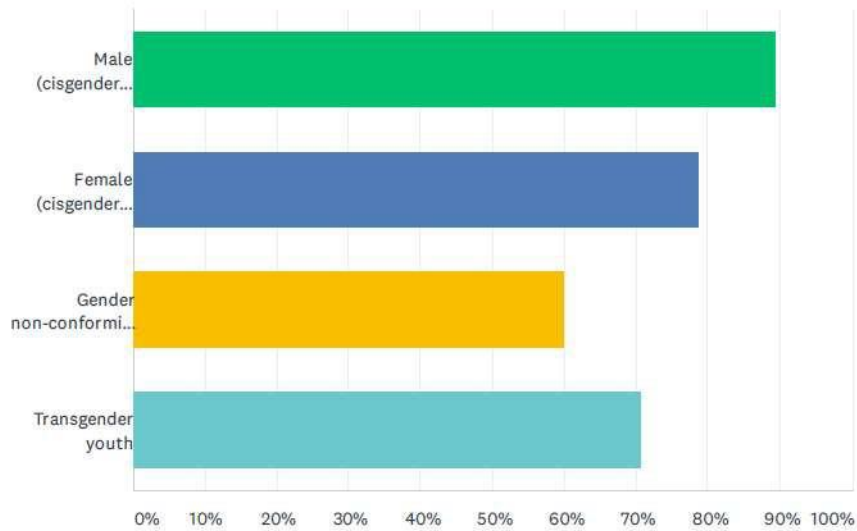
Answered: 83 Skipped: 49



ANSWER CHOICES	RESPONSES	
Black or African American	91.57%	76
Latinx	90.36%	75
Asian/Pacific Islander	31.33%	26
Native American	42.17%	35
White	16.87%	14
Other (please specify)	9.64%	8
Total Respondents: 83		

Q9 Gender:

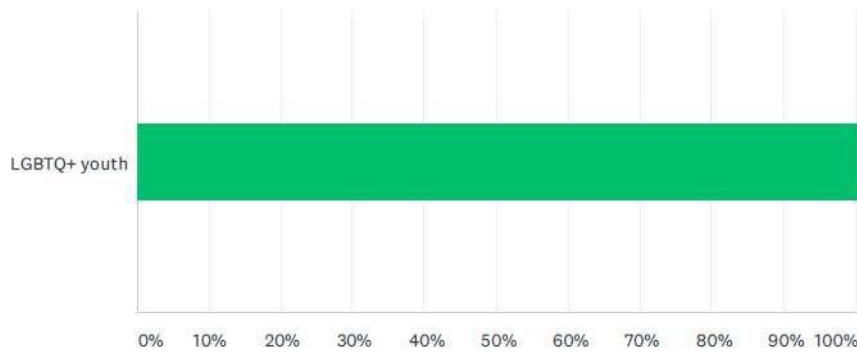
Answered: 75 Skipped: 57



ANSWER CHOICES	RESPONSES	
Male (cisgender male)	89.33%	67
Female (cisgender female)	78.67%	59
Gender non-conforming and/or two-spirit	60.00%	45
Transgender youth	70.67%	53
Total Respondents: 75		

Q10 Sexual Orientation:

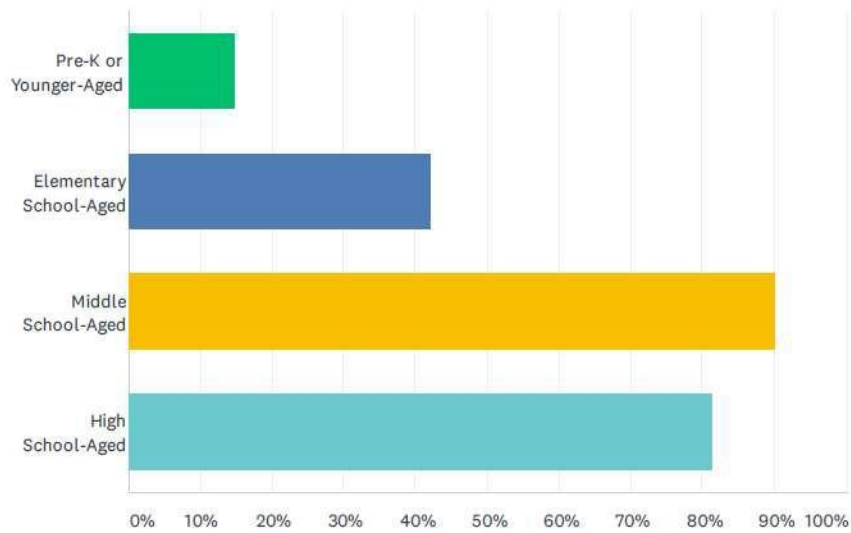
Answered: 56 Skipped: 76



ANSWER CHOICES	RESPONSES	
LGBTQ+ youth	100.00%	56
Total Respondents: 56		

Q11 Age Groups:

