



Office of Youth and Community Restoration

Juvenile Justice Crime Prevention Act & Youthful Offender Block Grant (JJCPA-YOBG) 2026 Consolidated Annual Plan

Date:	May 1, 2026
County Name:	Los Angeles County
Contact Name:	Sheila Williams
Telephone Number:	(562) 940-3693
Email Address:	Sheila.williams@probation.lacounty.gov

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. Please use this template or ensure your submission meets the accessibility standards by reviewing either the Microsoft Word or Adobe PDF checklists published by the U.S. Department of Health and Human Services website here [Accessibility Conformance Checklists | HHS.gov](#). Your submission will be posted to the OYCR website once it is confirmed to meet the accessibility standards.

Once the report is complete, attach the file to an email and send it to: OYCRgrants@chhs.ca.gov.

Contents

Juvenile Justice Crime Prevention Act & Youthful Offender Block Grant (JJCPA-YOBG) 2026 Consolidated Annual Plan	1
INSTRUCTIONS:	1
Part I. Service Needs, Priorities & Strategy – (Government Code Section 30061(b)(4)(A))	3
A. Assessment of Existing Services	3
B. Identifying and Prioritizing Focus Areas	12
C. Juvenile Justice Action Strategy	16
D. Comprehensive Plan Revisions	22
Part II. Juvenile Justice Crime Prevention Act (JJCPA) – (Government Code Section 30061(b)(4))	35
A. Information Sharing and Data	35
B. Juvenile Justice Coordinating Councils:	35
C. Funded Programs, Strategies and/or System Enhancements	36
Part III. Youthful Offender Block Grant (YOBG) – (Welfare & Institutions Code Section 1961(a))	36
A. Strategy for Non-707(b) Offenders	103
B. Regional Agreements	103
C. Funded Programs, Placements, Services, Strategies and/or System Enhancements	103

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 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. **Department of Youth Development (DYD) (Formerly the 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. YDD retained funding and it was moved to the new DYD once DYD was created in 2022.
2. **Public/Private Partnership (P/PP) for Fiscal Intermediary Services and Capacity Building Services with contracted CBOs**– 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 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.

In addition to the above six initiatives, other relevant initiatives and providers include:

7. Office of Violence Prevention
8. Trauma Prevention Initiative
9. Capacity Building Training and Technical Assistance
10. Incubation Academy
11. Whole Person Care
12. SEED School
13. Master Service Agreement Vendors (RFSQ #6401706)

In addition, the following community-based organizations have been certified as Master Service Agreement Vendors during the 5-year MSA Term of September 2017-2022. This list includes providers from across the Los Angeles County region:

*OCP prevention plan.

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

In addition, the following community-based organizations have been certified as Master Service Agreement Vendors during the 5-year MSA Term of September 2017-2022. This list includes providers from across the Los Angeles County region:

- 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.
- Compactor, 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.

- Coalition for Responsible Community Development
- Communities in Schools of the San Fernando
- Community Career Development, Inc.
- Compactor, 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, evaluated, and continuously improved to maximize benefit to the youth population served.

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, youth 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:

- RAND Corporation: Los Angeles County Juvenile Justice Crime Prevention Act FY 2016-2017
- Resource Development Associates 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).
- Los Angeles County Office of Violence Prevention, *Early Implementation Strategic Plan: A Blueprint for Peace and Healing* (June 2020)
- Los Angeles County Alternatives to Incarceration, *Alternatives to Incarceration Work Group Final Report: Care First, Jails Last, Health and Racial Justice Strategies for Safer Communities*
- W. Hayward Burns Institute: Los Angeles County: Youth Justice Reimagined (October 2020)
- RAND Corporation: A Gap Analysis of the Los Angeles County Juvenile Justice Crime Prevention Act Portfolio (January 2022)

- ❑ RAND Corporation: Promising Services for Justice-Involved Youth- A Scoping Review with Implications for the Los Angeles County Juvenile Justice Crime Prevention Act (January 2023)
- ❑ RAND Corporation: Building Capacity for Data Collection (January 2024)
- ❑ Governance Subcommittee (ways to support process and continuous improvement)
- ❑ Youth Justice Reimagined Los Angeles Department of Public Health Positive Youth Development Evaluation (PYDE) – Pilot Study: Final report Harder and Company (June 2024)
- ❑ RAND Corporation: Evaluation of Two Court Interventions for Youth (December 2024)
- ❑ RAND Corporation: Implementation Evaluation of Capacity Building (Two Programs) (December 2024)
- ❑ RAND Corporation: Evaluation of JJCPA for At-Promise Youth (January 2025)
- ❑ RAND Corporation: Evaluation of Two Mental Health Focused Programs (January 2025)
- ❑ RAND Corporation: Meeting the Needs of Queer Youth in Juvenile Justice (January 2025)
- ❑ RAND Corporation: Evaluation of Workforce-Focused Programs for Probation Youth (January 2025)
- ❑ RAND Corporation: Promising Services for Justice-Involved Youth (January 2025)
- ❑ RAND Corporation: Evaluation of Community-Based Programs Funded by the Juvenile Justice Crime Prevention Act (January 2025)
- ❑ Los Angeles County Public Health: Positive Youth Development Evaluation (PYDE) Final Report (June 2025)
- ❑ Harder and Company Community Research: Los Angeles County Public Health Positive Youth Development Evaluation (PYDE) Youth Program Evaluation Tool kit (June 2025)
- ❑ EVALCORP: Los Angeles County Office of Violence Prevention (OVP) - Training and Technical Assistance (TTA) Evaluation Report 2024-2025

- EVALCORP: Los Angeles County Office of Violence Prevention (OVP) - Training and Technical Assistance (TTA) Retrospective Report (June 2025)
- Los Angeles Centers for Alcohol and Drug Abuse (LACADA) and Los Angeles County Office of Violence Prevention (OVP): A path to Recovery and Health Living – Capacity Building Services – Training and Technical Assistance (TTA) Program: Project Period July 2024 – June 30, 2025

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 based on 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.”

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
 - LGBTQIA+, racial disparities, geography, pop. characteristics (2017 Probation Workgroup Report)
- The underlying CMJJP framework is used to allocate JJCPA resources
- 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.

- Link to the FY 2023-24 CMJJP from the Juvenile Justice Coordinating Council's website: [Microsoft Word - 2020.11.23 FY 2021-22 CMJJP 03 Dec 20 JJCC Draft kmb Final](#)

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 21- 22 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 21-22 of this document.

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.

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-risk 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-risk and probation youth’ needs in Los Angeles County given its available programs and funding resources?”²⁶

i. At-Risk Youth²⁷

	Estimated Number
Estimated Total Youth in Los Angeles County (under age 18)	2,144,549
Estimated at-risk groups	
-Number of youth 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 youth using substances, above poverty threshold	142,120
Total in at-risk 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-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 Juvenile 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

The table of Overall Youth Arrests shows marked decreases in the total arrests as well as felony, misdemeanor and status offense arrests from 2012 to 2018. These reductions are part of a steep decline in juvenile arrests in the State over the past decades (<http://www.cjcj.org/news/11883>).

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

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

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

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)	2021 (Oct. 31 snapshot)	2022 (Oct. 31 snapshot)	2023 (Oct. 1, snapshot)	2024 (Oct. 1, snapshot)	2025 (Oct. 1, snapshot)
Juvenile Halls	538	550	325	248	351	283	279	250
-On psychotropic meds	149 (27.7%)	160 (29.1%)	132 (40.6%)	99 (38.9%)	165 (47.0%)			
Camps	259	300	133	79	88	96	98	122
-On psychotropic meds	93 (35.9%)	124 (41.33%)	72 (54.1%)	50 (63.3%)	36 (40.9%)			
Dorothy Kirby Center	48	53	58	50	40	51	48	51
-On psychotropic meds	37 (77%)	42 (79.25%)	46 (79.3%)	43 (86.0%)	27 (67.5%)			

* https://www.ojdp.gov/ojstatbb/ezapop/asp/profile_display.asp

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

Youth in Probation System	2018 (Dec. 31 snapshot)	2019 (Dec. 31 snapshot)	2020 (Oct. 31 snapshot)	2021 (Oct. 31 snapshot)	2022 (Oct. 31 snapshot)	2023 (Oct. 1, snapshot)	2024 (Oct. 1, snapshot)	2025 (Oct. 1, snapshot)
Active Supervision	5,098	4,412	3,538	2,281	1838	2197	2393	2551
Supervision Dispositions								
• 654	448	306	125	68	195	234	127	148
• 654.2	247	169	145	95	93	182	145	157
• 725(a)	299	285	222	143	141	197	241	164
• 727(a)	1	0	0	0	0	0	0	1
• 790	277	246	197	108	56	79	79	139
• Home on Probation	2162	1992	1,746	1029	707	871	1093	1209
• Suitable Placement	646	631	435	301	214	203	262	274
• DJJ/SYTF Transition	61	60	35	56	37	88	119	129
• Bench Warrant	760	607	549	423	314	296	257	266
• Out-of-State/ Courtesy Supervision	25	23	11	52	20	11	19	18
Intercounty Transfer to LA	79	67	56	39	46	37	37	40
Pending	118	26	17	6	15	26	14	6

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 85% reduction from the 2018 snapshot to the 2025 snapshot), 654.2 (a 62% reduction from the 2018 snapshot to the 2021 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 youth interacting with Probation during 2020.

³⁰ See Appendix E for Probation Youth Demographic Data

*Chart- See above regarding intercounty Transfer

** Chart – information included in BSCC Application

*The number of youth on out-of-state/courtesy supervision increased but includes a relatively small number of youth.

2. Youth on Probation by Geography

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

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

2025 Update

- a. **90044 – Athens (City of LA)**
- b. **90003 – South Central (City of LA)**
- c. **93535 – Lancaster/quartz Hill**
- d. **90011 – South Central *City of LA)**
- e. **90805 – North Long Beach**

2024

- a. **90044 – Athens (City of LA)**
- b. **90003 – South Central (City of LA)**
- c. **93535 – Lancaster/Quartz Hill**
- d. **90011 – South Central (City of LA)**
- e. **90805 – North Long Beach**

2023

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

2022

- a. **93535 Lancaster/Quartz Hill**
- b. **90044 Athens (City of LA)**
- c. **90003 South Central (City of LA)**
- d. **90037 South Central (City of LA)**
- 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 youth.

For heatmap/graphical representation of the youth on probation in Los Angeles County please see page 43 of the FY 2025-26 CMJJP

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 intervention¹⁵, intervention, capacity-building, and evaluation and infrastructure.

Trauma-informed Care: Estimates suggest that up to 90 percent of youth involved in the juvenile justice system have been exposed to at least one type of trauma (Abram et al., 2004), which has led to an increasing recognition of the importance of offering trauma-informed care to this population (Skinner-Osei et al., 2019). The National Child Traumatic Stress Network (2015) has outlined several ways in which a juvenile justice system can be trauma-informed, including by having trauma-informed policies and procedures, doing screenings and assessments to identify youth who have experienced trauma, ensuring that staff have been trained in traumainformed approaches, and providing trauma-informed programming. Additional resources on trauma-informed care for youth across the spectrum of risk can be found through resources such as the National Child Traumatic Stress Network.

Racial Equity Framework: Black, Indigenous, and People of Color (BIPOC) are more likely to come into contact with law enforcement and be rearrested, though their rates of involvement in delinquent behavior are similar to their White peers (McGlynn-Wright et al., 2020; Mitchell, 2005; Onifade et al., 2019). Juvenile justice programs should aim to address these inequities. This might include approaches such as ensuring that these youth are being offered services, enrolled in services, and equally benefitting from services. It may also include understanding whether youth from diverse racial backgrounds have different needs or are experiencing different challenges to engagement and ensuring that those are being equitably addressed. Resources include:

*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.

- Lantos et al., 2022, Integrating Positive Youth Development and Racial Equity, Inclusion, and Belonging Approaches Across the Child Welfare and Justice Systems. Bethesda, MD: ChildTrends. <https://www.childtrends.org/publications/integrating-positive-youthdevelopment-and-racial-equity-inclusion-and-belonging-approaches-across-the-childwelfare-and-justice-systems>

- Annie E. Casey Foundation, 2015, Race Equity and Inclusion Action Guide. Baltimore, MD:Author. https://assets.aecf.org/m/resourcedoc/AECF_EmbracingEquity7Steps2014.pdf

Culturally Appropriate and Responsive Programming: Culturally responsive programming includes elements reflecting the cultures of the youth being served, which can include language, communication styles, and other factors (Feldman et al., 2010). Offering culturally responsive programming is one way to address racial and ethnic disparities in the juvenile justice system, as it can increase the effectiveness of the programming for diverse racial and ethnic groups (Cabaniss et al., 2007; Hoytt et al., 2001). Some examples of ways that programs can be culturally responsive include offering programming in multiple languages; understanding cultural norms related to the role of family, and adapting programming to include family elements as appropriate; and understanding cultural norms surrounding interactions with authority figures, and identifying ways to improve youth and family member comfort levels with program leadership.

Resources include:

- Impact Justice, 2021, Culturally responsive programming for youth. Oakland, CA: Author. <https://probation.acgov.org/probation-assets/files/juvenileservices/SB823/Resources/Culturally%20responsive%20programming.pdf>

- Rogers & Granias, 2019, Culturally specific youth development programs: An evaluation guide. Saint Paul, MN: Wilder Research. https://www.wilder.org/sites/default/files/imports/Wilder_CulturallySpecificOST_Practice_Guide_5-19.pd

Evidence-Based Practices: Ideally, juvenile justice systems are offering evidence-based programs – that is, those that have been demonstrated to result in positive outcomes for participating youth. Typically, a program is designated as “evidence-based” after multiple highquality evaluations have demonstrated its effectiveness, and ideally it has been tested in a similar context and population as the juvenile justice system is targeting. However, there can be substantial variability in the types of settings, populations, and outcome measures used in evaluation studies (Applegarth, Jones, & Brooks Holliday, forthcoming), and programs should be mindful about applying findings from studies to their local context. It is also important that these practices be implemented with fidelity in the local setting to increase the likelihood they will accomplish the expected outcomes for this reason, conducting local evaluations of the implementation and outcomes of programs and services is important.

Vision for Supporting Family’s Needs: Best practices for juvenile justice systems indicate that programming should be family-focused. Evidence demonstrates that strong bonds between children and families can promote pro-social behavior (e.g., Brook et al.,

1998), and therefore programming should promote engagement of family members (Luckenbill and Yeager, 2009; Osher et al., 2012; Pennell, Shapiro, and Spigner, 2011; Shanahan and diZerega, 2016). It is also important that family be conceptualized broadly and include not just biological parents, but also foster or adoptive parents and extended family as relevant.

Supporting Communities with High and Very High Need w/Target Prevention Services The risk-need-responsivity model is an evidence-based approach to providing services to individuals involved in the legal system (Bonta & Andrews, 2016). This model indicates that the intensity of services should be matched to a youth's risk level, such that higher risk and need youth should receive more intensive services. Services should also be matched to the specific needs of the youth – for example, if a youth has a substance use problem, there should be an intentional effort to provide substance use treatment services to that individual. This match between services and youth risk and need levels is important, as there is evidence that providing overly intensive interventions to low-risk youth can have iatrogenic effects (e.g., increase the likelihood of justice system contact) (Dowden and Andrews, 1999). For this reason, it is important to ensure that services target the highest need youth. Ideally, this begins with the provision of prevention programs for at-risk youth, and then moving toward graduated sanctions and treatment programs for youth who have committed delinquent acts (Wilson and Howell, 1993)

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

* 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. ** 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). *** *Ibid*.

* 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.”

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

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:

* 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.

** 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).

*** *Ibid.*

Pre-system connected/at-promise youth¹⁸ – 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-related risk factors include of association with deviant peers and peer rejection. 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

• **Governmental Partners 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 Arts and Culture
- LAC District Attorney’s Office
- LAC Public Library
- LAC Department of Economic Opportunity
- LAC Office of Education
- Los Angeles Unified School District
- LAC Chief Executive Office
- City of Los Angeles Gang Reduction Youth Development
- LAC Department of Health Services
- LAC Department of Public Health

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)

- ☐ **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.

Governmental Partners that have funding for this population include:

Superior Court of California, County of Los Angeles
LAC District Attorney's Office
LAC Public Defender's Office
LAC Department of Children and Family Services
LAC Department of Mental Health
LAC Department of Health Services
LAC Department of Public Health
LAC Department of Youth Development
Los Angeles County Office of Education
LAC Arts and Culture
LAC Parks and Recreation

- ☐ **Probation youth** – These youth include those under community supervision on informal or formal probation (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.

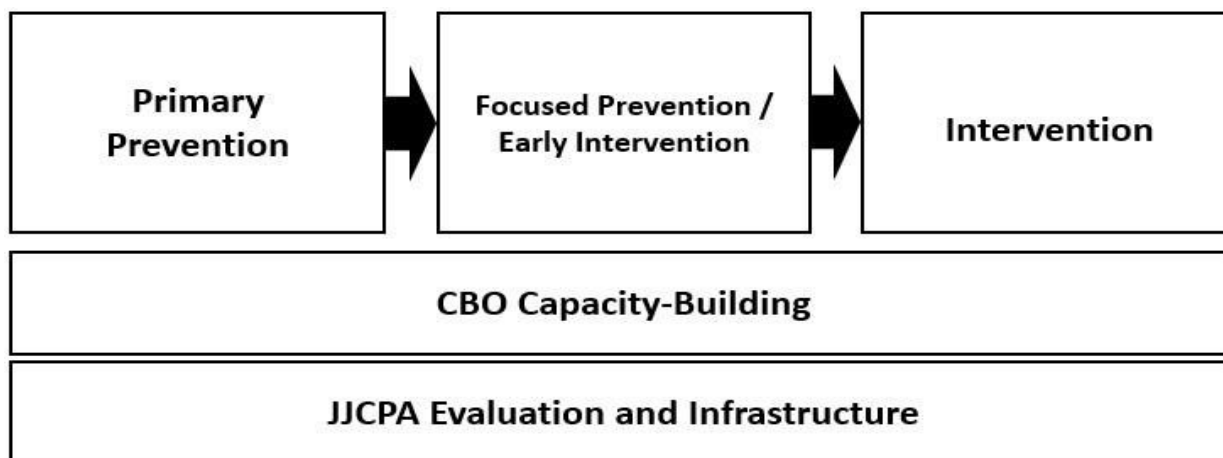
Recognizing that the terms primary prevention, focused prevention/early intervention and intervention are used in a variety of fields – including juvenile justice, delinquency, dependency and child welfare, public health, and education, the CMJJP further defines these terms in the next section, adopting 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 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."

Target Population	Estimated Numbers ² ¹	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	

a. 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:



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

- **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

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

** A Roadmap for Youth Diversion in Los Angeles County.

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.

²³ A Roadmap for Youth Diversion in Los Angeles County.

- **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.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.

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

** A Roadmap for Youth Diversion in Los Angeles County.

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

****Denise Herz, Probation Workgroup Report, 3.3.17.

b. Recommended Service Categories and Approaches

Along the continuum of prevention and intervention services structured around a youth development framework, 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, trauma informed behavioral health 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/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
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

b. 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	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 interagency collaboration Program Delivery by Community-Based Agencies - Types of programs accessed by clients	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/Dept. of Juvenile Justice placements - New arrests

	- 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	- Sustained petitions
--	---	---

D. Comprehensive Plan Revisions

Describe how your Plan has been updated for this year:

The CMJJP is annually updated by adopting a Resolution through the JJCC. An Ad-Hoc Subcommittee consists of JJCC members who self-nominate to complete Plan revisions. The following information was provided to the JJCC as part of their work and was included in the FY 2026-27 CMJJP that was adopted by the JJCC during the March 3, 2026, JJCC meeting.