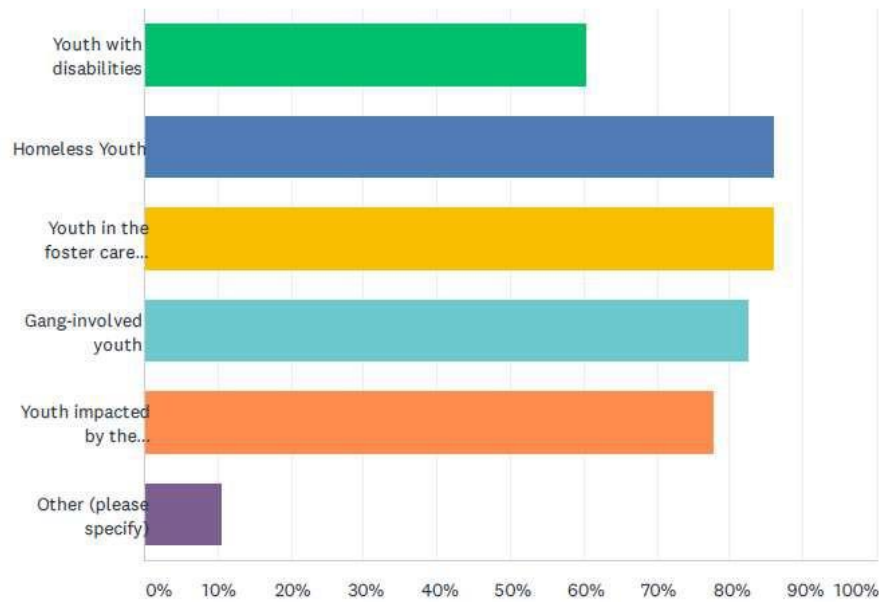
Answered: 81 Skipped: 51



ANSWER CHOICES	RESPONSES	
Pre-K or Younger-Aged	14.81%	12
Elementary School-Aged	41.98%	34
Middle School-Aged	90.12%	73
High School-Aged	81.48%	66
Total Respondents: 81		

Q12 Additional challenges:

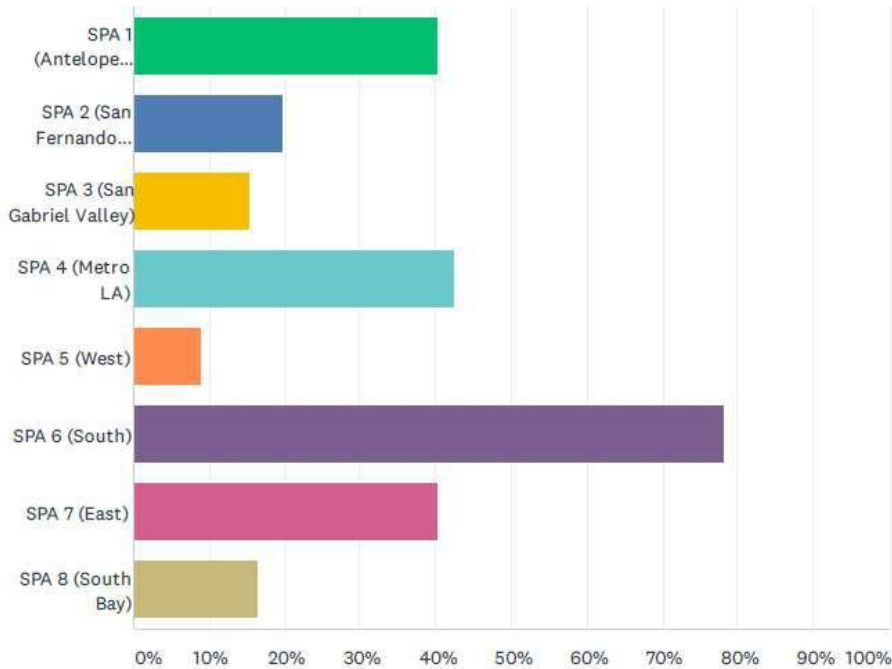
Answered: 86 Skipped: 46



ANSWER CHOICES	RESPONSES	
Youth with disabilities	60.47%	52
Homeless Youth	86.05%	74
Youth in the foster care system	86.05%	74
Gang-involved youth	82.56%	71
Youth impacted by the immigration system	77.91%	67
Other (please specify)	10.47%	9
Total Respondents: 86		

Q14 9. Which geographic area, as defined by county Service Planning Areas (SPAs), do you feel is in highest need of this programming or services?The County of Los Angeles is divided into 8 geographic regions called Service Planning Areas, or SPAs. These distinct regions allow the Department of Public Health to develop and provide more relevant public health and clinical services targeted to the specific health needs of the residents in these different areas. More specifics on each SPA.Limit to three.