FY 2026-2027 JJCC-CMJJP Ad-Hoc Subcommittee's Co-Chair Report included the following information regarding Plan updates:

It should be noted that much of last year's Subcommittee Report remains true as we continue with youth justice reimagined and the continuance of the Youth Development Department. The subcommittee's focus was to continue to make improvements in the proposal process to reflect the evolving landscape of juvenile justice programming while creating a more defined process in reporting justice outcomes. The highlights capture the work we built on this past year from previous years that demonstrate our commitment to continuous improvement in the process. To that end, we worked to memorialize the process utilized during Ad-Hoc's work. This year included some very important updates including restructuring of the CMJJP Ad-Hoc Timeline.

It should be noted that the numbers of scheduled meeting hours quadrupled from 13 hours to 41.5 hours since FY 2021-2022. Additionally, it is estimated the Ad-Hoc Subcommittee worked 10 hours outside the scheduled meetings for 51.5 hours of work, compared to the 13 hours in FY 2021-2022. The additional hours of study and deep dialogue among the Ad-Hoc Subcommittee were necessary to analyze proposals to prepare for making funding recommendations. This is a testament to the dedication and incredible work the Ad-Hoc Subcommittee commits to in providing measured and thoughtful updates to the CMJJP, and to the funding recommendation process. The collaboration and effort to build consensus among leaders serving youth at-promise to inform is needed to guide an ever-evolving landscape of justice re-imagined for youth, families, and communities of Los Angeles County.

Revisions and Updates to the CMJJP for FY 2026-2027 included the following:

Reviewing the CMJJP for updates before considering funding proposals ensures the Ad-Hoc Subcommittee's work reflects the realities of today's ever-evolving justice reimagined landscape in Los Angeles County. Updates made uplift the continued direction of greater accountability in ensuring funds meet the urgent and specific needs of at-promise and probation youth and their families in a targeted manner, specifically around managing unspent funds balances. The Ad-Hoc Subcommittee deliberated extensively on how to manage unspent funds balances with new funding requests and enhanced prior processes and developed a more defined process for this. Applying the updated frameworks to proposal evaluation also resulted in a more coherent discussion on how services are being reimagined to address the developmental needs for youth.

Assisting Governmental Partners with future data collection:

Between January 2024 through December 2025, the previous JJCPA Evaluator published eight (8) evaluations/reports. The evaluations have been added to the plan and were provided to the Ad-Hoc as part of their work. The most recently published information includes evaluation of several JJCPA funded programs that had data available, as well as a Gap Analysis. The prior Ad-Hoc (FY 2025-26) asked that funded governmental partners receive the published report “Capacity Building for Data Collection” that is a toolkit for agencies to learn how to conduct data collection. The information was sent out to the funded governmental partners. Two additional emails were sent. The follow-up email was to clarify that support would continue to be available, and invoicing and support would not change. They were informed Department of Youth Development (DYD) would be the department that would work directly with them regarding at-promise data collection. Probation would retain data collection for justice-involved youth. The final email was to introduce DYD staff and the JJCPA contracted evaluator team so they may begin data collection. It should be noted that the FY 25-26 Funding Request Form and letter sent to governmental partners that data collection would be mandatory.

CMJJP Ad-Hoc administrative addition of governmental partners funding request budgets reviewed against prior year’s submission process:

The creation of a budget review process of the current funding request budget in comparison to the previous FY funding request budget was created to provide the Ad-Hoc with an enhanced review of the program services and how an agency would plan to spend the funding. The budget reviews were informative for the Ad-Hoc to ensure funding will be targeted to provide direct services. As a direct result of the review process, Ad-Hoc determined that agencies would be informed individually regarding items that would not be allowed to be reimbursable under JJCPA funding. The Ad-Hoc made decisions regarding the budget review analysis to help formulate the funding recommendations.

CMJJP Ad-Hoc Subcommittee Revised Timeline – to be closer to the County Executive Office (CEO) Budget deadlines and providing additional time to complete Draft Memorandums of Understandings (MOUs).

The most important update by Ad-Hoc Subcommittee was in support of the proposed timeline changes. The proposed changes should result in the following benefits:

- Major shift in providing the information to the Board of Supervisors for the upcoming fiscal year
- Will provide more time for the Ad-Hoc Subcommittee to review governmental partner funding request submissions
- JJCC meeting and vote to approve funding recommendations and draft CMJJP will provide the adopted information to be in closer alignment with the CEO Budget deadline (annually January prior to upcoming fiscal year start)

- Provide a larger time period between the adoption of funding recommendations and the upcoming fiscal year to complete draft MOUs prior to the upcoming fiscal year start date

Updated Timeline changes in chronological order:

- Annual Resolution to create the next FY CMJJP Ad-Hoc Subcommittee (November/December)
- CMJJP Ad-Hoc Subcommittee will convene (January/February) to work on CMJJP updates
- Governmental Partners Funding Request Forms for the following FY will be sent (January/February)
- Community Advisory Committee (CAC) Youth Needs Assessment Survey posted on website (February)
- Programs/Projects form posted on website (February)
- CMJJP Ad-Hoc will begin review of received funding request forms for the upcoming FY (March-July)
- CMJJP Ad-Hoc Subcommittee will finalize funding recommendations for the upcoming FY (October/November)
- JJCC will vote to approve updated CMJJP and funding recommendations for the upcoming FY (November/December)
- Board information will be submitted (January/February)
- CMJJP will be submitted to the Office of Youth and Community Restoration (May 1st)

For the upcoming FY of 2027-2028, the process will begin once the CMJJP is adopted for FY

2026-2027.

CMJJP Ad-Hoc Resolution Updates:

- CMJJP Ad-Hoc Calendar schedule will be provided as an attachment to the Resolution
- Commitment will be required by CMJJP Ad-Hoc self-nominees to attend 90% of the scheduled listed meetings
- Commitment that should they be unable to attend 90% of the meetings, at any time during the work of the Ad-Hoc deliberations, Co-Chairs reserve the right to meet with the Ad-Hoc member regarding a large number of missed meetings (over 10% of meetings). Co-Chairs reserve the right to meet with the Ad-Hoc member regarding a larger number of missed meetings. Co-Chairs reserve the right to ask an Ad-Hoc member to step down due to missing a large number of meetings as it would be unfair to the remaining Ad-Hoc members who dedicated their time to completing the work.

FY 2027-2028 Funding Request Updates will provide programmatic specific questions to provide enhanced information for the CMJJP Ad-Hoc Subcommittee members:

The revised funding request form will include information that will later be utilized to create a graph based upon the information provided in the funding request forms. It will be based upon de- identifiable information. The information will provide a picture of the scope and depth of programming JJCPA funded programs provide to youth in Los Angeles County. The information will include:

- Total number of programs offering services to youth
- Total youth served by the program for the prior FY
- Program frequency
- SPA' s covered by the program
- Estimated cost per capita per youth

This will result in the creation of a future graph providing a snapshot of information regarding direct services. The vision is to create a future dashboard providing information on all programs by fiscal year.

Revised CMJJP Ad-Hoc Funding Review and Allocation Process

Process Improvement Funding Review and Allocation Process streamlined proposal and review process to allow for more depth conversations, improved efforts to communicate with organizations on unspent funds, clarify submission process based on strategy.

CMJJP Ad-Hoc members agreed upon a new level review to create standard guidelines to make funding recommendation decisions. They included the following:

- No program expansions or added staff
- Review of COLA increases
- No external evaluations
- No indirect costs over 15%
- Reviewed the pattern of spending during the last three (3) FYs of expenditures (based upon year-end closing expenditures).
- If a governmental partner had unspent funds, they were reviewed as well as what the governmental partner submitted as their plan to spend down the funding in FY 25-26.
- Determined that all governmental partners that had unspent funds, (FY 26-27 after year end closing) any remaining unspent funds (through FY 24-25) could be swept and utilized to fund new programming for the upcoming FY. The Ad-Hoc was clear that governmental partners be informed this year of the changes for next year regarding unspent funds.
- Ad-Hoc members wanted the processes to be memorialized for future Ad-Hocs to provide a process to complete the work. Therefore, information has been included.

- Continued with the previously revised formalized process for review teams and equipped them with guiding questions to report out and meet and confer outside the formal Ad-Hoc Subcommittee meeting to develop follow-up questions for the organizations/departments requesting funds, and to calibrate and come to a consensus regarding their recommendations to the Ad-Hoc Subcommittee.
- Refined process to obtain information by having Ad-Hoc members pose specific questions to the agencies once an issue is found. In the past there was a time limit place on the Ad-Hoc members reviewing the information and requesting information very early in the process. This revised process removed the barrier for Ad-Hoc members in the past, as they had to try to find the time to complete their review of all requests to meet the deadline to pose their questions.
- Ability to meet with governmental partners regarding questions posed by Ad-Hoc Subcommittee members to gain clarity.
- Additional meeting process by Ad-Hoc Subcommittee members who volunteer to meet with a governmental partner to ensure questions posed are provided assistance needed to obtain answers for the Ad-Hoc Subcommittee. This is a new level of assistance that was offered governmental partner to receive information.
- Continued to apply the new youth development frameworks outlined in the CMJJP to proposal review, which informed funding considerations.
- Continued ability to review and evaluate funding requests submissions. As in previous years, there has been a greater focus on the reasons and impacts of carryover fund amounts given the unprecedented COVID-19 Pandemic as previously reported in FY 2021-22 Co-Chair report. In Fiscal Year 2023-2024 r unspent funds were reviewed, and some funding requests were granted to retain unspent funds amounts, rather than recommending the addition of new funding. Because some unspent funds balances are persisting, it was determined that additional review and analysis was required to review and address these reasons to inform and direct for funds to be allocated to meet the urgent needs of youth and their families.
- CMJJP Ad-Hoc Subcommittee met with the JJCPA Evaluator NPC as an introduction as the new JJCPA contracted evaluator.
- Enhanced Step 1 by adding to the FY 2026-27 JJCC-CMJJP Ad-Hoc Subcommittee Resolution to enhance the previously adopted version. The addition of a new attachment of the CMJJP Ad-Hoc meeting calendar to provide

the schedule prior to the start of the Ad-Hoc. Includes commitments from self-nominees that they will commit to attending at least 90% of the meetings. The important work must have a commitment to be present for a very high percentage of meetings to ensure the work can be completed. The self-nomination process will repeat for an additional opportunity for self-nomination. This has been added to ensure JJCC Community Member involvement priority and support the self-nomination process.

- To continue the work from last year by utilizing this available funding as well as reviewing their program's record of previously expending funding when making annual recommendations to the JJCC. This may take more than one (1) year to accomplish; however, the Ad-Hoc Subcommittee has made strides to recommend funding with this consideration.
- Steps have been updated based upon the timeline changes.

In summary, the work of the Ad-Hoc continued to evolve and during the state/county fiscal crisis (as of February 2026), Ad-Hoc work was impacted, as governmental partner funding requests were substantially higher than in all prior FYs 2020-2025 since the inception of the Ad-Hoc subcommittee to complete the work. Due to the substantial amounts requested by most governmental partners, the Ad-Hoc worked diligently to determine funding recommendations. As previously mentioned, the Ad-Hoc work included the review of budgets submitted by the governmental partners, multiple prior year spending trends as well as previously mentioned standardized guidelines. Based upon the totality of their work, Ad-Hoc was able to come to a consensus regarding funding recommendations.

Additional Updates to the CMJJP

- The previous JJCPA Evaluator (RAND Corp.) published a total of eight (8) . All were posted on the Juvenile Justice Coordinating Council (JJCC) website. Provided all eight (8) evaluations to the Ad-Hoc.
- Provided funded Governmental Partners with RAND Corp.'s published report: Building Capacity for Data Collection – A Toolkit for Programs Funded by the JJCPA. It was published to provide assistance to governmental partners to help them to enhance/begin data collection. The report included the following steps that included examples and worksheets:
 - Step 1: Decide what data to measure and collect
 - Step 2: Decide how you will collect data for the program participation and outcome measures you have identified
 - Step 3: Develop a plan for data collection
 - Step 4: Prepare materials to inform participants about data collection

- Step 5: Document the data collection plan and train staff members
- Step 6: Collect data using the plan and prepare to modify the data collection plan
- Step 7: Prepare the data for analysis
- Step 8: Share results with staff and make programmatic changes
 - a. Recommended: Adopt the FY 2026-27 JJCPA Funding Allocations Recommended by the CMJJP Ad-Hoc Subcommittee. The Ad-Hoc Subcommittee's intended purpose was to propose funding allocation recommendations that maximize the provision and continuity of services across the continuum of effective youth development.

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 and various county-wide systems to assist with data compilation for recidivism and program/treatment services outcomes. 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 consent input from various stakeholders.

The Department adheres to the legal requirements of Welfare and Institutions Code (WIC) 827, Health Insurance Portability and Accountability Act (HIPAA), Family Education and Rights Privacy Act (FERPA) and the County's established security protocols when addressing data collection and reporting. The JJCPA Evaluator provides technical assistance to funded programs as to relevant outcome measures that could be used to assess short-term and intermediate outcomes of each program, in addition to outcomes that are effective in reducing delinquency and addressing juvenile crime. In turn, the data can be utilized in both the comprehensive process and outcome evaluations and to support the annual review/evaluation of funded programs. Additional system tracking updates are also under review and pending implementation.

B. Juvenile Justice Coordinating Councils:

Does your county have a fully constituted Juvenile Justice Coordinating Council (JJCC) as prescribed by Welfare & Institutions Code Section 749.22?

☒ Yes ☐ No

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

N/A

C. Funded Programs, Strategies and/or System Enhancements

Using the templates below, provide details for each program, strategy, and/or system enhancement that will be funded by the Juvenile Justice Crime Prevention Act (JJCPA), identifying any program that is co-funded with Youthful Offender Block Grant (YOBG) funds.

To include multiple programs, copy and paste the template fields "1. Program Name," "2. Evidence Upon Which It Is Based," and "3. Description" as many times as necessary.

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.

1. Program Name:

County of Los Angeles Department of Mental Health - Mental Health Screening and Assessment (MHSAT) (#1)

2. Evidence Upon Which It Is Based:

Youth entering detention often come to facilities with unaddressed mental health needs that can increase behavioral challenges and safety risks if unaddressed. For example, youth with mood disorders may display more anger, irritability, and hostility (Biederman & Spencer, 1999; Goodyer & Cooper, 2018; Knox et al. 2000). While housed in facilities, these symptoms can lead to an increased risk of altercations with other youth or self-harm (Grisso, 2008). Studies estimate that 60-70% of youth entering detention meet criteria for one or more mental health disorders, but few receive diagnoses or adequate services due to limited screening procedures (Duchschere et al., 2023). This study also estimated that 50-75% of adolescents with mental health concerns who spend time in detention may become involved in the criminal justice system as adults. Early identification and treatment for these youth is pertinent for safely housing youth in detention and promoting positive long-term outcomes for youth and the community at large.

National and state standards (such as Title XV of the California Code of Regulations and the National Commission on Correctional Health Care [NCCHC] Standards for Health Services in Juvenile Detention and Confinement Facilities) require that any youth entering a secure facility receives prompt mental health screening, assessment, and referrals to needed services. Continuity of care is also a critical component of these standards, meaning it is important that services beginning while a youth is detained continue after release into the community.

Evaluations of initiatives in other states have found reductions in behavioral symptoms and improved functioning following structured in-custody mental health treatment (Fain et al., 2018).

By utilizing screening, assessment, and appropriate treatment services within Los Angeles County's detention and camp facilities, the MHSAT program puts youth mental health and wellbeing at the forefront. The program ensures youth with needs are quickly identified and linked to services both while detained and upon release into the community. The program directly supports JJCPA's primary goals of intervention and prevention of further escalation in the criminal justice system, helping stabilize youth, and reducing the likelihood of recidivism by providing needed care.

- Biederman J., Spencer T. Depressive disorders in childhood and adolescence: A clinical perspective. *J. Child. Adolesc. Psychopharmacol.* 1999;9:233–237. doi: [10.1089/cap.1999.9.233](https://doi.org/10.1089/cap.1999.9.233)
- Cocozza, J. J., & Stainbrook, K. A. (1998). *The Ohio Linkages Project: Final evaluation report*. Policy Research Associates.
- Duchscher, J. E., Reznik, S. J., Shanholtz, C. E., O'Hara, K. L., Gerson, N., Beck, C. J., & Lawrence, E. (2023). Addressing a mental health intervention gap in juvenile detention: A pilot study. *Evidence-Based Practice in Child and Adolescent Mental Health*, 8(2), 236–251. <https://doi.org/10.1080/23794925.2022.2042873>
- Goodyer I., Cooper P. A community study of depression in adolescent girls—II: The clinical features of identified disorder. *Br. J. Psychiatry.* 1993;163:374–380. doi: [10.1192/bjp.163.3.374](https://doi.org/10.1192/bjp.163.3.374)
- Grisso T. Adolescent offenders with mental disorders. *Future Child.* 2008;18:143–164. doi: [10.1353/foc.0.0016](https://doi.org/10.1353/foc.0.0016)
- Knox M., King C., Hanna G., Logan D., Ghaziuddin N. Aggressive behavior in clinically depressed adolescents. *J. Am. Acad. Child. Adolesc. Psychiatry.* 2000;39:611–618. doi: [10.1097/00004583-200005000-00015](https://doi.org/10.1097/00004583-200005000-00015)
- Skowrya, K. R., & Cocozza, J. J. (2007). *Blueprint for change: A comprehensive model for the identification and treatment of youth with mental health needs in contact with the juvenile justice system*. National Center for Mental Health and Juvenile Justice. <https://www.ojp.gov/ncjrs/virtual-library/abstracts/blueprint-change-comprehensive-model-identification-and-treatment>
- Fain, T., Turner, S., & Matsuda, S. M. (2016). *Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal year 2014–2015 report*. RAND Corporation. https://www.rand.org/content/dam/rand/pubs/research_reports/RR1400/RR1458/RAND_RR1458.pdf

3. Description:

As more specifically described above, the MHSAT program was implemented roughly 24 years ago. The desired outcomes include timely and appropriate identification of youth in need of mental health treatment, provision of treatment and linkage to follow-up care upon release. The outcomes include improved functioning at home, at school and in the community, decreased involvement in the juvenile justice system, and prevention of on-

going suffering. DMH currently provides mental health services provided by MHSAT program to youth at one County Juvenile Hall, four Probation Camps, and Dorothy Kirby Center

1. Program Name:

Los Angeles Superior Court – Special Needs Court - Juvenile Mental Health Court (#2)

2. Evidence Upon Which It Is Based:

Juvenile Mental Health Courts (JMHCs) reflect a long history of problem-solving courts that center treatment as a primary strategy to prevent recidivism, enhance stability and skill building, reduce use of detention, and promote successful community integration. Like juvenile drug courts, JMHCs operate within a framework of therapeutic jurisprudence where the emphasis is on treating and supporting youth to reduce system involvement.

Studies consistently show that up to 60-70% of youth held in American juvenile detention centers have a diagnosable mental illness (Holman & Ziedenberg, 2006; Teplin et al., 2002; Shufelt & Cocozza, 2006), highlighting the significant need for services within this population. Research has also demonstrated that many youth who are detained do not receive mental health services (Child Trends, 2015). In addition to diagnosable mental health conditions, trauma exposure is highly prevalent among justice-involved youth and is strongly linked with the likelihood and severity of offending. One study (Kerig et al., 2025) estimated 90% of youth in the juvenile justice had some degree of trauma exposure. Trauma is also associated with later recidivism (Jackson et al., 2023). These findings highlight the importance of trauma-informed care within the juvenile justice system.

A recent meta-analysis found that adult and juvenile participation in mental health courts was associated with a 74% decrease in recidivism rates. Authors concluded that 'mental health courts have a sizeable and significant effect on future recidivism among justice-involved people with mental health issues' (Fox et al., 2021, p. 657), and that these results were sustained over time. There has been other youth-focused evidence for the effectiveness of mental health courts. For example, Heretick (2013) compared the outcomes of youth participating in a mental health court to several comparison groups, including youth receiving minimum, medium, and intensive levels of community supervision. They found that youth in the mental health court tended to have lower recidivism rates (38%) than those on intensive community supervision (54%).

In Los Angeles, a report by RAND focused on data from FY 2016-2017 found that, when compared to a comparison group¹, youth in the JMHC treatment group had lower rates of rearrest, although it is possible that this may reflect in part additional monitoring of program participants.

- Fox, B., Miley, L. N., Kortright, K. E., & Wetsman, R. J. (2021). Assessing the effect of mental health courts on adult and juvenile recidivism: A meta-analysis. *American Journal of Criminal Justice*, 46, 644–664.

¹ The comparison group comprised youth who were eligible but did not attend because they were close to aging out, or who were no longer eligible once the MH criteria changed.

- Fain, T., Turner, S. & Shahidinia, N. (2018). *Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal year 2016–2017 report*. RAND Corporation, 2018. https://www.rand.org/pubs/research_reports/RR2401.html
- Heretick, D. M., & Russell, J. A. (2013). The impact of juvenile mental health court on recidivism among youth. *Journal of Juvenile Justice*, 3(1), 1.
- Holman, B., & Ziedenberg, J. (2006). The dangers of detention: The impact of incarcerating youth in detention and other secure facilities. Justice Policy Institute. http://www.justicepolicy.org/images/upload/06-11_rep_dangersofdetention_jj.pdf
- Jackson, D. B., Jones, M. S., Semenza, D. C., & Testa, A. (2023). Adverse childhood experiences and adolescent delinquency: A theoretically informed investigation of mediators during middle childhood. *International Journal of Environmental Research and Public Health*, 20(4), 3202. <https://pmc.ncbi.nlm.nih.gov/articles/PMC9959059/>
- Kerig P. K., Jagers J. W., & Alexander A. R. (2025). Trauma exposure as a "driver" of change in mental health problems among youth with multiple admissions to juvenile detention. *International Journal of Environmental Research and Public Health*, 22,1710. doi: 10.3390/ijerph2211710.
- Shufelt, J. L., & Cocozza, J. J. (2006). Youth with mental health disorders in the juvenile justice system: Results from a multi-state prevalence study. National Center for Mental Health and Juvenile Justice. <https://sites.unicef.org/tdad/usmentalhealthprevalence06.pdf>
- Teplin, L. A., Abram, K. M., McClelland, G. M., Dulcan, M. K., & Mericle, A. A. (2002). Psychiatric disorders in youth in juvenile detention. *Archives of General Psychiatry*, 59(12), 1133–1143. <https://doi.org/10.1001/archpsyc.59.12.1133>

3. Description:

The Juvenile Mental Health Court (JMHC) is a collaborative, trauma-informed court designed to provide comprehensive rehabilitation for justice-involved youth with mental health disorders and developmental disabilities. Its mission is to reduce recidivism and improve long-term outcomes by fostering stability, functioning, and community integration. Guided by a multidisciplinary team—including psychiatrists, psychologists, judicial officers, counsel, probation, social work, and educational advocacy—JMHC develops individualized treatment plans addressing root causes rather than charges. Assessments include record reviews, clinical evaluations, and input from families and partner agencies such as DCFS. Treatment is coordinated through intensive referrals, monitoring, and cross-agency collaboration. Youth appear in court every 2–6 weeks, ensuring oversight and adaptation of services. By leveraging formal and informal partnerships, JMHC delivers dynamic, responsive care to promote both immediate stability and lifelong well-being.

1. Program Name:

County of Los Angeles Public Defender's Office - Client Assessment Recommendation and Evaluation (CARE) (#3)

2. Evidence Upon Which It Is Based:

Research on effective juvenile justice interventions show that outcomes improve when youth are assessed individually and resulting case plans/dispositions are tailored to their risk level, identified needs, and responsivity factors rather than using a standard one-size-fits-all approach. This approach originated in the adult system and is commonly referred to as the Risk-Need-Responsivity (RNR) model. It focuses on aligning supervision levels and services with individual needs to promote better outcomes and avoid further system involvement (Andrews, Bonta, & Hoge, 1990).

Additional juvenile justice research has shown that interventions are most effective when they focus on higher-risk youth and use programs or services that target criminogenic needs (Lipsey, 2009). When services do not take individual factors into consideration (especially if mental health or trauma is present), it can lead to poor service matching and negative outcomes.

Court-based models that incorporate these principles are well positioned to use this research in dispositional decision-making. With comprehensive youth-specific information, courts can strive to choose dispositions that are both least restrictive (i.e. minimizing system involvement while ensuring community safety) and most likely to support positive outcomes.

The Los Angeles County Public Defender's Client Assessment Recommendation and Evaluation (CARE) Project has provided holistic legal services to youth involved in the juvenile delinquency system since 1999. The CARE project utilizes these evidence-based principles by utilizing professionals across disciplines throughout the juvenile court process. As described below, CARE applies individual assessment and advocacy to drive case planning and dispositions for youth, particularly those with mental illness, trauma histories, and learning/developmental disabilities.

In 2016, Resource Development Associates Research (RDA), a consulting firm serving government and non-profit organizations, conducted a comprehensive evaluation of CARE. 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 et al., 2017).

- Andrews, D. A., Bonta, J., & Hoge, R. D. (1990). Classification for effective rehabilitation: Rediscovering psychology. *Criminal Justice and Behavior*, 17(1), 19–52. <https://doi.org/10.1177/0093854890017001004>
- Lipsey, M. W. (2009). The primary factors that characterize effective interventions with juvenile offenders. *Victims & Offenders*, 4(2), 124–147. <https://doi.org/10.1080/15564880802612573>

- Rabinowitz, M., McCahon, D., Garmisa, S., Ndubuiza, C., & Gonzalez, S. (2017) *Los Angeles County Public Defender CARE Project Evaluation Report*. https://rdaconsulting.com/wp-content/uploads/2017/09/LA-CARE_Evaluation-2017.pdf

3. Description:

The Los Angeles County Public Defender's Client Assessment Recommendation and Evaluation (CARE) Program provides holistic advocacy for youth in the justice system who face mental illness, trauma, or developmental and learning disabilities. CARE integrates Psychiatric Social Workers (PSWs), Mental Health Clinical Supervisors (MHCS), and Resource Attorneys (RAs) who work alongside trial attorneys. PSWs assess youth and engage with families, develop treatment recommendations, and connect clients to services. RAs advocate for education and disability supports in schools, courts, and Regional Centers. This request sustains the existing team and adds a Paralegal to assist with enrollments, placements, and service tracking. By easing administrative burdens, the Paralegal increases efficiency, ensures timely services, and expands CARE's ability to secure rehabilitative outcomes. Through this model, CARE advances equity, strengthens families, and delivers effective alternatives to incarceration that promote youth success and safer communities.

1. Program Name:

County of Los Angeles Department of Public Health - Youth Substance Abuse (YSA) (#4)

2. Evidence Upon Which It Is Based:

Substance misuse is highly prevalent among justice-involved youth and is an established risk factor linked to system involvement and ongoing delinquency. National research indicates that 77% of justice-involved youth report recent substance use and nearly half meet criteria for a substance use disorder [SUD] (McClelland et al, 2004a; McClelland et al., 2004b). Without adequate intervention, substance use beyond experimental use can contribute to ongoing negative behavior, higher rates of recidivism, and poor long-term outcomes.

Research suggests that early intervention and access to quality treatment can reduce substance use and, in some cases, also reduce the likelihood of re-arrest among justice-involved youth (Applegarth et al., 2023). Effective approaches focus on individualized treatment, a continuum of care, and utilizing evidence-based practices such as Motivational Interviewing (MI), Cognitive Behavioral Therapy (CBT), and in some cases, medication for addiction treatment (MAT).

Substance misuse services in Los Angeles include early intervention and treatment options that are offered based on the Chronic Care Model (CCM) that offers a continuum of services tailored to an individual's needs at a point in time. Youth are assessed using a comprehensive, youth-focused tool based on the ASAM criteria that explores patient risks, needs, strengths, skills, and resources (American Society of Addiction Medicine, 2022). Based on the assessment, providers collaborate with each patient to develop an individualized treatment plan with specific treatment goals and objectives, including frequency, duration, and types of interventions to be delivered. As the youth advance along their recovery journey, the type and intensity of treatment services received may be adjusted to reflect the severity and nature of the patient's SUD.

- American Society of Addiction Medicine (2022). *ASAM Criteria*. Rockville, MD: Author. <https://www.asam.org/asam-criteria/about-the-asam-criteria>
- Applegarth, D. M., Jones, P., & Holliday, S. B. (2023). *Promising services for justice-involved youth: A scoping review with implications for the Los Angeles County Juvenile Justice Crime Prevention Act*. RAND Corporation. https://www.rand.org/pubs/research_reports/RRA1663-2.html.
- McClelland, G. M., Elkington, K. S., Teplin, L. A., & Abram, K. M. (2004a). Multiple substance use disorders in juvenile detainees. *Journal of the American Academy of Child and Adolescent Psychiatry*, 43(10), 1215–1224. <https://doi.org/10.1097/01.chi.0000134489.58054.9c>
- McClelland, G. M., Teplin, L. A., & Abram, K. M. (2004b). *Detection and prevalence of substance use among juvenile detainees (NCJ 203934)*. U.S. Department of

3. Description:

Juvenile justice-involved youth referred for SUD services by the PAUR unit, other entities, or through self-referral will have access to a full continuum of SUD treatment services through DPH-SAPC's youth provider network. The services include early intervention, outpatient care, residential, and recovery services. Withdrawal management and MAT services are also available to address more complex needs.

JJCPA funding will cover SUD services not supported or reimbursed under Drug Medi-Cal, such as non-federal local matching funds, transportation, residential costs, and treatment for youth not eligible for or pending Medi-Cal. The funding will also support wrap-around services, including Client Engagement Navigation Services, family support services, development of educational materials, outreach, marketing efforts, training, technical assistance, programming supplies, incentives, and positive youth development programs to enhance engagement and support youth success in their treatment

1. Program Name:

County of Los Angeles District Attorney's Office - Youth Diversion/Restorative Enhanced Diversion for Youth Belonging Reconnection Intervention Diversion Growth and Engagement (BRIDGE) (#5)

2. Evidence Upon Which It Is Based:

Restorative justice practices are frequently used as an alternative to traditional juvenile justice approaches, with a focus on accountability, healing, and repairing harm versus punishment (Menkel-Meadow, 2007). As a key component of diversion programs, restorative justice practices (such as healing circles) aim to support youth in reflecting on their behavior, build empathy, and improve relationships with both family and the community. These approaches are particularly important for at-risk youth as diversion allows for low-level offenses to be addressed without formal system involvement.

Research supports utilizing diversion and restorative practices as means to reduce youth involvement in the justice system. A recent review conducted by RAND found that youth diversion programs using a restorative justice approach can effectively reduce future justice system contact (Applegarth et al., 2023). By focusing on pro-social skill development and connection to supportive adults and peers, diversion programs can prevent deeper involvement in the criminal justice system.

Programs such as BRIDGE build on this research by using restorative practices, including healing circles, to create safe spaces for youth to process experiences, strengthen support systems, and promote positive behavior change.

- Applegarth, D. M., Jones, P., & Holliday, S. B. (2023). *Promising services for justice-involved youth: A scoping review with implications for the Los Angeles County Juvenile Justice Crime Prevention Act*. RAND Corporation. http://www.rand.org/pubs/research_reports/RRA1663-2.html
- Menkel-Meadow, C., 2007. Restorative Justice: What is it and does it work? *Annual Review of Law and Social Science*, 3, 161–187. <https://doi.org/10.1146/annurev.lawsocsci.2.081805.110005>

3. Description:

LADA's Youth Diversion program will make referrals to Revolve's BRIDGE program to serve eligible youth ages 12-17. LADA will work with Revolve to:

- Monitor the status of the program and identify opportunities to improve;
- Maintain a database with relevant data to measure program success and increase equity;
- Collaborate to improve the efficiency of referrals and communication; and
- Communicate with LADA staff about the availability of the BRIDGE diversion program.

1. Program Name:

County of Los Angeles Arts and Culture – Arts in Communities and Arts in Institutions (#6)

2. Evidence Upon which It Is Based:

Arts-based programming (e.g., traditional art, music, theater, dance, creative writing) has been shown to support positive outcomes for both justice-involved youth and community/at-promise youth by providing structured opportunities for skill development, self-expression, and pro-social engagement (Menzer, 2015). For justice-involved youth, participating in art programming has been associated with improved behavior and improved emotional regulation (Ezell & Levy, 2003). Broadly, arts programming can support the development of positive peer and adult relationships, increase compassion for others, and reduce school disciplinary incidents, thereby reducing risk factors associated with juvenile delinquency (Hirschfield, 2018; Robinson et al., 2007). Promising arts programs can take a variety of forms, including music, theater, poetry, and media (e.g., Baker & Homan, 2007; Lazzari et al., 2005; Rapp-Paglicci et al., 2012).

Research has also shown that this type of programming can be helpful for youth dealing with trauma or victimization (including exposure to violence) by fostering resiliency (Heise, 2014). Additionally, art therapy can be an effective supplement to at-promise youth undergoing treatment for trauma and behavioral health issues. It can help to reinforce care received in treatment facilities and programs as an expressive way of processing what they have learned. (Collins et al., 2023).

As the juvenile justice system focuses on rehabilitation, offering additional modalities of treatment to resonate with youth aligns with JJCPA's goal of reducing juvenile delinquency through providing positive outlet and constructive reinforcement. Creative arts programming implemented throughout the County is designed to improve youth problem-solving skills and social competence through creative expression. This type of programming can also provide a safe, positive environment for youth that provides creative outlets and community interaction to assist in stabilization and combating isolation (Miklósi, 2026).

- Baker, S., & Homan, S. (2007). Rap, recidivism and the creative self: A popular music program for young offenders in detention. *Journal of Youth Studies*, 10(4), 459–476.
- Collins, B., Darewych, O. H., & Chiacchia, D. J. (2023). The efficacy of art therapy on hope and resilience in youth within a secure care centre. *International Journal of Art Therapy*, 28(3), 97–105. <https://doi.org/10.1080/17454832.2022.2145322>
- Ezell, M., & Levy, M. (2003). An evaluation of an arts program for incarcerated juvenile offenders. *Journal of Correctional Education*, 54(3), 108–14.
- Hirschfield, P. J. 2018. Schools and crime. *Annual Review of Criminology* 1: 149–169.

- Lazzari, M. M., Amundson, K. A., & Jackson, R. L. (2005). "We are more than jailbirds": an arts program for incarcerated young women. *Affilia: Journal of Women & Social Work*, 20(2), 169–185.
- Menzer, M. (2015). The arts in early childhood: Social and emotional benefits of arts participation. A literature review and gap analysis (2000–2015). Washington, DC: National Endowment for the Arts.
- Miklósi, M. (2026). Enhancing reintegration of juvenile delinquents through creativity in art therapy. *Creativity Studies*, 19(1), 25–37.
- Rapp-Paglicci, L., Stewart, C., & Rowe, W. (2012). Improving outcomes for at-risk youth: Findings from the Prodigy Cultural Arts Program. *Journal of Evidence-Based Social Work*, 9(5), 512–523.
- Robinson, R., Roberts, W. L., Strayer, J., and Koopman, R. 2007. Empathy and emotional responsiveness in delinquent and nondelinquent adolescents. *Social Development* 16(3): 555–579.

3. Description:

Arts in the Community provides year-round, arts-based, and healing-centered youth development for at-risk youth. Services take place multiple times a week during school and after-school at sites include, but not limited to: continuation high schools, LAC County parks, neighborhoods participating in LA County's Trauma Prevention Initiative (TPI), social service organizations offering youth diversion programs and a Media Career Pathways Prototype program based in Watts.

Arts and Culture contracts with community-based organizations (CBOs) to provide healing-informed instruction in music, theatre, dance, visual arts, media arts, and creative writing. Services are for youth in detention facilities and residential treatment centers. During and after school hours, instruction supports youth development outcomes through project-based learning. The number of youths, class length, and topics vary across venues and partners. Classes run year-round, 1–2 hours per day, up to 5 times per week, and include up to 3 teaching artists serving 12–15 youths per session. Desired outcomes are improved protective factors, socialization, and employment readiness; decreased risk factors and recidivism; and successful family reconciliation and re-entry. On-site Arts and Culture staff at Los Padrinos coordinates programs and monitors program quality, youth engagement, and safety. They also mentor youth and direct them to learning/job opportunities after release.

1. Program Name:

County of Los Angeles Department of Mental Health - Early Intervention and Diversion Program (EIDP) (#7)

2. Evidence Upon Which It Is Based:

Early intervention and diversion programs that take a case management approach support positive outcomes for youth and families by coordinating services across systems and addressing individual needs in a collaborative way (Bruns et al., 2004). Research (Carney & Buttell, 2003) also suggests that receiving wraparound services can reduce the likelihood of future risky and delinquent behavior. These types of programs have demonstrated gains in well-being, motivation, goal achievement, and community connectedness (Casley et al., 2025). Youth who interact with the criminal justice system before the age of 14 are more likely to experience continued system involvement, increased contact with child protective services, and higher rates of mental health-related hospitalization compared to those whose first contact occurs at an older age (Malvaso et al., 2024). This finding highlights the importance of early intervention to prevent deeper system involvement.

An evaluation of the EIDP program in Los Angeles County found that participation was associated with improvements in GPA, reductions in unexcused absences and suspensions, decreases in mental health symptoms and behavioral dysfunction, and lower rates of rearrest (Los Angeles County Probation Department Systems Accountability Bureau, 2019). More broadly, diversion programs play a key role in reducing recidivism with participants demonstrating higher likelihood of avoiding re-arrest compared to youth processed through traditional juvenile justice pathways (Wong et al., 2016). This program aligns with JJCPA's goals of reducing juvenile delinquency through providing necessary services.

- Bruns, E. J., Walker, J. S., Adams, J., Miles, P., Osher, T. W., Rast, J., VanDenBerg, J. D. & National Wraparound Initiative Advisory Group (2004). Ten principles of the wraparound process. Portland, OR: National Wraparound Initiative, Research and Training Center on Family Support and Children's Mental Health, Portland State University. <https://nwi.pdx.edu/pdf/TenPrincWAProcess.pdf>
- Casley, M., Bateson, M., Harris, P., Brookes, D., Allen, V., & McDonald, K. (2025). "Going the extra mile": A mixed-methods evaluation of an early-intervention youth coaching and diversion programme. *Journal of Criminology*. <https://doi.org/10.1177/26338076251378938>
- Malvaso, C., Magann, M., Ribeiro Santiago, P. H., Montgomerie, A., Delfabbro, P., Day, A., Pilkington, R., & Lynch, J. (2024). Early versus late contact with the youth justice system: Opportunities for prevention and diversion. *Current Issues in Criminal Justice*, 36(1), 16–41. <https://doi.org/10.1080/10345329.2023.2214973>

- Mercado, Luis, Jennifer Kaufman, and Carisa Espinoza. 2019. *Early Intervention Diversion Program Outcomes Report*. Los Angeles, Calif.: Los Angeles County Probation Department.
- Wong, J. S., Bouchard, J., Gravel, J., Bouchard, M., & Morselli, C. (2016). Can at-risk youth be diverted from crime?: A meta-analysis of restorative diversion programs. *Criminal Justice and Behavior*, 43(10), 1310–1329. <https://doi.org/10.1177/0093854816640835>

3. Description:

The EIDP began as a pilot program and subsequently expanded Countywide. EIDP is a program that provides at-risk youth and their families with e coordinated supportive services necessary to reduce the likelihood of on-going delinquency. The overall goal of the EIDP is to divert youth at first contact and to provide services in lieu of the youth entering the delinquency system.