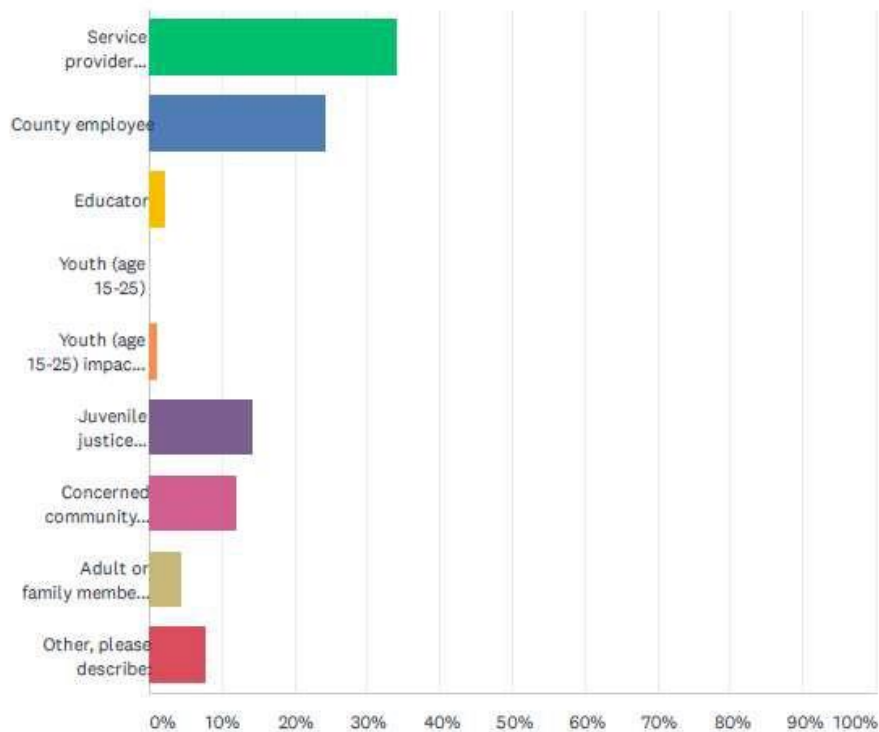
Answered: 92 Skipped: 40



ANSWER CHOICES	RESPONSES
SPA 1 (Antelope Valley)	40.22%
SPA 2 (San Fernando Valley)	19.57%
SPA 3 (San Gabriel Valley)	15.22%
SPA 4 (Metro LA)	42.39%
SPA 5 (West)	8.70%
SPA 6 (South)	78.26%
SPA 7 (East)	40.22%
SPA 8 (South Bay)	16.30%
Total Respondents: 92	

Q15 10. What best describes you? What best describes you?