The EIDP targets non-detained youth that fall under Welfare and Institutions Code (WIC) Sections 652 and 653.5, between the ages of 12 and 17, who are enrolled in either middle school, junior high school, or high school. The program is also open to youth who fall under WIC Section 602, however, this is generally limited to 602 youth with first time offenses.

Additionally, in August of 2022, the National Institute of Justice's CrimeSolutions rated EIDP as a promising practice and it was to be included in the Office of Juvenile Justice and Delinquency Prevention's Model Program's Guide.

1. Program Name:

City of Los Angeles Gang Reduction Youth Development (GRYD) (Juvenile Reentry Program) (#8)

2. Evidence Upon Which It Is Based:

Youth exiting juvenile probation camps face multiple challenges that increase their risk of returning to gang involvement and reoffending, including disruptions to family relationships, potential limited access to education and employment, and weaker connections to pro-social supports (Attschuler & Brash, 2004). Research consistently demonstrates that these challenges necessitate systemic, integrated, and coordinated responses to juvenile reentry that address both individual and family needs (Bouffard & Bergseth, 2008).

Family engagement and coordinated aftercare are essential components for successful reentry. Families of incarcerated youth often face significant barriers, and models that begin case planning during incarceration and prioritize continuity of care among facility staff, probation officers, and service providers are more likely to lead to positive reentry outcomes (Council of State Governments Justice Center, 2015).

In response to these needs, The LA County Mayor's Office of Community Safety operates the GRYD Juvenile Reentry Program. This program supports gang-involved youth and their families as youth transition from probation camps to their community. Referrals come from LA County Probation and GRYD service providers connect with the individual and family to prepare for release and services post-release (City of Los Angeles, GRYD, n.d.).

Evaluation findings suggest this coordinated approach supports key reentry outcomes. A recent evaluation of GYRD programming found decreased gang involvement and increased resilience among participating youth (Harder+Company, 2025, p. 16). The evaluation also reported decreases in self-reported crime, increased independent decision-making, reduced impulsive risk taking, and weaker emotional ties to gangs (p. 26). Together, this evidence supports GYRD's focus on individual and family services for more positive reentry back into the community and overall reduction of recidivism.

- Altschuler, D. M., & Brash, R. (2004). Adolescent and teenage offenders confronting the challenges and opportunities of reentry. *Youth Violence and Juvenile Justice*, 2(1), 72-87.
- 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.
- City of Los Angeles, Gang Reduction and Youth Development (GRYD). (n.d.). *Juvenile reentry*. <https://gryd.lacity.gov/juvenile-reentry>
- Council of State Governments Justice Center. (n.d.) *Family Engagement in Juvenile Justice Systems*. <https://csgjusticecenter.org/publications/family-engagement-in-juvenile-justice-systems/>

- Harder+Company Community Research (2025). Gang reduction and youth development (GRYD) annual report, 2023-2024. City of Los Angeles. <https://gryd.lacity.gov/sites/g/files/wph2456/files/2026-02/GRYD%20Annual%20Report%20DRAFT%206-03-25.pdf>

3. Description:

The MOCS/GRYD (Internally known as Juvenile Reentry Program) Enhanced Juvenile Reentry Program, while continuing to work with the youth to support their reintegration into the community, will also focus on strengthening caregiver stabilization in preparation for youth reintegration. Beginning with Pre-Release Family engagement, Reentry Program Contractors will engage youth and their family while youth is in Camp, create a family-based and individual youth-based case plan, and identify a supportive network of loving adults for the youth. Upon release, for 6 months, the Youth and their families will receive Intensive Family Case Management including home visits, weekly contacts, and continued progress toward Family and Youth Case Plan goals. For the duration of program enrollment (6-12 months) the youth and their family will receive Empowerment Coaching including Peer Navigation, Education and Workforce Navigation, Family Coaching, Crisis Management Support, and Socioeconomic stabilization support.

1. Program Name:

County of Los Angeles Parks and Recreation, City of Los Angeles Recreation and Parks, City of Paramount, City of Artesia, City of Hawaiian Gardens After School Enrichment (#9)

2. 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 including academic achievement, social/emotional development, delinquency prevention, and health and wellness (Little et al., 2008). These programs often draw from a positive youth development framework that uses a strength-based approach to engage youth from vulnerable communities, offering opportunities to explore their experiences through recreation, cultural arts, and youth leadership activities.

After-school programming is particularly important during the hours immediately following school dismissal. During this period of time, youth are more likely to be unsupervised and at greater risk for delinquent behavior. By providing structured, supervised activities during this time, programs can reduce opportunities for negative behavior and provide positive peer interaction with supportive adults nearby (Apsler, 2009).

Principles of trauma-informed approaches are also embedded in programming, staff training, and the physical environment where activities are offered, highlighting safety, trust, collaboration, empowerment, and cultural responsiveness (Substance Abuse and Mental Health Services Administration [SAMHSA], 2014). By taking a trauma-informed approach, programs can help youth build resilience.

Evaluation findings from Our SPOT, a program implemented by LA County Parks and Recreation, showed that after participating, youth self-reported that they were more optimistic about their future, had role models, had a sense of belonging, and had a positive self-image (Center for Nonprofit Management, 2022). Additionally, some youth reported having more opportunities to connect with peers and caring adults and learning new life skills.

- Apsler, R. (2009). After-school programs for adolescents: A review of evaluation research. *Adolescence*, 44(173), 1–19.
- Center for Nonprofit Management (2021). *Los Angeles County Parks and Recreation: Our SPOT program evaluation report*. <https://parks.lacounty.gov/wp-content/uploads/2019/06/Objective-5-Our-SPOT-Program-Evaluation-Report-2020-21.pdf>
- Little, P., Wimer, C., & Weiss, H. (2008). 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.

- Substance Abuse and Mental Health Services Administration. (2014). *SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach*. HHS Publication No. (SMA) 14-4884. Rockville, MD: Substance Abuse and Mental Health Services Administration.

3. Description:

After-School Enrichment Services to provide prosocial activities to at-risk youth. A Primary Prevention comprehensive after-school teen programs aimed at engaging and providing community youth with the support, life-skills and positive experiences that will empower them to create bright futures for themselves. Programs that provide safe places where youth can access educational, vocational, recreational, and some adventure-based programs in a safe and supportive environment Programs engage and provide at-risk youth with the life-skills, focus on youth strengths, and includes experiences that empower youth to reach their full developmental potential.

1. Program Name:

Public Private Partnerships (#10)

2. Evidence Upon Which It Is Based:

Public-Private Partnerships (PPPs) are joint ventures in which government and private entities collaborate, each applying their individual strengths to deliver public services more effectively and efficiently than either could alone (World Bank, n.d.). In Los Angeles County, partnerships such as Ready To Rise (R2R) focus on capacity-building services for CBOs to enhance services they provide to at-risk and justice-involved youth, while also strengthening their ability to secure and/or manage funding (Ready To Rise, n.d.).

Capacity building is critical for service delivery. Organizations with strong structures, staffing, and overall systems are more likely to deliver consistent, high-quality services and be equipped to provide those services over time (Fixsen et al., 2005). Simply funding an organization does not guarantee success. Following the pilot phase of this partnership in Los Angeles County, CBOs reported improvements in their organizational capacity in several domains, especially in human resources, organizational structure, and culture (Imoyase Community Support Services, 2022).

By strengthening the capacity of CBOs, PPP models support the delivery of more effective and stable services for youth and families. These improvements can contribute to better outcomes and ultimately reduce the risk of justice system involvement.

- Fixsen, D. L., Naoom, S. F., Blase, K. A., Friedman, R. M. & Wallace, F. (2005). *Implementation Research: A Synthesis of the Literature*. Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, The National Implementation Research Network (FMHI Publication #231).
- Imoyase Community Support Services. (2022). *Ready to Rise (R2R): 2022 Cumulative Report*. Los Angeles, CA: Author.
- Ready To Rise. (n.d.). *Ready to Rise*. <https://www.readytorise.la/>
- World Bank. (n.d.). *About public-private partnerships*. PPP Knowledge Lab. <https://ppp.worldbank.org/about-public-private-partnerships>

3. Description:

JJCPA funding has been adopted for Fiscal Intermediary and Capacity Building service entities who provide the following: the Fiscal Intermediary agency utilizes the re-granting process to provide funding to identified CBOs in order supplement existing budgets for direct services to at-risk youth/justice involved youth and the Capacity Building entity provides services that build/enhance capacity/infrastructure and support self-sufficiency. Specifically, the PPPs are contracted to:

1. Fiscal Intermediary - Act as grant-making foundation - e.g., re-grant funding to support CBO development projects;

2. Capacity Building - Building capacity (primarily for Fiscal Intermediary grantees) by leveraging outside public, business, and philanthropic funding, assistance with financial frameworks, assistance in knowledge building by grantees to learn how to apply for other grants, influence and expertise.

The PPP model (fiscal intermediary to re-grant to CBOs and Capacity Building to assist grantees build capacity) works collectively to identify gaps in services and build capacity primarily for the identified grantees to provide assistance and knowledge to grow. Additionally, capacity building is designed to assist 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 grantees identified to achieve desired results and sustain their efforts through training and technical assistance.

1. Program Name:

County of Los Angeles Department of Public Health - Capacity Building Project and Capacity Building Training and Technical Assistance (CBTTA) for Violence Intervention Agencies (#11)

2. Evidence Upon Which It Is Based:

Community-based organizations and school systems play a vital role in violence prevention but often face operational and infrastructure challenges that may limit their service capacities. For this reason, capacity building and technical assistance have been identified as ways to improve service delivery and equity. 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.

An evaluation of the Department of Public Health's (DPH) Trauma Prevention Initiative's (TPI) Training and Technical Assistance pilot found that organizational capacity surrounding data, operations, and other administrative functions such as grant writing can improve with focused technical assistance (Center for Nonprofit Management, 2021). Building on these findings, the CBTTA effort will continue to focus on strengthening organizational capacity, improving school climate, and increasing community safety, as research has shown capacity building can support implementation in school and community settings (Pearce et al., 2024, Solomon et al., 2022). Strengthening organizational capacity supports more consistent and high-quality service delivery, ultimately improving outcomes for youth and families served.

- Center for Nonprofit Management (2021). *Short-Term Technical Assistance Program (April 2020–December 2020) Evaluation Report*. Los Angeles County Department of Public Health, Office of Violence Prevention, Trauma Prevention Initiative.
- Pearce, N., Monks, H., Alderman, N., Hearn, L., Burns, S., Runions, K., Francis, J., & Cross, D. (2022). 'It's all about context': Building school capacity to implement a whole-school approach to bullying. *International Journal of Bullying Prevention*, 1–16.
- Solomon, B. J., Stratford, B., Steed, H., Sun, S., & Temkin, D. (2022). Implementation of a capacity-building framework to improve school climate in an urban school system. *Journal of Prevention and Health Promotion*, 3(2), 195–230.

3. Description:

The project provides intensive TTA to 20 grassroots violence prevention and intervention agencies, with a goal to help them build their infrastructure and obtain funding needed to effectively serve intended youths in their communities. It will enhance the capacity of CBOs and their leaders by increasing knowledge and utilization of skills, building

collaboration and trauma-informed work culture via peer networking, leadership development, providing fund management experience via mini-grants, and connecting to other county initiatives and funding opportunities. CBOs will be selected from the 9 TPI communities using a short application process. Intensive 1:1 TTA will be provided around Operations and Organizational Development. Facilitated monthly peer-to-peer networking opportunities will also be incorporated, and trauma-informed approaches and opportunities for staff self-care will be integrate. A contracted Lead Agency with experience in capacity building will manage the project. We will also be adding a Peer to Peer community violence intervention certificate program to certify CBOs staff on the industry standards of violence intervention response.

1. Program Name:

County of Los Angeles Department of Mental Health – Multi-Systemic Therapy (MST) (#12)

2. Evidence Upon Which It Is Based:

Multisystemic Therapy (MST) is an evidence-based intervention with one of the most strongly proven and researched track records of efficacy (Office of Justice Programs. (n.d.). MST is offered in the community and focuses on strengthening families. Youth and families receiving MST services are far less likely to be placed out of their homes than youth who do not receive MST services.

Studies of juvenile delinquency show that multiple factors determine youth antisocial behavior, including characteristics of the individual youth as well as their family, peer group, school, and community contexts (Henggeler et al., 1998). MST aims to build youth and family strengths (protective factors) on a highly individualized and comprehensive basis, emphasizing parental empowerment to modify children's natural social network to facilitate the maintenance and generalization of treatment gains (Henggeler et al., 1998). Multiple meta-analyses have shown that MST is an effective treatment modality for reducing recidivism, psychopathology, substance use, out-of-home placements, and mental health symptoms, while positively influencing family and school functioning and peer relationships (Applegarth et al., 2023; Papas & Dent, 2021; van der Stouwe et al., 2014).

Outcomes for MST are proactively monitored by MST Services, a consultant firm contracted to train and license all MST providers. MST Services Clinicians and supervisors are regularly supervised and provided training on a consistent basis. The careful implementation of this model helps to ensure clinicians adhere to best practices. 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.

- Applegarth, D. M., Jones, P., & Holliday, S. B. (2023). *Promising Services for Justice-Involved Youth: A Scoping Review with Implications for the Los Angeles County Juvenile Justice Crime Prevention Act*. RAND Corporation. https://www.rand.org/pubs/research_reports/RRA1663-2.html
- Fain, T., Turner, S., & Matsuda, S. M. (2016). *Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal year 2014–2015 report*. RAND Corporation.
- Henggeler, S. W., Schoenwald, S. K., Borduin, C. M., Rowland, M. D., & Cunningham, P. B. (1998). *Multisystemic treatment of antisocial behavior in children and adolescents*. Guilford Press.
- Office of Justice Programs. (n.d.). *Multisystemic therapy (MST)*. CrimeSolutions, National Institute of Justice. <https://crimesolutions.ojp.gov/ratedprograms/multisystemic-therapy-mst>

- Pappas, L. N., & Dent, A. L. (2023). The 40-year debate: A meta-review on what works for juvenile offenders. *Journal of Experimental Criminology*, 19(1), 1–30.
- van der Stouwe, T., Asscher, J. J., Stams, G. J. J. M., Deković, M., & van der Laan, P. H. (2014). The effectiveness of Multisystemic Therapy (MST): A meta-analysis. *Clinical Psychology Review*, 34, 468–481.
<https://doi.org/10.1016/j.cpr.2014.06.006>

3. Description:

The Los Angeles County first implemented Multisystemic Therapy (MST) as part of the Comprehensive Juvenile Justice Plan authored in 2001. MST is the gold standard of evidence-based programs for justice-involved youth. 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 youths living at home, remaining in school or working, and avoiding future juvenile arrests. In Los Angeles County, there are currently 2 MST teams operated by community-based providers. MST therapists work in the client's home, school, and community and are on call 24/7 in order to respond to youth & families.

1. Program Name:

Employment Services (#13)

2. Evidence Upon Which It Is Based:

Employment is a key factor that reduces the likelihood that justice-involved youth will recidivate (Ashford & Gallagher, 2019; Bullis et al, 2002). However, at-risk youth are also more likely to face challenges to successfully obtaining employment due to disrupted educational time (Mathur et al., 2023; Zajac et al., 2015), limited opportunity to develop job-related skills (Dworsky & Gitlow, 2017), and employers' unwillingness to hire individuals involved in the justice system (Duane et al, 2017; Kirk & Sampson, 2013; Pager & Quillian, 2005).

Research indicates that justice-involved youth who participate in services aimed at employment readiness were more likely to be employed and attend general education development (GED) programs than youth who did not participate (Schaeffer et al., 2014). Other programs focused on employment have been successful in reducing criminal justice contact, and those who stayed in school or employed for at least 6 months after exit did not return to the juvenile correction system as often as those who did not (Bullis & Yovanoff, 2006; Cramer et al, 2019). Finally, research (Ameen & Lee, 2012) has suggested employment in youth can promote other positive outcomes, such as social connectedness, and can be beneficial for juvenile justice-involved youth as well.

- Ameen, E. J., & Lee, D. L. (2012). Vocational training in juvenile detention: A call for action. *The Career Development Quarterly*, 60(2), 98–108. <https://psycnet.apa.org/doi/10.1002/j.2161-0045.2012.00008.x>
- Ashford, J. B., & Gallagher, J. M. (2019). Preventing juvenile transitions to adult crime: A pilot study of probation interventions for older, high-risk juvenile delinquents. *Criminal Justice and Behavior*, 46(8), 1148–1164. <https://psycnet.apa.org/doi/10.1177/0093854819835277>
- Bullis, M., Yovanoff, P., Mueller, G., & Havel, E. (2002). Life on the “outs”—Examination of the facility-to-community transition of incarcerated youth. *Exceptional Children*, 69(1), 7–22. <https://doi.org/10.1177/001440290206900101>
- Cramer, L., Lynch, M., Goff, M., Esthappen, S., Reginal, T., & Leitson, D. (2019). *Bridges to education and employment for justice-involved youth*. Urban Institute. https://www.urban.org/sites/default/files/publication/100308/bridges_to_education_and_employment_for_justice-involved_youth_0.pdf
- Duane, M., Reimal, E., & Lynch, M. (2017). *Criminal background checks and access to jobs*. Urban Institute. <https://www.urban.org/research/publication/criminal-background-checks-and-access-jobs>

- Dworsky, A., & Gitlow, E. (2017). Employment outcomes of young parents who age out of foster care. *Children and Youth Services Review*, 72, 133–140. <https://doi.org/10.1016/j.childyouth.2016.09.032>
- Kirk, D. S., & Sampson, R. J. (2013). Juvenile arrest and collateral educational damage in the transition to adulthood. *Sociology of Education*, 86(1), 36–62. <https://doi.org/10.1177/0038040712448862>
- Mathur, S., Griller Clark, H., Grayson, A. & Robertson, K. S. (2023). Preparing justice involved youth for transition: Employer perceptions. *Children and Youth Services Review*, 155, 107270. <https://doi.org/10.1016/j.childyouth.2023.107270>
- Pager, D., & Quillian, L. (2005). Walking the talk? What employers say versus what they do. *American Sociological Review*, 70(3), 355–380. <https://doi.org/10.1177/000312240507000301>
- Schaeffer, C. M., Henggeler, S. W., Ford, J. D., Mann, M., Chang, R., & Chapman, J. E. (2014). RCT of a promising vocational/employment program for high-risk juvenile offenders. *Journal of Substance Abuse Treatment*, 46(2), 134–143. <https://doi.org/10.1016/j.jsat.2013.06.012>
- Zajac, K., Sheidow, A. J., & Davis, M. (2015). Juvenile justice, mental health, and the transition to adulthood: A review of service system involvement and unmet needs in the U.S. *Children and Youth Services Review*, 56, 139–148. <https://doi.org/10.1016/j.childyouth.2015.07.014>

3. Description:

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

1. Program Name:

County of Los Angeles Department of Youth Development's Youth Diversion and Development (#14)

2. Evidence Upon Which It Is Based:

Youth Diversion and Development strategies focus on positive youth development (PYD) and rely heavily on research that indicates involvement in the justice system is costly, harmful, and ineffective (CDC, 2024) and a public health approach can improve outcomes for youth. Pre-booking diversion may also have important benefits for young people, such as avoiding collateral consequences of justice system involvement, providing a pathway to reflect on their behaviors and be held accountable, improving perceptions of procedural justice, and reducing rates of reconviction (Dalve & Cadoff, 2019). A recent review of promising practices for justice-involved youth found good evidence for the effectiveness of youth diversion models, including programs that included restorative justice elements, mental health diversion, and the development of a structured treatment plan (Applegarth et al., 2023).

Research shows diversion programs show positive changes and reductions in risk profiles in socially disadvantaged communities. Furthermore, they can demonstrate gains in well-being, motivation, goal achievement, and community connectedness (Casley et al. 2025). Those youths who interact with the criminal justice system before the age of 14 had more youth justice involvement, were more disadvantaged at birth, had more child protective services contact, and experienced more mental health-related hospitalization than their counterparts who had their first contact after the age of 14 (Magann et al., 2023). This finding highlights the importance of intervening at a young age.

In LA County, justice system involvement has an outsized impact on equity and wellbeing that follows youth throughout their lifetime and across generations, negatively impacting communities. Even a first-time arrest has serious negative impact, reducing health, educational, employment, and other outcomes. Recent longitudinal studies have shown that this impact is long term and leads to reduced economic attainment, physical and mental health issues, and even early mortality (Tolliver et al., 2023). LA County has historically had large youth incarceration rates (California Board of State and Community Corrections, n.d.) and disparities are present. For example, Black youth represent 7% of the total population under age 18 (KidsData, n.d.). but they make up nearly 40% of the population of incarcerated youth (Smith & Julien, 2024).

- Applegarth, D. M., Jones, P., & Holliday, S. B. (2023). *Promising services for justice-involved youth: A scoping review with implications for the Los Angeles County Juvenile Justice Crime Prevention Act*. RAND Corporation. https://www.rand.org/pubs/research_reports/RRA1663-2.html
- Butts, J. A., Bazemore, G., & Meroe, A. S., (2010). *Positive youth justice: Framing justice interventions using the concepts of positive youth development*. Coalition for Juvenile Justice.
- California Board of State and Community Corrections (n.d.). *Juvenile detention profile survey dashboards*. <https://www.bscc.ca.gov/jdps-dashboard/>

- Centers for Disease Control and Prevention. (2024). *About the public health approach to violence prevention*. U.S. Department of Health & Human Services. <https://www.cdc.gov/violence-prevention/about/about-the-public-health-approach-to-violence-prevention.html>
- Casley, M., Bateson, M., Harris, P., Brookes, D., Allen, V., & McDonald, K. (2025). "Going the extra mile": A mixed-methods evaluation of an early-intervention youth coaching and diversion programme. *Journal of Criminology*. <https://doi.org/10.1177/26338076251378938>
- KidsData. (n.d.). *Demographics: Los Angeles County*. <https://www.kidsdata.org/region/364/los-angeles-county/summary#6/demographics>
- Dalve, K., & Cadoff, B. (2019). *Project Reset: Evaluation of a pre-arraignment diversion program in New York City*. Center for Court Innovation. https://www.innovatingjustice.org/wp-content/uploads/2019/01/projectreset_eval_2019.pdf
- Malvaso, C., Magann, M., Ribeiro Santiago, P. H., Montgomerie, A., Delfabbro, P., Day, A., Pilkington, R., & Lynch, J. (2024). Early versus late contact with the youth justice system: Opportunities for prevention and diversion. *Current Issues in Criminal Justice*, 36(1), 16–41. <https://doi.org/10.1080/10345329.2023.2214973>
- Smith, D. N., & Julien, W. (2024). *A demographic snapshot of the youth detained in LA County juvenile hall*. Los Angeles County Probation Oversight Commission. <https://file.lacounty.gov/SDSInter/bos/supdocs/POC24-0033.pdf>
- Tolliver, D. G., Abrams, L. S., Biely, C., Meza, B. P. L., Schickedanz, A., Guerrero, A. D., Jackson, N. J., Bath, E., Heard-Garris, N., Dudovitz, R., & Barnert, E. (2023). United States youth arrest and health across the life course: A nationally representative longitudinal study. *Academic Pediatrics*, 23(4), 722–730. <https://doi.org/10.1016/j.acap.2022.08.009>

3. Description:

DYD's continuum of care is youth and community centered, and focused on alternatives to incarceration that develop safer communities by ensuring youth have the resources and tools they need to thrive in 3 main areas:

Development: youth & families services in community/schools that improve socio-emotional, mental, physical, identity and cognitive development.

Diversion: seeks to divert youth (~18) from entering or deepening their involvement with the justice system as a means for improving their social, academic, economic, and health outcomes and ensuring they remain in communities with their families.

Reentry: mentoring and reentry supports by people w/ lived-experience and training in trauma-informed care to provide care coordination, system navigation, conflict resolution & crisis intervention.

1. Program Name:

City of Los Angeles Housing Authority and County of Los Angeles Development Authority - Housing Opportunities for Mentoring and Education (HOME) (#15)

2. Evidence Upon Which It Is Based:

Initially, H.O.M.E. was based on the causal model of delinquency, which suggests juvenile delinquent behavior influences and is influenced by the youth's social context (Henggeler, 1991). More recently, the ecological systems theory and the Positive Youth Development model (PYD) have informed the strategy of this program to promote productive youth engagement across communities, schools, organizations, peer groups, and families. PYD is an intentional, pro-social approach to understanding and promoting positive adolescent development by providing opportunities for growth, fostering positive relationships, and furnishing the support needed to build leadership skills (Shek et al., 2019). Use of a positive youth development approach has been identified as a best practice for juvenile justice systems (Whitaker et al., 2022).

The H.O.M.E. program is designed to target the risk and protective factors of each youth and family in six areas: school, family, unhealthy social behavior, gang activity, substance abuse, and community violence. Though research is limited, at least one study has found that after-school programming in public housing neighborhoods can improve school attendance and reading skills and reduce school disciplinary actions (e.g., suspensions, expulsions) (Jenson et al., 2018).

Harder + Co conducted an evaluation and both the Los Angeles County Development Authority (LACDA) and the Housing Authority of the City of Los Angeles (HACLA) H.O.M.E programs reported youth who participated showed improvements in key domains (measured by the Positive Youth Development Sustainability Scale [PYDSS]) such as competence, confidence, connection, and caring. Especially strong change was shown in competence and character. The evaluation also found that many youth showed positive progress over time while other youth maintained stability despite significant risk factors.

- Henggeler, S. (1991). *Multidimensional causal models of delinquent behavior: Implications for treatment*. In R. Cohen & A. W. Siegel (Eds.), *Context and Development* (p. 21). Psychology Press. <https://www.taylorfrancis.com/chapters/edit/10.4324/9781315807720-12/multidimensional-causal-models-delinquent-behavior-implications-treatment-scott-henggeler?context=ubx&refId=22c9d890-b5ba-4e19-a88a-1193b412eb3f>
- Jenson, J. M., Veeh, C., Anyon, Y., St. Mary, J., 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. <https://www.sciencedirect.com/science/article/abs/pii/S0190740917306862?via%3Dihub>
- Shek, D. T. L., Dou, D., Zhu, X., & Chai, W. (2019). Positive youth development: Current perspectives. *Adolescent Health, Medicine and Therapeutics*, 10, 131–141. <https://doi.org/10.2147/AHMT.S179946>

- Whitaker, L., Smucker, S., & Holliday, S. B. (2022). A Gap Analysis of the Los Angeles County Juvenile Justice Crime Prevention Act Portfolio. RAND Corporation. https://www.rand.org/pubs/research_reports/RRA1663-1.html.

3. Description:

The H.O.M.E. program serves at-risk youth ages 10-18 residing in various public housing communities in the HACLA portfolio. The Primary Prevention and Early Intervention services may include tutoring, literacy, educational support 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 HOME staff serve as systems navigators 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 program serves youth who are at-risk of and experiencing poor attendance, poor academic performance, poor family functioning, anti-social behaviors, and/or poor individual problem-solving skills. The H.O.M.E program implements a case management/care coordination model. The Youth Development Specialist (YDS) manages a caseload of 35-50 youth between the ages of 10-18 and their families at each housing site at any given time. The individualized case plan incorporates the goals and objectives which align with the youth and family's needs, based on their assets and barriers. Prevention and Early intervention services may include tutoring, literacy, educational supports and advocacy, college readiness, employment, substance abuse/alcohol counseling, gang intervention, gender-specific programs, mental health services, parenting, conflict resolution, pro-social activities (arts education, recreation, incentive field trips), and restorative justice. In addition, the YDS also seeks to engage the entire housing community in prevention and intervention awareness and family and community development activities with HACLA site staff and resident leaders.

Staff conducts an assessment to determine the needs and risk and protective factors of each youth, with particular emphasis on their strengths so that education and other interventions are adapted to the learning styles and motivation of the participant. The staff provides the youth and family with an orientation and tour. Service delivery begins immediately after initial assessment and orientation. Staff monitors and documents the youth's progress on a monthly basis and more fully assesses every six months, while updating the participant's individualized case plan as determined by the youth, family and others who work with the client. Prior to completion/termination of the youth, the youth will be reassessed to measure overall program effectiveness.

1. Program Name:

JJCPA Evaluation and Infrastructure (#16)

2. Evidence Upon Which It Is Based:

An evidence-based approach requires ongoing, unbiased critical review of credible research literature and program operations to determine what policies and practices are most likely to achieve desired outcomes. Evaluation generally serves two related purposes. First, ensuring evidence-based and promising practices are implemented as intended and assessing whether those practices lead to desired outcomes (Lipsey et al., 2010). The first is addressed through quality assurance and process evaluation, while the second focuses on evaluating effectiveness and impact.

Evidence-based practices are defined by clear outcome(s) that are measurable (e.g., decreases in recidivism, increased family stability) and grounded in real-world conditions (such as youth needs and service delivery challenges).

Best practices for juvenile justice systems emphasize not only the use of evidence-based programs, but also implementation quality and fidelity. Even well-designed programs may not produce desirable outcomes if they are not implemented in a consistent way or in a different manner than was intended (OJJDP, n.d.). Process and outcome evaluations can provide key information about how programs are delivered, if they align with planned models, and how any changes or challenges could (or do) impact outcomes.

Evaluation activities include helping programs and systems use data to make better decisions. Conducting process and outcome evaluations of JJCPA-funded programs ensures accountability for public resources while facilitating data use to improve program quality and overall youth outcomes.

- Lipsey, M. W., Howell, J. C., Kelly, M. R., Chapman, G., & Carver, D. (2010). *Improving the effectiveness of juvenile justice programs*. Center for Juvenile Justice Reform, Georgetown University.
- Office of Juvenile Justice and Delinquency Prevention (OJJDP) (n.d.). *Model programs guide*. U.S. Department of Justice. <https://ojjdp.ojp.gov/model-programs-guide/home>

3. Description:

The Evaluation and Infrastructure strategy will support the annual evaluation and ongoing training and advisement for the Juvenile Justice Coordinating Council (JJCC), the JJCC-Community Advisory Committee (CAC) (Standing Subcommittee) and the annual JJCC-CMJJP (Comprehensive Multi-agency juvenile justice plan) Ad-Hoc Subcommittee to provide leadership on the development and implementation of the CMJJP. Additionally, Anti-Recidivism Diversity and Inclusion Initiative (ARDI) will provide a dashboard based upon a database to garner data information.

1. Program Name:

County of Los Angeles Department of Mental Health - Community in Schools Initiative, MST (LACOE) (#17)

2. Evidence Upon Which It Is Based:

Multi-Systemic Therapy (MST) is an evidence-based intervention with one of the most strongly proven and researched track records of efficacy (Office of Justice Programs, (n.d.). MST is offered in the community and focuses on strengthening families. Youth and families receiving MST services are far less likely to be placed out of their homes than youth who do not receive MST services (Henggeler et al., 1998). MST has a strong program structure that requires staff to track outcomes for clients/families receiving their services.

Studies of juvenile delinquency show that multiple factors determine youth antisocial behavior, including characteristics of the individual youth as well as their family and peer group, school, and community contexts (Henggeler et al., 1998). Multi-systemic therapy aims to build youth and family strengths (protective factors) on a highly individualized and comprehensive basis, emphasizing parental empowerment to modify children's natural social network to facilitate the maintenance and generalization of treatment gains (Henggeler et al., 1998). Multiple meta-analyses have shown that MST is an effective treatment modality for reducing recidivism, psychopathology, substance use, out-of-home placements, and mental health symptoms, while positively influencing family and school functioning and peer relationships (Applegarth et al., 2023; Fain et al., 2014; Papas & Dent, 2021; van der Stouwe et al., 2014).

- Applegarth, D. M., Jones, P., and Holliday, S. B. (2023). *Promising services for justice-involved youth: A scoping review with implications for the Los Angeles County Juvenile Justice Crime Prevention Act*. RAND Corporation. https://www.rand.org/pubs/research_reports/RRA1663-2.html
- Henggeler, S. W., Schoenwald, S. K., Borduin, C. M., Rowland, M. D., & Cunningham, P. B. (1988). *Multi-systemic Treatment of Antisocial Behavior in Children and Adolescents*. Guilford Press.
- Office of Justice Programs. (n.d.). *Multisystemic Therapy (MST)*. CrimeSolutions, National Institute of Justice. <https://crimesolutions.ojp.gov/ratedprograms/multisystemic-therapy-mst>
- Pappas, L. N., & Dent, A. L. (2023). The 40-year debate: A meta-review on what works for juvenile offenders. *Journal of Experimental Criminology*, 19(1), 1–30.
- Fain, T., Turner, S., & Matsuda, M. (2016). *Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2014-2015 Report*. RAND Corporation. https://www.rand.org/content/dam/rand/pubs/research_reports/RR1400/RR1458/RAND_RR1458.pdf
- van der Stouwe, T., Asscher, J. J., Stams, G. J. J. M., Deković, M., & van der Laan, P. H. (2014). The effectiveness of Multisystemic Therapy (MST): A meta-analysis. *Clinical Psychology Review*, 34, 468–481. <https://doi.org/10.1016/j.cpr.2014.06.006>

3. Description:

The MST program is a long-standing evidence-based JJCPA program. MST is one of the strongest evidence-based practices and is supported with training and clinical supervision through MST, LLC. The MST program has been expanded using the current MST providers to take referrals from LACOE. The benefit of the LACOE Community Schools Initiative is that referrals to MST providers come directly from the resource hubs at the school via the dedicated LACOE coordinator. This allows for more direct and earlier referral for at-risk youth and their families. The MST/LACOE Community Schools initiative has ramped up through collaborative work between DMH, MST, LLC, and LACOE.

1. Program Name:

County of Los Angeles Parks and Recreation – Safe Passages (#18)

2. Evidence Upon Which It Is Based:

The Safe Routes Partnership has highlighted the need for safe routes to local parks because while two-thirds of Americans in urban locations live within 10 minutes of a local park, the walking routes to these parks are not always easily accessible (e.g., there may be insufficient sidewalks or crosswalks), and youth may have concerns about safety (e.g., fear of violence or crime) (Safe Routes Partnership, 2018; Safe Routes Partnership, 2021). Programs like Safe Passages can help overcome those concerns.

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 (Henderson et al., 2013; Stewart et al., 2014;). There is also evidence that participation in structured, community-based programming such as park activities is associated with improved school attendance and increased engagement in prosocial activities (Durlak et al., 2010).

- Further, research suggests that children and youth benefit from access to outdoor space (McCurdy et al., 2010). Access to outdoor space can decrease stress (Wells & Evans, 2003), foster physical development (Burdette & Whitaker, 2005), and improve cognitive functioning (Wells, 2000). 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.
- Durlak, J. A., Weissberg, R. P., & Pachan, M. (2010). A meta-analysis of after-school programs that seek to promote personal and social skills in children and adolescents. *American Journal of Community Psychology*, 45(3-4), 294–309. <https://doi.org/10.1007/s10464-010-9300-6>
- Henderson, S., Tanner, R., Klanderman, N., Mattera, A., Martin, W. L., & Stewart, J. (2013). Safe routes to school: A public health practice success story. *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.
- Safe Routes Partnership (2018). *Putting the "Safe" In Safe Routes to Parks: Improving Personal Safety from Crime and Violence to Promote Park Access*. https://www.saferoutespartnership.org/sites/default/files/resource_files/personal_safety_crime_and_violence_final_6.20_0.pdf
- Safe Routes Partnership (2021). *Why Safe Routes to Parks: Stories, Data, and Resources to Illustrate the Mission*. <https://saferoutespartnership.org/why-safe-routes-parks-stories-data-and-resources-illustrate-mission/>
- Stewart, O., Moudon, A. V., & Claybrooke, C. (2014). Multistate evaluation of safe routes to school programs. *American Journal of Health Promotion*, 28(3), S89–S96.

- Wells, N. M. (2000). At home with nature: Effects of “greenness” on children's cognitive functioning. *Environment and Behavior*, 32(6), 775-795.
- Wells, N. M., & Evans, G. W. (2003). Nearby nature: A buffer of life stress among rural children. *Environment and Behavior*, 35(3), 311–330.

3. Description:

Safe Passages is a comprehensive park safety prevention and early intervention initiative designed to protect and empower youth in high-violence areas of unincorporated LA County. Co-located at 16 DPR parks, the program serves over 28,958 youth aged 7-24, focusing on reducing the impact of gang violence and trauma through a blend of safety education, ongoing community/school outreach and engagement, and linking youth to existing park programs, staff, and coaches. Identifying safety concerns among neighbors, families, youth, school, and other stakeholders by hosting park events such as Pride at the Park or Parks After Dark, are opportunities for interventionists to build relationships and solicit feedback. Interventionists are present in parks during peak hours of youth programming to ensure they get from school to the park and home safely. Trusted interventionists also connect youth to other offsite experiences such as the Girls Empowerment Conference and field trips.

1. Program Name:

County of Los Angeles Beaches and Harbors – Ocean Safety Day (#19)

2. Evidence Upon Which It Is Based:

The WATER (Water Awareness, Training, Education, Recreation) Program offers various pro-social and learning opportunities, such as Ocean Safety Day, that contribute to healthy youth development. Pro-social skill building can be fostered through constructive recreational activities, positive interaction with adults, a sense of belonging, and a connection to nature. These skills foster safe, structured, and peaceful environments which, in turn, relieve stress and reduce time for risk-taking behaviors (Development Services Group, Inc., 2015).

This program is based on the theories of Protective Factors, Social Learning, and Social Control. Research of these frameworks indicates that youth can learn from pro-social peers, teachers, and family to develop positive attachments that lead to the adherence of positive pro-social behaviors and reduce criminal recidivism (Watt et al., 2004). These outcomes dovetail with JJCPA's goal of preventing juvenile delinquency through pro-social activities and developing strong relations with the community.