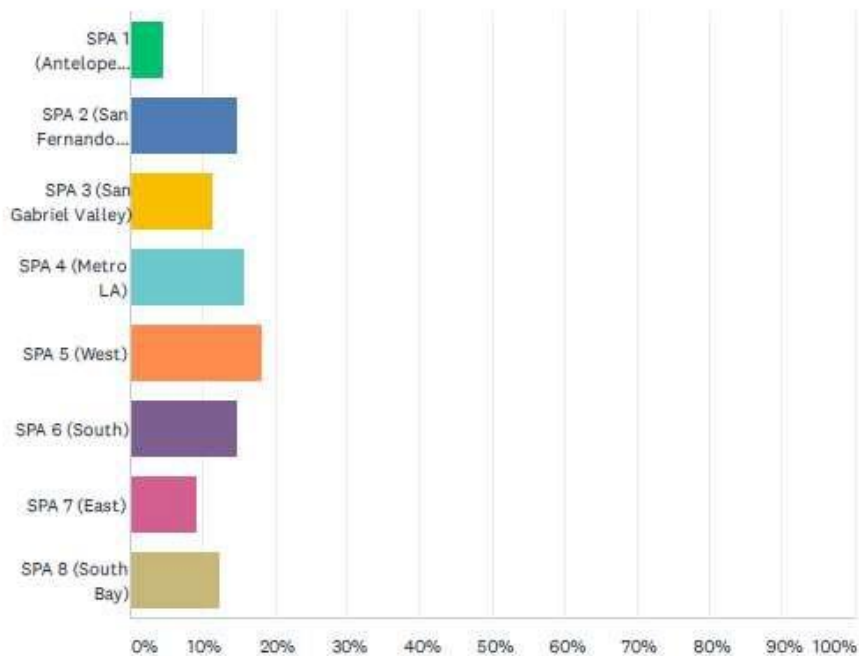
Answered: 91 Skipped: 41



ANSWER CHOICES	RESPONSES	
Service provider working directly with youth	34.07%	31
County employee	24.18%	22
Educator	2.20%	2
Youth (age 15-25)	0.00%	0
Youth (age 15-25) impacted by the justice system	1.10%	1
Juvenile justice advocate	14.29%	13
Concerned community member	12.09%	11
Adult or family member impacted by the justice system	4.40%	4
Other, please describe:	7.69%	7
TOTAL		91

Q17 12. What Service Planning Area (SPA) do you live in? The County of Los Angeles is divided into 8 geographic regions called Service Planning Areas, or SPAs. These distinct regions allow the Department of Public Health to develop and provide more relevant public health and clinical services targeted to the specific health needs of the residents in these different areas. More specifics on each SPA.

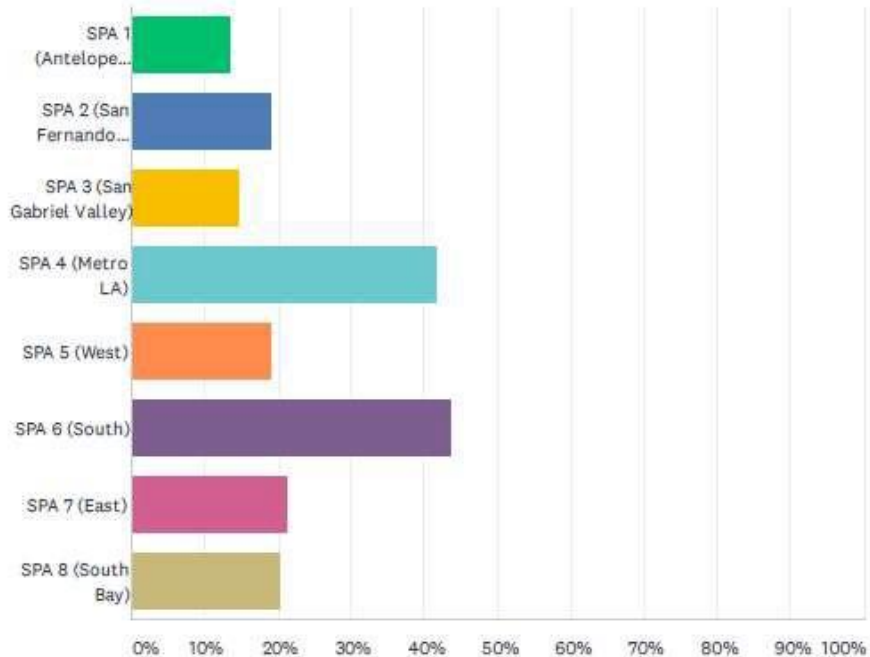
Answered: 89 Skipped: 43



ANSWER CHOICES	RESPONSES	
SPA 1 (Antelope Valley)	4.49%	4
SPA 2 (San Fernando Valley)	14.61%	13
SPA 3 (San Gabriel Valley)	11.24%	10
SPA 4 (Metro LA)	15.73%	14
SPA 5 (West)	17.98%	16
SPA 6 (South)	14.61%	13
SPA 7 (East)	8.99%	8
SPA 8 (South Bay)	12.36%	11
TOTAL		89

Q18 13. What Service Planning Area (SPA) do you work in?The County of Los Angeles is divided into 8 geographic regions called Service Planning Areas, or SPAs. These distinct regions allow the Department of Public Health to develop and provide more relevant public health and clinical services targeted to the specific health needs of the residents in these different areas. More specifics on each SPA. Select all that apply.

Answered: 89 Skipped: 43



ANSWER CHOICES	RESPONSES	
SPA 1 (Antelope Valley)	13.48%	12
SPA 2 (San Fernando Valley)	19.10%	17
SPA 3 (San Gabriel Valley)	14.61%	13
SPA 4 (Metro LA)	41.57%	37
SPA 5 (West)	19.10%	17
SPA 6 (South)	43.82%	39
SPA 7 (East)	21.35%	19
SPA 8 (South Bay)	20.22%	18
Total Respondents: 89		