- Development Services Group, Inc. (2015). Protective factors against delinquency. Literature review. Office of Juvenile Justice and Delinquency Prevention. https://ojjdp.ojp.gov/model-programs-guide/literature-reviews/protective_factors_against_delinquency.pdf
- Watt, B., Howells, K., & Delfabbro, P. (2004). Juvenile recidivism: Criminal propensity, social control and social learning theories. *Psychiatry, Psychology and Law*, 11(1), 141–153.

3. Description:

The WATER Program provides LA County youth, especially those most in need of positive recreational opportunities, with enriching coastal experiences focused on ocean safety. Led by dedicated Ocean Lifeguards, activities are held at public beaches and the Marina del Rey harbor. Participants engage in Ocean Safety Days where they learn to kayak, paddle board, surf, and more. Summer programs may include coastal hikes, aquarium visits, tide pool explorations, and guest speakers. Weekend offerings invite family participation. Activities are adapted to participants' abilities, and all equipment is provided, in addition to transportation and lunch for most programs. Additionally, five-day Sailing Camps teach students sailing terms, boat maintenance, rigging, knot tying, tacking and docking. The program aims to educate youth about ocean safety, promote health and fitness, enhance self-esteem through skill development, and introduce them to lifeguarding and ocean-related career opportunities.

1. Program Name:

Los Angeles Unified School District - Diversion Coordination of Services (#20)

2. Evidence Upon Which It Is Based:

This program focuses on the coordination of services for middle school students identified as at-risk based on indicators such as attendance, grades, and behavioral issues. The program is tailored towards middle school-aged youth, as research suggests this stage of schooling is when some students begin to show early indicators associated with later high school dropout (Rose & Bowen, 2021).

Because interactions with the criminal justice system may lead to higher rates of school dropout (Esthappan & Lee, 2018), this program utilizes early, tiered prevention models and social and emotional learning approaches. These strategies aim to identify risk factors, reduce negative behaviors, and equip students with skills for success. The goal is to divert students away from the formal justice system whenever possible.

Evidence from pre-arrest diversion programs further underscores the importance of early intervention, as such programs have been shown to reduce negative outcomes associated with juvenile justice system involvement (Hagan & Dinovitzer, 1999; Models for Change Juvenile Diversion Workgroup, 2011). Such programs reinforce protective factors (e.g., school attendance, positive adult interactions) and provide services that address underlying issues that contribute to misconduct (Cottle et al., 2001; Mendez, 2003).

- 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.
- Esthappan, S. & Lee, V. (2018). Incarcerated youth deserve a quality education, and many don't get one. *Urban Wire*. Urban Institute. <https://www.urban.org/urban-wire/incarcerated-youth-deserve-quality-education-and-many-dont-get-one>
- Hagan, J., & Dinovitzer, R. (1999). Collateral consequences of imprisonment for children, communities, and prisoners. *Crime and Justice*, 26, 121 –162.
- Raffaele Mendez, L. M. (2003). Predictors of suspension and negative school outcomes: A longitudinal investigation. *New Directions for Youth Development*, 2003(99), 17 –33. <https://doi.org/10.1002/yd.52>
- Rose, R. A., & Bowen, N. K. (2021). The effect on high school drop-out of a middle school relevance intervention. *The Journal of Educational Research*, 114(6), 526–536.
- Models for Change Juvenile Diversion Workgroup. (2011). Juvenile Diversion Guidebook.

3. Description:

Diversion programming for middle school students that includes identifying middle school students who would have previously received services through Welfare and Institutions Code 236. Through Pupil Services and Attendance Counselors (PSA), programming 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.

1. Program Name:

Credible Messenger/Mentorship in Custody (#21)

2. Evidence Upon Which It Is Based:

Programs that employ mentors with lived experience (e.g., from similar neighborhoods or communities) can help youth form trusting, supportive relationships that protect against future system involvement (Lesnik et al., 2023). Mentors with lived experience are also called credible messengers (DuBois, 2024). Youth in high-risk environments particularly benefit from relationships with supportive, non-familial adults (Grossman & Tierney, 1988). More broadly, trained staff who develop strong relationships with at risk-youth can promote pro-social behaviors and reduce anti-social and risky behavior (Anderson-Butcher et al., 2004).

Evaluations of mentorship models similar to Credible Messengers demonstrated positive outcomes, including reduced recidivism and anti-social behavior (Tolan et al., 2014) and improvements in self-perception and relationships with others (Lynch et al., 2018). Additionally, Credible Messengers and similar programs can improve connectedness to school and family (Karcher et al., 2002).

- 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. https://psycnet.apa.org/doi/10.1300/J137v09n01_07
- DuBois, D. (2024). Credible messenger and lived experience mentoring programs. National Mentoring Resource Center.
- 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. <https://psycnet.apa.org/doi/10.1177/0193841X9802200304>
- Karcher, M. J., Davis III, C., & Powell, B. (2002). The effects of developmental mentoring on connectedness and academic achievement. *School Community Journal*, 12(2), 35.
- Lesnick, J., Abrams, L. S., Angel, K., & Barnert, E. S. (2023). Credible messenger mentoring to promote the health of youth involved in the juvenile legal system: A narrative review. *Current Problems in Pediatric and Adolescent Health Care*, 53(6), 101435. <https://doi.org/10.1016/j.cppeds.2023.101435>
- Lynch, M., Astone, N. M., Collazos, J., Lipman, M., & Esthappen, S. (2018). *Arches transformative mentoring program: An implementation and impact evaluation in New York City*. Urban Institute. <https://www.urban.org/research/publication/arches-transformative-mentoring-program>
- 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. <https://doi.org/10.1007/s11292-013-9181-4>

3. 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.

1. Program Name:

County of Los Angeles Public Library – Library Programs and Services for Probation Involved and At-Promise Youth (#22)

2. Evidence Upon Which It Is Based:

After-school programs that include tutoring support can increase school attendance, promote independent reading, and lower suspension rates among at-risk youth (Jenson et al., 2018). For justice-involved youth, a decrease in school suspensions can reduce contact with the criminal justice system (Fabelo et al., 2011). Libraries can be an ideal setting to address the needs of at-risk and justice-involved youth; as adolescents and young adults represent about one-quarter of public library users in the United States (Braun et al., 2014). Moreover, at least one recent pilot project demonstrated that public libraries can effectively reach at-risk youth, and that programs through libraries can help create positive relationships among youth and provide experiences that youth might not otherwise have (Brown et al., 2021).

Lastly, Triple P® is a parenting and family support system designed to prevent/treat behavioral and emotional problems in children/teenagers (Sanders, 2023). Triple P® is an evidence-based parenting program and adopted by the Library as a framework for programs and interactions with parents/caregivers.

- Brown, C., Young, K. B., & Wong, C. (2021). Rise up: A program for at-risk youth. *Journal of Library Administration*, 61(6), 710-717.
- Braun, L. W., Hartman, M. L., Hughes-Hassell, S., & Kumasi, K. (2014). *The future of library services for and with teens: A call to action*. Institute of Museum and Library Services, Young Adult Library Services Association, American Library Association. https://www.ala.org/sites/default/files/yaforum/content/YALSA_nationalforum_Final_web_0.pdf
- 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. Council of State Governments Justice Center. https://csgjusticecenter.org/wp-content/uploads/2020/01/Breaking_Schools_Rules_Report_Final.pdf
- Jenson, J. M., Veeh, C., Anyon, Y., St. Mary, J., 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. DOI:[10.1016/j.childyouth.2018.03.014](https://doi.org/10.1016/j.childyouth.2018.03.014)
- Sanders M. R. (2023). The Triple P system of evidence-based parenting support: Past, present, and future directions. *Clinical child and family psychology review*, 26(4), 880–903. <https://doi.org/10.1007/s10567-023-00441-8>

3. Description:

The library will provide programs and services to enhance and enrich the lives of Probation Involved and At-Promise Youth throughout Los Angeles County. Our Librarians will visit the Juvenile Day Reporting Centers (JDRCs) and continuation schools that serve Probation-involved and At-Promise Youth during the school week. Librarians will support

At-Promise Youth in our communities by providing programs during out-of-school hours. Librarians will work with educators at JDRCs and continuation schools as well as with youth to plan and offer programs that engage, excite, and inform. Reference and reader's advisory librarians will provide At-Promise Youth connections to library resources that support their educational and developmental pursuits. Book discussions support reading comprehension and provide a chance to discuss literature in an interactive forum. This promotes literacy, confidence in sharing ideas, and connects teens with the library and available library resources

Probation Librarians will provide programs and outreach for At-Promise/multi-system involved youth in JDRC's, libraries, and continuation schools. Our team works with JDRC educators to schedule programs/services using award winning curriculum such as Adult 101: Life Skills Workshops for Teens (<https://www.naco.org/resources/award-programs/adult-101-life-skills-bootcamp-teens>) and MakMo (STEAM) programming, as well as the evidence-based Positive Parenting Program (Triple P). Probation Outreach staff are continually developing programs that highlight cultural and social themes. Planned programs will include but are not limited to: Book Clubs, Black Hair and Wellness, Citizenship and Civic Engagement, Workplace Readiness, Career Pathways, Teen Parenting Workshops, Arts programming, and Science Exploration.

1. Program Name:

County of Los Angeles Chief Executive Office's SEED School (Board-Directed MTA Partnership) (#23)

2. Evidence Upon Which It Is Based:

The SEED Foundation (<https://www.seedfoundation.com/collegesuccess>) operates a network of public college-preparatory schools with a focus on underserved youth from urban, low-income households. SEED schools are designed to provide a complete, round-the-clock learning environment in a boarding school setting and create a community of support. SEED schools in the Washington, DC, Maryland, and Miami areas have graduated over 500 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).

- 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*.
<https://static1.squarespace.com/static/583b86882e69cfc61c6c26dc/t/590b2d1720099ec8d17dc861/1493904664003/2009-Levin-Report.-High-school-dropouts-and-the-economic-losses-from-juvenile-crime-in-california.pdf>
- 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.

3. 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).

1. Program Name:

County of Los Angeles Department of Public Health - Youth Substance Abuse Client Engagement Navigations Systems (CENS) and Support Services (Youth Enhancement Services (YES) (#24)

2. Evidence Upon Which It Is Based:

Adolescents who use substances are more likely to be justice-involved than their peers who do not use substances; they are also more likely to be re-arrested than youth who do not use substances (Salcedo et al., 2022; White, 2024). Around half of all detained youth meet the criteria for substance use disorder, but many justice-involved youth do not receive substance use treatment due to gaps in coordination between justice and behavioral health providers (Belenko et al., 2017; Robertson et al., 2023; Salcedo et al., 2022).

Participation in residential or outpatient substance use treatment programs which use evidence-based methods (e.g., cognitive-behavioral therapy) can reduce substance use among justice-involved youth, decrease risk of rearrest, and promote positive health outcomes (Applegarth et al., 2023; Belenko et al., 2017). However, judicial systems serving large, diverse groups of youth often lack the capacity to coordinate services for youth with substance use issues, highlighting the importance of finding ways to meaningfully connect youth with treatment and ensure their participation.

Programs that include coordinated screening and linkage to a continuum of care options are key to addressing these gaps (Park et al., 2020). CENS offers a continuum of services focused on patient centered coordination of care (Myers et al., 2025) rather than a reactive and crisis driven approach. As an individual progresses along their recovery journey, the type and intensity of treatment services received change and reflect the current severity and nature of the patient's SUD. This approach highlights the importance of care coordination that involves multiple providers and ensures access to a full continuum of care. This model includes the delivery of early intervention services for at-risk youth and young adults to educate them on the dangers of alcohol and substance use (Griffin & Botvin, 2011; Chu et al., 2024).

- Applegarth, D. M., Jones, P., & Holliday, S. B. (2023). Promising services for justice-involved youth: A scoping review with implications for the Los Angeles County Juvenile Justice Crime Prevention Act. *RAND Corporation*. https://www.rand.org/pubs/research_reports/RRA1663-2.html
- Belenko, S., Knight, D., Wasserman, G. A., Dennis, M. L., Wiley, T., Taxman, F. S., Oser, C., Dembo, R., Robertson, A. A., & Sales, J. (2017). The Juvenile Justice Behavioral Health Services Cascade: A new framework for measuring unmet substance use treatment services needs among adolescent offenders. *Journal of Substance Abuse Treatment*, 74, 80-91.
- Chu, W., Ferguson, A., Russo, J., Fishbein, D., Riggs, N., Shafiee, S. A., Van Ryzin, M., Mason, A., & Mackesy-Amiti, M. (2024, May 8). *School-based substance use disorder (SUD) prevention strategies and programs*. Research-to-Policy Collaboration. <https://evidence2impact.psu.edu/resources/school-based-substance-use-disorder-sud-prevention-strategies-programs/>

- Griffin, K. W., & Botvin, G. J. (2010). Evidence-based interventions for preventing substance use disorders in adolescents. *Child and Adolescent Psychiatric Clinics of North America*, 19(3), 505–526. <https://doi.org/10.1016/j.chc.2010.03.005>
- Myers, B., Da Silva, N., McLaughlin, S., Purnomo, J., Shumskaya, D., Koume, K., Suhartono, S., Campello, G., & Busse, A. (2025). The relationship between patient-centered care for substance use disorders and patient outcomes: A scoping review. *International Journal of Drug Policy*, 139, 104770. <https://doi.org/10.1016/j.drugpo.2025.104770>
- Park, S. E., Mosley, J. E., Grogan, C. M., Pollack, H. A., Humphreys, K., D'Aunno, T., & Friedmann, P. D. (2020). Patient-centered care's relationship with substance use disorder treatment utilization. *Journal of substance abuse treatment*, 118, 108125. <https://doi.org/10.1016/j.jsat.2020.108125>
- Robertson, A. A., Gardner, S., Dembo, R., Dennis, M., Pankow, J., & Wilson, K. J. (2023). Impact of implementation interventions to improve substance use service delivery on recidivism among justice-involved youth. *Health Justice*, 11, 12. <https://doi.org/10.1186/s40352-023-00210-3>
- Salcedo D., DiLeo R., & Szydlowski, S. (2022). Substance use disorders among youth in the juvenile justice system. *Journal of Mental Health Substance Abuse*, 2(1). <https://gnoscience.com/uploads/journals/articles/431814947667.pdf>
- White, P. (2024). Juvenile delinquency and substance abuse early intervention strategies. *Addiction and Criminology*, 7(4), 218-219. <https://www.alliedacademies.org/articles/juvenile-delinquency-and-substance-abuse-early-intervention-strategies.pdf>

3. Description:

CENS supports referred individuals for SUD treatment by State, county, city, or other government entities, ensuring successful connections for multi-systems involved individuals. CENS is co-located at LPJH and provides screening and referrals to SUD services, client education, and early intervention services for clients who are screened and determined to be at risk of developing a SUD and do not meet the DSM criteria for an SUD service. The youth will receive psychoeducation using the Healthy YOUTH curriculum (Early Intervention Service Model for Addressing Substance Use Risk and Promoting Wellness Among At Risk Youth) and comprehensive screenings to determine the level of care (LOC) based on the American Society of Addiction Medicine (ASAM) criteria. CENS will provide group counseling sessions, early education, and linkages to a continuum of SUD treatment services including prevention, early intervention, outpatient, residential treatment programs, and recovery services.

1. Program Name:

County of Los Angeles Department of Mental Health - Multisystemic Therapy (MST) Training and Consultation (#25)

2. 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 (van der Stouwe et al., 2014).

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

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

MST has been endorsed by a number of organizations (including the Office of Juvenile Justice and Delinquency Prevention) with rigorous standards and have used independent panels of experts to evaluate and determine if the practice meets a clear set of scientific standards (Mihalic et al., 2004).

Consultation has been identified as an effective implementation strategy for evidence-based practices (Edmunds et al., 2013), and has been identified as important for ensuring therapist fidelity and youth and family outcomes in MST (Schoenwald, 2008; Schoenwald et al., 2004).

- Edmunds, J. M., Beidas, R. S., & Kendall, P. C. (2013). Dissemination and implementation of evidence-based practices: Training and consultation as implementation strategies. *Clinical Psychology: Science and Practice*, 20(2), 152.
- Mihalic, S., Irwin, K., Elliott, D., Fagan, A., & Hansen, D. (2004). *Blueprints for violence prevention*. U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention. <https://www.ojp.gov/pdffiles1/ojdp/204274.pdf>
- Schoenwald, S. K., Sheidow, A. J., & Letourneau, E. J. (2004). Toward effective quality assurance in evidence-based practice: Links between expert consultation, therapist fidelity, and child outcomes. *Journal of Clinical Child and Adolescent Psychology*, 33(1), 94-104.
- Schoenwald, S. K. (2008). Toward evidence-based transport of evidence-based treatments: MST as an example. *Journal of Child & Adolescent Substance Abuse*, 17(3), 69-91.
- van der Stouwe, T., Asscher, J. J., Stams, G. J. J. M., Deković, M., & van der Laan, P. H. (2014). The effectiveness of Multisystemic Therapy (MST): A meta-analysis. *Clinical Psychology Review*, 34, 468-481. <https://doi.org/10.1016/j.cpr.2014.06.006>

3. Description:

As more specifically described above, the MST contract has been in place for roughly 24 years period researchers developed the MST treatment model, and evidence- based practiced that is dedicated to serving troubled adolescents involved with the juvenile justice system.

MST, LLC, 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 LLC the practice is repeatedly cited as one of the most effective programs for justice involved youth and their families

1. Program Name:

County of Los Angeles Youth Commission (#26)

2. Evidence Upon Which It Is Based:

Youth in the juvenile justice system are impacted by policies and programs historically created without youth voice (Annie E. Casey Foundation, 2019; Checkoway, 2011). Youth advisory boards or commissions are becoming a common strategy across the country, allowing youth voice and perspectives to be part of program and policy development (U.S. Department of Health and Human Services, 2018). By engaging youth in this manner, lived experience can be incorporated into program design and trust can be built between youth and systems (Zeldin, 2013). When successfully implemented, youth advisory boards can improve relationships between youth and system institutions, increase accountability, lead to services that better serve youth need, and help challenge the status quo and areas of inequity (Burns, 2019).

Research (Annie E. Casey Foundation, 2019; Los Angeles County Commission for Children and Families, 2019) on youth engagement highlights a few key criteria for successful youth advisory boards:

- Youth-centered and youth-led structures
- Adequate staffing and funding
- Training and supports that are trauma-informed and developmentally appropriate
- Efforts to remove barriers to participation and engagement
- Youth access to policy makers and collaboration on materials (e.g., case plans, trainings, presentations).
- Annie E. Casey Foundation. (2019). A framework for effectively partnering with young people. <https://www.aecf.org/resources/a-framework-for-effectively-partnering-with-young-people>
- Burns, S. (2019). Young people as co-producers in policing across England. An evaluation of the 'youth commission' on police and crime. *Children & Society*, 33(4), 347-362.
- Checkoway, B. (2011). What is youth participation? *Children and Youth Services Review*, 33(2), 340–345. <https://doi.org/10.1016/j.childyouth.2010.09.017>
- 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>
- U.S. Department of Health and Human Services, Administration for Children and Families. (2018). *Engaging youth in decision-making: A guide for programs and organizations*. <https://files.hudexchange.info/resources/documents/Guide-for-Engaging-Youth-in-Decision-Making-and-Planning.pdf>
- Zeldin, S., Christens, B. D., & Powers, J. L. (2013). The psychology and practice of youth-adult partnership: Bridging generations for youth development and community change. *American Journal of Community Psychology*, 51(3-4), 385–397. <https://doi.org/10.1007/s10464-012-9558-y>

3. 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.

1. Program Name:

Los Angeles County Office of Education (LACOE) - Tutoring in the Camps and Juvenile Halls (#27)

2. Evidence Upon Which It Is Based:

Strong school engagement is one protective factor against juvenile delinquency (Henry et al., 2012). After-school programming like tutoring can increase school attendance, strengthen youth academic abilities (e.g., independent reading skills), and lower suspension rates among at-risk youth (David-Ferdon et al., 2023; Jenson et al., 2018).

For justice-involved youth in custody settings, who are at a higher risk for poor educational outcomes due to the limitations of the judicial educational system, tutoring may be especially helpful in maintaining the quality and continuity of educational service (e.g., movements of youth across facilities) (Gagnon et al., 2022; Mathur & Schoenfeld, 2010). This is especially important as youth who become involved with the justice system often are already struggling and in need of tutoring or other educational supports (Henry et al., 2012).

- David-Ferdon, C., Vivolo-Kantor, A. M., Dahlberg, L. L., Marshall, K. J., Rainford, N., & Hall, J. E. (2023). Youth violence prevention: Resource for action: A compilation of the best available evidence. *Centers for Disease Control and Prevention, National Center for Injury Prevention and Control*.
- Gagnon J. C., Mason-Williams, L., Griller Clark, H., LaBelle, B., Mathur, S. R., & Leone, P. E. (2022). Providing high-quality education in juvenile corrections: Next steps. *American Journal of Orthopsychiatry*, 92(4):429-441. <https://doi.org/10.1037/ort0000612>
- Henry, K. L., Knight, K. E., & Thornberry, T. P. (2012). School disengagement as a predictor of dropout, delinquency, and problem substance use during adolescence and early adulthood. *Journal of Youth and Adolescence*, 41(2), 156–166. <https://doi.org/10.1007/s10964-011-9665-3>
- Jenson, J. M., Veeh, C., Anyon, Y., St. Mary, J., 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.
- Mathur, S. R., & Schoenfeld, N. (2010). Effective instructional practices in juvenile justice facilities. *Behavioral Disorders*, 36(1), 20-27.

3. 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.

1. Program Name:

Restorative Justice (#28)

2. Evidence Upon Which It Is Based:

Restorative justice practices are emerging as an effective conflict resolution strategy in many spaces, including justice settings. The goal of restorative justice practices is to facilitate healing among all parties involved in a conflict (Kimbrell et al., 2022). Rather than a punitive focus, restorative justice programs and practices approach conflict by initiating dialogue between the victims, offenders, and community members (when applicable). This framework acknowledges how the effects of harm can extend beyond individuals.

Within juvenile justice settings, restorative justice practices may be used both as a diversion strategy and as a facility-based intervention (Applegarth et al., 2023). Restorative practices such as conflict resolution seminars, peer mediation, and youth leadership activities help youth develop problem-solving and conflict management skills (Johnson et al., 1996). These practices can help youth better manage conflict, build prosocial relationships, and decrease potential tension between youth in facilities (Morton & Einesman, 2001). Restorative justice methods may also be viewed as more procedurally fair by youth offenders and be more likely to receive buy-in (Wong et al., 2016). Finally, one meta-analysis reviewing restorative justice programs in juvenile justice have found moderate reductions in recidivism among youth (Wilson et al., 2017).

- Applegarth, D. M., Jones, P., & Holliday, S. B. (2023). Promising services for justice-involved youth: A scoping review with implications for the Los Angeles County Juvenile Justice Crime Prevention Act. RAND Corporation. https://www.rand.org/pubs/research_reports/RRA1663-2.html
- Kimbrell, C. S., Wilson, D. B., & Olaghere, A. (2022). Restorative justice programs and practices in juvenile justice: An updated systematic review and meta-analysis for effectiveness. *Criminology and Public Policy*, 22, 161-195. DOI: [10.1111/1745-9133.12613](https://doi.org/10.1111/1745-9133.12613)
- Johnson, D. & Johnson, T. (1996). Conflict resolution and peer mediation programs in elementary and secondary schools: A review of the research. *Review of Educational Research*, 66, 459-506. [10.3102/00346543066004459](https://doi.org/10.3102/00346543066004459)
- Morton, L., & Einesman, F. (2001). The effects of mediation in a juvenile incarceration facility: Reduction of violence through transformation. *Cleveland State Law Review*, 49(2), 255–271.
- Wilson, D. B., Olaghere, A., & Kimbrell, C. S. (2017). Effectiveness of restorative justice principles in juvenile justice: A meta-analysis. George Mason University, Department of Criminology, Law and Society. <https://www.ojp.gov/pdffiles1/ojdp/grants/250872.pdf>
- Wong, J. S., Bouchard, J., Gravel, J., Bouchard, M., & Morselli, C. (2016). Can at-risk youth be diverted from crime? A meta-analysis of restorative diversion programs. *Criminal Justice and Behavior*, 43(10), 1310-1329.

3. 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.

1. Program Name:

Los Angeles County Office of Education - Education Programs (#29)

2. Evidence Upon Which It Is Based:

Juvenile Court & Community Schools

Youth who are involved in the juvenile justice system are often at risk for poor educational outcomes (Gagnon et al., 2022; Leone & Wruble, 2015). Research has documented the many challenges that arise at the intersection of the educational and delinquency systems, as well as other systems that youth may be involved in, such as the foster care system. Education programs in juvenile justice settings often have significant limitations – there may be less instructional time, schedules are disrupted by other institutional activities, and the educational programming may not be held to the same standards (Gagnon et al., 2022; Leone & Weinberg, 2010). Youth may move across settings or systems, causing additional disruptions to education. When youth move to traditional education settings, there can be limited transition planning, meaning that youth do not have the support they need at their home school (Leone & Weinberg, 2010). Taken together, these findings highlight the importance of providing sufficient supports to youth—in juvenile justice academic settings, at the point of transition, and in community settings—to ensure the sufficient quality and continuity of education.

In addition to educational support, additional enrichment activities such as music, art, and fitness activities provide healthy, prosocial activities for youth (Menzer, 2015). Such activities promote skill development, self-expression, and emotional regulation (Ezell & Levy, 2003).

Homeless Education Tutoring Program

Additional research highlights the role of housing instability as a critical barrier to education success for both at-risk and justice-involved youth (Habitat for Humanity, n.d.). Youth experiencing homelessness or unstable housing often face frequent relocations, disrupted learning environments, and limited access to academic supports, contributing to significant gaps in academic achievement (Ingram et al., 2017) and negative impacts to their health & well-being (AAP Council on Community Pediatrics, 2013). The Homeless Education Tutoring Program (HEP) will provide one-on-one tutoring to help address the learning gaps and educational challenges caused by housing instability.

- AAP Council on Community Pediatrics. (2013). Providing care for children and adolescents facing homelessness and housing insecurity. *Pediatrics*, 131(6), 1206–1210. <https://publications.aap.org/pediatrics/article/131/6/1206/31138/Providing-Care-for-Children-and-Adolescents-Facing>
- Ezell, M., & Levy, M. (2003). An evaluation of an arts program for incarcerated juvenile offenders. *Journal of Correctional Education*, 54(3), 108–14.

- Gagnon, J. C., Mason-Williams, L., Clark, H. G., LaBelle, B., Mathur, S. R., & Leone, P. E. (2022). Providing high-quality education in juvenile corrections: Next steps. *American Journal of Orthopsychiatry* 92(4), 429-441.
- Habitat for Humanity. (n.d.). *How does housing affect children's education?* Habitat for Humanity. <https://www.habitat.org/our-work/impact/research-series-how-does-housing-affect-childrens-education>
- Ingram, E. S., Bridgeland, J. M., Reed, B., & Atwell, M. (2017). Hidden in plain sight: Homeless students in America's public schools. Civic Enterprises & Hart Research Associates. <https://files.eric.ed.gov/fulltext/ED572753.pdf>
- Leone, P., & Weinberg, L. (2010). *Addressing the unmet educational needs of children and youth in the juvenile justice and child welfare systems*. Center for Juvenile Justice Reform, Georgetown University.
- Leone, P. E., & Wruble, P. C. (2015). Education services in juvenile corrections: 40 years of litigation and reform. *Education & Treatment of Children*, 38(4), 587–604. <https://muse.jhu.edu/article/597975>
- Menzer, M. (2015). The arts in early childhood: Social and emotional benefits of arts participation. A literature review and gap analysis (2000–2015). Washington, DC: National Endowment for the Arts.

3. Description:

LACOE will provide the following education programs:

Music program to provide music and fitness enrichment support to Juvenile Court and County Community Schools students. Arts and fitness offer outlets for youth to redirect and restore through positive behavioral and high artistic and personal well-being goals. The program will provide music, fitness enrichment, and musical performances.

Tutoring and academic support that will focus on providing academic support on literacy, reading, content area standards, and math to students in the Juvenile court and County community Schools.

Juvenile Court Schools Transition Counselor Services will provide Transition Counselors that will serve as an advocate for students as they transition out of court school program to either their school of residence, an institution of higher education, a vocational training program, or a place of employment. The program will include development of supportive, comprehensive plans aimed towards fostering relationships with youth and their families and to strengthen and maintain positive, healthy lifestyle choices.

Parent and Family Consultation Program will provide a program to address provision of support to the youth's family. Families participate in parenting classes, informational/motivational workshops, self-care workshops based upon a plan for family support that address the whole family needs.

Division of Student Programs – Community Schools Specialists. Implement the Community Schools framework to be delivered in a detention facility. The model that

seeks to be integrated with trauma-and resilience-informed care to improve the academic, emotional and physical wellbeing of students. The model includes identifying areas of need and leveraging community resources for students are prepared for college and career, and to lower recidivism rates.

Foster Youth Services – Direct Services Programs – Program Specialists will assist at-promise youth to join them with a caring adult, to become their personal coach, role models, mentor, advocate for the youth. The program will also focus on building capacity for the youth to sustain improvement and achieve success in their education journey.

Student Behavior Support Counselor – A behavior counseling program where the coordinators serve as the leaders in school wide efforts to improve school climate and monitor action plans, with the school team, to address areas of need. They will also lead the school efforts to promote, identify and reward positive student behaviors including problem solving, school attendance, and conflict resolution through the restorative process.

The Homeless Education Tutoring Program - Offers vital academic support to K-12 doubled up “at promise” youth throughout Los Angeles County who are facing unstable housing situations. The program provides personalized, one-on-one tutoring, both in-person and online, to address the learning gaps and educational challenges caused by housing instability. There is focus on individualized instruction to bridge the educational deficits resulting from frequent relocations and unstable living conditions. The aim is to help students meet and exceed grade-level standards, ensuring they receive the necessary support to thrive academically despite their challenging circumstances. Through dedicated tutoring services, the program strives to enhance educational outcomes and promote academic growth for these students, giving them the tools they need to succeed in their educational journey.

Program Name:

Department of Public Health – Office of Violence Prevention – School Safety Transformation (#30)

2. Evidence Upon Which It Is Based:

Research indicates that schools can act as an important protective environment for youth (CDC, 2009). Strong connections to school, supportive relationships with adults, and positive school climates have been shown to lead to improved behavior (Hahn et al., 2007; Sklad et al., 2012), higher levels of engagement, and decreased justice system involvement (OJJDP, 2015). Specifically, school connectedness (a student's belief that adults/peers at school care about them) is widely accepted as a key protective factor (Goetschius et al., 2021).

School-based mental health services have been shown to increase access to mental health care and school attendance (TLATCH, 2021) and school-based education and prevention programs have been demonstrated to improve student behavior and school climate (Hahn et al., 2007; Sklad et al., 2012). Restorative justice practices within schools and other educational settings have also been shown to positively impact school climate by supporting conflict resolution, accountability, and empathy amongst students (Bonell et al., 2013). Some schools partner with community-based organizations (CBOs) to implement these approaches in schools and help reduce (where appropriate) the use of suspension, expulsion, or arrests.

Through strong partnership with local CBOs, Los Angeles County Office of Education (LACOE), LA Department of Public Health Office of Violence Prevention, LA County is using JJCPA funds to address violence and promote a positive climate.

- Bonell, C., Jamal, F., Harden, A., Wells, H., Parry, W., Fletcher, A., Petticrew, M., Thomas, J., Whitehead, M., Campbell, R., Murphy, S., & Moore, L. (2013). *Systematic review of the effects of schools and school environment interventions on health: Evidence mapping and synthesis*. Public Health Research, 1(1). <https://doi.org/10.3310/phr01010>
- Centers for Disease Control and Prevention (CDC). (2009). *School connectedness: Strategies for increasing protective factors among youth*. U.S. Department of Health and Human Services. <https://stacks.cdc.gov/view/cdc/5767>Flaherty, L. T., Weist, M. D., & Warner, B. S. (1996). School-based mental health services in the United States: History, current models, and needs. *Community Mental Health Journal*, 32(2), 121–131
- Goetschius, L. G., McLoyd, V. C., Hein, T. C., Mitchell, C., Hyde, L. W., & Monk, C. S. (2021). School Connectedness as a Protective Factor Against Childhood Exposure to Violence and Social Deprivation: A Longitudinal Study of Adaptive and Maladaptive Outcomes. *Development and Psychopathology*, 35(3):1219–1234. doi: [10.1017/S0954579421001140](https://doi.org/10.1017/S0954579421001140)Hahn, R., Fuqua-Whitley, D., Wethington, H., Lowy, J., Liberman, A., Crosby, A., Fullilove, M., Johnson, R., Moscicki, E., Price, L.,

Snyder, S. R., Tuma, F., Cory, S., Stone, G., Mukhopadhaya, K., Chattopadhyay, S., & Dahlberg, L. (2007). The effectiveness of universal school-based programs for the prevention of violent and aggressive behavior. A report on recommendations of the Task Force on Community Preventive Services. *Morbidity and Mortality Weekly Report*, 56 (RR-7). <https://www.cdc.gov/mmwr/pdf/rr/rr5607.pdf>

- Office of Juvenile Justice and Delinquency Prevention (OJJDP). (2015). *Protective factors against delinquency. Literature review*. https://ojjdp.ojp.gov/model-programs-guide/literature-reviews/protective_factors_against_delinquency.pdf
- Sklad, M., Diekstra, R., De Ritter, M., Ben, J., & Gravensteijn, C. (2012). Effectiveness of school-based universal social, emotional, and behavioral programs: Do they enhance students' development in the area of skill, behavior, and adjustment? *Psychology in the Schools*, <https://onlinelibrary.wiley.com/doi/10.1002/pits.21641>
- The Los Angeles Trust for Children's Health (TLATCH). (2021). *The Impact of School-Based Health Centers*. <https://static1.squarespace.com/static/610c101c733e257fb271ce0f/t/627a993193af0212875f1c2a/1652201780668/2022+SBHC+Impact+Report.pdf>

3. Description:

Investing in CBOs with community violence intervention, youth diversion, and restorative justice expertise to improve school safety offers a community-based, trauma-informed approach to improve campus safety and address community factors that affect school climate. These strategies elevate student voices while disrupting phases of the pipeline that lead students and families to disengage from schools. Intentionally funding CBOs specializing in preventative measures or crisis intervention forms a comprehensive model of defined roles for law enforcement, schools, and CBOs. OVP will contract with five (5) CBOs to implement strategies in partnering school districts. OVP will also coordinate learning community with up to 20 more school districts. This model recognizes the unique contributions of each stakeholder, resulting in outcomes of shared responsibility to create schools that are not just physically safe but emotionally supportive and conducive to the holistic wellbeing of students and staff.

1. Program Name:

Department of Public Health – Office of Violence Prevention - Youth Suicide Prevention (#31)

2. Evidence Upon Which It Is Based:

Suicide has widespread effects within communities. Research suggests that each suicide death may impact dozens of family members, peers, or community members (Berman, 2011). Exposure to suicide, particularly among youth, has been associated with elevated risk of suicidal thoughts and behaviors (CDC, 2024). Other risk factors for suicidal thoughts and behaviors include exposure to violence, substance use, discrimination, and barriers to services (Suicide Prevention Resource Center, n.d.-a).

Peer support groups may improve connectedness and emotional wellbeing, which are two protective factors linked to a lower risk of suicide (Griffin et al., 2022; CDC, 2024). Additionally, training community members or service providers to recognize possible warning signs of suicide in youth (sometimes called gatekeeper training) is well supported as a suicide prevention strategy (Suicide Prevention Resource Center, n.d.-b).

Finally, youth who have experienced a suicide attempt are at an elevated risk for future attempts, especially following discharge from care (Bostwick et al., 2016; SAMHSA, 2019). This risk factor highlights the importance of follow-up support, psychoeducation for families, and service linkage.

- Berman A. L. (2011). Estimating the population of survivors of suicide: Seeking an evidence base. *Suicide & life-threatening behavior*, 41(1), 110–116. <https://doi.org/10.1111/j.1943-278X.2010.00009.x>
- Bostwick, J. M., Pabbati, C., Geske, J. R., & McKean, A. J. (2016). Suicide attempt as a risk factor for completed suicide: Even more lethal than we knew. *The American Journal of Psychiatry*, 173(11), 1094–1100. <https://doi.org/10.1176/appi.ajp.2016.15070854>
- Centers for Disease Control and Prevention (CDC). (2024). *Risk and protective factors for suicide*. <https://www.cdc.gov/suicide/risk-factors/index.html>
- Substance Abuse and Mental Health Services Administration (SAMHSA). (2019). *Best practices in care transitions for individuals with suicide risk: Inpatient care to outpatient care*. <https://www.samhsa.gov/sites/default/files/suicide-risk-practices-in-care-transitions-11192019.pdf>
- Suicide Prevention Resource Center (n.d.-a) Risk and protective factors. <https://sprc.org/risk-and-protective-factors/>
- Suicide Prevention Resource Center (n.d.-b) Identify and assist persons at risk. <https://sprc.org/effective-prevention/a-comprehensive-approach-to-suicide-prevention/identify-and-assist-persons-at-risk/>

3. Description:

Youth Survivor of Suicide Loss Support Groups:

OVP will extend contracts with two CBOs to facilitate youth support groups in two areas. Each organization will regularly facilitate 8-week long support groups for 10-17 year olds and 18-24 year olds. Goal = 60 youth.

Capacity Building Training:

OVP will coordinate monthly suicide prevention trainings with 20-30 participants from a minimum of 2 agencies monthly. Trainings will be specifically designed for “gatekeepers” and will build skills around identifying and supporting youth people in a moment of crisis and providing ongoing support/connecting to resources. Goal = 250 staff from 20 agencies.

Care Coordinators:

OVP will place medical case workers in three emergency departments to connect youth and their families to resources when discharged following a suicide attempt. Families will also be provided with psychoeducation and support. Goal = 240 youth enrolled (80 per facility).

1. Program Name:

Los Angeles Unified School District - Student Support (#32)

2. Evidence Upon Which It Is Based:

The relationship between foster care involvement, housing instability, and juvenile justice system contact is well-documented. Research (AAP Council on Community Pediatrics, 2013; Habitat for Humanity, n.d.) suggest that youth experiencing homelessness or unstable housing often are exposed more to adverse conditions such as lack of supervision, unmet basic needs, and unstable living conditions. In some situations, youth may engage in “survival behaviors” (Bender et al., 2009) which can include theft or substance use, in order to meet basic needs. These all can increase the risk of system involvement (McCarthy & Hagan, 1992). Limited access to comprehensive services amidst these challenges further increases the risk of youth becoming involved with the juvenile justice system (Park et al., 2020).

Further, school engagement is an established protective factor against juvenile delinquency, with research documenting that youth who are actively engaged with school (e.g., regular attendance, academic achievement) are less likely to engage in delinquent behavior (Henry et al., 2012). Youth experiencing homelessness or unstable housing often face frequent relocations, disrupted learning environments, and limited access to academic supports, contributing to significant gaps in academic achievement (Ingram et al., 2017).

Programs that are integrated within schools and provide comprehensive supportive services can help decrease these risk by addressing underlying needs, encouraging school engagement, and connecting both students and their families to services.

- AAP Council on Community Pediatrics. (2013). Providing care for children and adolescents facing homelessness and housing insecurity. *Pediatrics*, 131(6), 1206–1210. <https://publications.aap.org/pediatrics/article/131/6/1206/31138/Providing-Care-for-Children-and-Adolescents-Facing>
- Bender, K., Thompson, S. J., McManus, H., Lantry, J., & Flynn, P. M. (2007). Capacity for survival: Exploring strengths of homeless street youth. *Child & youth care forum*, 36(1), 25–42. <https://doi.org/10.1007/s10566-006-9029-4>
- Habitat for Humanity. (n.d.). *How does housing affect children's education?* Habitat for Humanity. <https://www.habitat.org/our-work/impact/research-series-how-does-housing-affect-childrens-education>
- Henry, K. L., Knight, K. E., & Thornberry, T. P. (2012). School disengagement as a predictor of dropout, delinquency, and problem substance use during adolescence and early adulthood. *Journal of Youth and Adolescence*, 41(2), 156–166. <https://doi.org/10.1007/s10964-011-9665-3>
- Ingram, E. S., Bridgeland, J. M., Reed, B., & Atwell, M. (2017). Hidden in plain sight: Homeless students in America's public schools. Civic Enterprises & Hart Research Associates. <https://files.eric.ed.gov/fulltext/ED572753.pdf>

- McCarthy, B., & Hagan, J. (1992). Mean streets: The theoretical significance of situational delinquency among homeless youths. *American Journal of Sociology*, 98(3), 597–627.
- Park, S. E., Mosley, J. E., Grogan, C. M., Pollack, H. A., Humphreys, K., D'Aunno, T., & Friedmann, P. D. (2020). Patient-centered care's relationship with substance use disorder treatment utilization. *Journal of substance abuse treatment*, 118, 108125. <https://doi.org/10.1016/j.jsat.2020.108125>

3. Description:

This prevention program will divert students from initial or further contact with the juvenile justice system using approaches that are evidence-based, culturally relevant, trauma-informed, and developmentally appropriate. Student Support counselors will case manage and coordinate resources in the school and community, alongside working with their families to divert at-risk students from contact or re-contact with the juvenile justice system. The allocation of Student Support counselors will allow for the youth to access direct advocacy and coordination of a full continuum of services.

Desired Outcomes:

- Decrease the number/percentage of students who encounter law enforcement, fail courses, and are chronically absent
- Increase the number/percentage of students: pass courses, are on track to graduate, and have career/educational goals.
- Increase the number/percentage of parents: enrolled in parent portal, who are connected to community resources and utilizing school resources.

1. Program Name:

Los Angeles County Public Defender's Office – Youth Competency Advocacy Program (#33)

2. Evidence Upon Which It Is Based:

In the United States, both adult and juvenile defendants must be deemed competent in order to stand trial (*Dusky v. U.S.*, 1960). Being competent to stand trial is a requirement for due process, as defendants must be able to understand their charges and possible penalties and effectively communicate with their attorney; if they are not able to demonstrate such capacity, they can be deemed incompetent to stand trial (Roesch, 2016).

Youth may be more likely to be considered incompetent to stand trial due to their developmental immaturity alongside other potential cognitive impairments, such as those from intellectual disabilities or mental illness that impact cognition (National Juvenile Justice Network, 2012). Studies have shown that youth age 15 and under consistently demonstrate impairments in abilities needed for competence to stand trial, and their abilities were comparable to adults who would be deemed not competent to stand trial (Bath et al., 2015; Grisso et al., 2003). It is possible for youth to be tried in adult criminal court; as such, legal standards for adults can be applied to youth (Bath & Gerring, 2014). However, most courts do not currently have systems in place to properly evaluate youths' competence to stand trial, which can lead to inconsistencies and unreliable conclusions about a youth's competence (National Juvenile Justice Network, 2012; Katner, 2024).

National research (Larson & Grisso, 2011) shows traditional defense often fails to apply developmentally appropriate standards, leaving youth with cognitive impairments at risk of due process violations. Empirical research demonstrates that multidisciplinary juvenile defense teams, which integrate attorneys with social workers and support staff, improve due process protections by reducing unnecessary detention, increasing developmentally appropriate dispositions, and improving overall fairness in juvenile court outcomes (Phillippi et al., 2021; Pringle, 2015).

- Bath, E., & Gerring, J. (2014). National trends in juvenile competency to stand trial. *Journal of the American Academy of Child & Adolescent Psychiatry*, 53(3), 265–268. [https://www.jaacap.org/article/S0890-8567\(13\)00891-5/fulltext](https://www.jaacap.org/article/S0890-8567(13)00891-5/fulltext)
- Bath, E., Reba-Harrelson, L., Peace, R., Shen, J., & Liu, H. (2015). Correlates of competency to stand trial among youths admitted to a juvenile mental health court. *Journal of the American Academy of Psychiatry and the Law*, 43(3), 329–339. <https://jaapl.org/content/43/3/329>
- *Dusky v. United States*, 362 U.S. 402 (1960).
- Grisso, T., Steinberg, L., Woolard, J., Cauffman, E., Scott, E., Graham, S., Lexcen, F., Reppucci, N. D., & Schwartz, R. (2003). Juveniles' competence to stand trial: A

comparison of adolescents' and adults' capacities as trial defendants. *Law and Human Behavior*, 27, 333–363. <https://doi.org/10.1023/A:1024065015717>

- Katner, D. R. (2024). Juvenile competency complications: Protocol, unmet needs, developmental immaturity, FASD, and comorbidity. *American Journal of Law & Medicine*, 49(2–3), 173–192. <https://doi.org/10.1017/amj.2023.26>
- Larson, K. A., & Grisso, T. (2011). *Developing statutes for competence to stand trial in juvenile delinquency proceedings: A guide for lawmakers*. National Youth Screening & Assessment Project, Models for Change. <https://www.ojp.gov/ncjrs/virtual-library/abstracts/developing-statutes-competence-stand-trial-juvenile-delinquency>
- National Juvenile Justice Network. (2012). Competency to stand trial in juvenile court: Recommendations for policymakers. U.S. Department of Justice, Office of Justice Programs. <https://www.ojp.gov/ncjrs/virtual-library/abstracts/competency-stand-trial-juvenile-court-recommendations-policymakers>
- Phillippi, S., Thomas, C. L., Yoshida, Y., & Afaneh, H. (2021). Holistic representation in juvenile defense: An evaluation of a multidisciplinary children's defense team. *Behavioral Sciences & the Law*, 39(1), 65–82. <https://doi.org/10.1002/bsl.2500>
- Pringle, S. (2015). Strengthening juvenile defense representation by partnering with social workers: A holistic approach. Texas Fair Defense Project.
- Roesch, R. (2016). Competency to stand trial in the American legal system. In *Oxford research encyclopedia of psychology*. Oxford University Press. <https://doi.org/10.1093/acrefore/9780190236557.013.80>

3. Description:

The Youth Competency Advocacy Program (YCAP) will establish a dedicated multidisciplinary legal team—attorney, paralegal, and social worker—within Los Angeles County's new Competency Hub Court, which will centralize all WIC §709 juvenile proceedings. YCAP will provide specialized, trauma-informed, and culturally responsive advocacy for youth with suspected or confirmed incompetence, many with intellectual disabilities, serious mental illness, or neurodevelopmental disorders. The team will litigate hearings, coordinate evaluations and remediation, monitor services, and develop individualized reentry plans to promote stability while protecting public safety and ensuring compliance. Staff will be trained with evidence-based curricula from national experts and will participate in the Competency Workgroup to maintain best practices. YCAP will reduce unnecessary detention, accelerate case resolution, and secure equitable, disability competent advocacy across the County's juvenile system

1. Program Name:

LACOE Coordinated Entry System Education Coordinator Program CES Education (#34)

2. Evidence Upon Which It Is Based:

Housing instability plays a significant role in perpetuating the achievement gap in education. Youth who experience homelessness and frequent school moves resulting from housing instability can experience decreased classroom engagement and academic achievement (Fantuzzo et al., 2012). Homelessness and housing instability are associated with higher rates of absenteeism, lower grades, and increased risk of school dropout (Galvez & Luna, 2014). In addition, housing instability can limit youths' access to resources such as transportation and health care, which can further negatively impact their educational achievement (Espinoza et al., 2023). According to Chapin Hall (2018), youth who do not have a high school diploma are more likely to become homeless, perpetuating a cycle of housing instability.

In the 2023-2024 academic year, LA County identified over 61,000 students who are experiencing homelessness (Vives, 2026). A 2021 meta-analysis showed that care coordination models that coordinate services for families with children have positive impacts on school functioning (Olson et al., 2021). LACOE's CES program in LA County provides a holistic approach to housing by connecting families and youth to resources and ensuring they are supported in school.

- Chapin Hall at the University of Chicago. (2018). *Missed opportunities: Youth homelessness in America*. https://www.chapinhall.org/wp-content/uploads/ChapinHall_VoYC_NationalReport_Final_Web.pdf
- Fantuzzo, J. W., LeBoeuf, W. A., Chen, C., Rouse, H. L., & Culhane, D. P. (2012). The unique and combined effects of homelessness and school mobility on the educational outcomes of young children. *School Psychology Review*, 41(4), 393–410.
- Galvez, M., & Luna, J. (2014). *Homelessness and housing instability: The impact on education outcomes*. Urban Institute. <https://www.tacomahousing.org/wp-content/uploads/2021/06/Urban-Institute-THA-Homelessness-and-Education-2014-12-22.pdf>
- Espinoza, D., Griffith, M., Burns, D., & Shields, P. M. (2023). *Federal and state resources for students experiencing homelessness*. Learning Policy Institute. <https://learningpolicyinstitute.org/product/federal-state-resources-students-experiencing-homelessness-report>
- Olson, J. R., Benjamin, P. H., Azman, A. A., Kellogg, M. A., Pullmann, M. D., Suter, J. C., & Bruns, E. J. (2021). Systematic review and meta-analysis: Effectiveness of wraparound care coordination for children and adolescents. *Journal of the American Academy of Child & Adolescent Psychiatry*, 60(11), 1353–1366. <https://doi.org/10.1016/j.jaac.2021.02.022>

- Vives, R. (2026, April 1). *L.A. County student homelessness has surged, study finds. Here's what the numbers show.* Los Angeles Times. <https://www.latimes.com/california/story/2026-04-01/la-county-student-homelessness-study>

3. Description:

In 2017, the LA Homeless Services Authority (LAHSA) approached LACOE Homeless Education Program to ensure that families & youth coming through the Coordinated Entry System (CES) were connected to education. The Education Coordinator Program was created to support these efforts. One Credential School Counselor was hired for each SPA (service planning area) to support education engagement. This staff is responsible for moving between the CES Family & Youth System. Knowing that LAUSD has schools in 5 of the SPAs, LACOE subcontracted & created a partnership with LAUSD to do this work together. LACOE pays fully for the 3 LACOE staff & pays LAUSD for 2.5 FTEs of 5 LAUSD staff. Over the past several years this program has served over 28,000 individual contacts with a focus on education. The caseloads for many of our staff have increased over the years & we are seeking funding to expand our services so we can continue to support the growing number of those entering the CES system due to unstable housing.

1. Program Name:

Parks and Recreation – Summer Movies and Concerts (#35)

2. Evidence Upon Which It Is Based:

There is a growing body of research suggesting that having public spaces where youth can gather with other members of their community can help boost social connections, enhance connections with their community, and promote protective psychological factors (Littman, 2021). A study in New York found that spending more time in “urban green spaces” was related to increased feelings of social cohesion (Maffei et al., 2026). In addition, participating in community arts and building social cohesion can potentially lead to an increase in wellbeing (Sonke et al., 2025).

One study suggests that communities with greater availability of prosocial opportunities can boost prosocial behavior in adolescents and increase social capital (Edwards & Allen, 2023). Empirical research has also shown that youth who engage in community service experience increased self-esteem, positive attitudes towards school, school performance, social skills, and civic engagement (Celio et al., 2011; Wickrama et al., 2025).

Park programming can function as a backdrop for intervention programming (Wallace et al., 2022), particularly with promoting positive youth development outcome such as social connection and engagement (National Recreation and Park Association, 2024; Wickrama et al., 2025). Parks are well-suited for easy to access programs, like outdoor movie and music events. These can bring youth and families together in spaces where program staff can provide supportive resources.

- Celio, C. I., Durlak, J., & Dymnicki, A. (2011). A meta-analysis of the impact of service-learning on students. *Journal of Experiential Education*, 34(2), 164–181. <https://doi.org/10.1177/105382591103400205>
- Edwards, B., & Allen, J. (2023). Community and neighborhood influences on prosociality in children and youth. In T. Malti & M. Davidov (Eds.), *The Cambridge handbook of prosociality* (pp. 459–476). Cambridge University Press. <https://doi.org/10.1017/9781108876681.026>
- Hanna, S. (2025). Exploring local parks as a context for positive youth development (Doctoral dissertation, Pennsylvania State University).
- Littman, D. M. (2021). Third places, social capital, and sense of community as mechanisms of adaptive responding for young people who experience social marginalization. *American Journal of Community Psychology*. <https://doi.org/10.1002/ajcp.12531>
- Maffei, J., Thompson, R. L., Wyka, K. E., Tsui, E., Cohen, N., Sabounchi, N., & Huang, T. T.-K. (2026). Associations between use of renovated urban parks and perceptions of social cohesion in diverse communities. *Discover Public Health*, 23, Article 172. <https://doi.org/10.1186/s12982-026-01475-3>
- National Recreation and Park Association. (2024). *Workforce development and career exploration in park and recreation*.

- Sonke, J., Pesata, V., Colverson, A., Morgan-Daniel, J., Rodriguez, A. K., Davidson Carroll, G., Burch, S., Abraham, A., Akram, S., Marjani, S., Belden, C., & Karim, H. (2025). Relationships between arts participation, social cohesion, and well-being: An integrative review of evidence. *Frontiers in Public Health*, 13, Article 1589693. <https://doi.org/10.3389/fpubh.2025.1589693>
- Wallace, D. D., Han, B., Cohen, D. A., & Derosé, K. P. (2022). The effects of park-based interventions on health-related outcomes among youth: A systematic review. *American Journal of Health Promotion*, 36(6), 1029–1044. <https://doi.org/10.1177/08901171221077812>
- Wickrama, K. A. S., Merten, M. J., & Terrell, A. (2025). Adolescent social connectedness and young adult achievement: The linking and moderating role of self-esteem trajectories. *Journal of Child and Family Studies*, 34, 974–989

3. Description:

The 4-week summer concert and movie series is a community centered program offering free, high-quality experiences at 27 LA county parks. The program includes cultural entertainment via movies and concerts, aimed at promoting well-being, family bonding and social cohesion. The program will include food access to address food insecurity and will serve as diversion program designed to foster positive youth development. The movie and concert series, based on participant input, has been identified as the most attractive activities their families and youth situated in both rural and urban communities. Attending Park programs for youth has been shown to promote pro social behavior, prevent youth disconnection by gaining access to summer jobs, and creating safe spaces for them to recreate during the summer break. A strong school, partner and youth engagement program will be co-designed to ensure youth voice is at the center of programming and outreach and engagement. Youth will be invited to help locate bands, movie themes, create Flyers and social media posts so that the summer series is attractive to young people.

This project aims to exceed 100,000 movie attendees. Expected outcomes include a goal of 90% of attendees reporting stronger community ties and over 400 youth placed in paid work experiences through our partnership with the Department of Economic Opportunity. Additionally, we focus on contributing to crime prevention of participating parks and ensuring accessibility for diverse populations, particularly BIPOC, LGBTQ youth and other vulnerable groups. Park staff works with HARDER + Company to collect data on youth participating in programs, collects regular surveys via our data scientist and participates in large initiatives like ExpandLA to study youth needs and interest. Youth programs draw upon the PYD framework.

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.

B. Regional Agreements

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

N/A

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

Using the templates below, provide details for each program, strategy, and/or system enhancement that will be funded by the Youthful Offender Block Grant (YOBG). Explain how they complement or coordinate with the programs, strategies and system enhancements to be funded through the Juvenile Justice Crime Prevention Act (JJCPA) program.

To include multiple programs, copy and paste the template fields "1. Program Name," "2. Nature of Coordination with JJCPA," and "3. Description" as many times as necessary.

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.

1. Program Name:

Risks and Needs Assessment (#1)

2. Nature of Coordination with JJCPA:

The intensive individualized risk and needs assessment and multi-disciplinary case plan are utilized to provide youth with camp placement that meets their service needs while in camp. JJCPA provides funding for formal programming, and credible messenger, transformative mentoring, healing circles, and workforce development while the youth is detained. Prior to the youth transition back into the community a collaborative transitional

case plan is developed based on the assessment and case planning process utilizing a Multi-Disciplinary Team (MDT) approach. The transitional case plan is utilized to ensure targeted interventions to be 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. 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. Provision of services in this manner is consistent with the risk-need-responsivity framework, an evidence-based approach to providing services to justice-involved populations that is relevant to juvenile justice populations as well (Brogan et al., 2015).

Brogan, L., Haney-Caron, E., NeMoyer, A., & DeMatteo, D. (2015). Applying the risk-needs-responsivity (RNR) model to juvenile justice. *Criminal Justice Review*, 40(3), 277-302.

3. Description:

Probation utilizes an actuarial risk and needs assessment and case planning in camps as implemented in the FY 2007-2008, JJDP to identify high risk/high need youth who will be appropriate for a camp program. These assessments are completed by the RTSB Assessment Unit in conjunction with, the Los Angeles County Office of Education (LACOE) pupil student advisor, and the Department of Mental Health (DMH). 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) is 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.

In 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 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 arts 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 JCPA to provide case management support and supervision in the community upon release.

1. Program Name:

Residential Treatment (Camp) Programs (#2)

2. Nature of Coordination with JJCPA:

Deputy Probation Officers assigned to community supervision are included in the transitional Multi-Disciplinary Team (MDT) process. The youth's risk and needs determine service needs for community supervision and guides referrals to community-based programs and services funded through JJCPA. Youth assigned to any community-based supervision programs have access to JJCPA contracted services that are provided by CBOs. The risk and needs of this population are included in the JJCPA funding recommendations approved by the JJCC.

3. Description:

Multi-Disciplinary Teams (MDT) work with the youth and family to develop an individualized case plan to effectuate the development of youth for successful re-integration into the community. As part of the MDT process, Deputy Probation Officers (DPO) assigned to community supervision are included in the transition process. Depending on the youth's risk and needs, youth assigned to community supervision are referred to programs and services funded through JJCPA. Youth assigned to any community-based supervision programs have access to JJCPA contracted services provided by CBOs.

Depending on profile and needs, youth participating in the YOBG programs 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.

DBT courses are an example of enhanced services that are provided to teach youth new skills that can replace or decrease negative behaviors that interfere with treatment. DBT provides the youth with the opportunity to develop the skills needed to control their own behavior and enhance the personal motivation to help them want to achieve positive goals for themselves. The desired outcome is to create lasting change in our youth and communities. Positive and healthy relationships between staff and youth are the basic building block for motivation and engaging youth to make a commitment to change their behavior and to help youth maintain this commitment. DBT offered to our youth consists of 15 sessions. Successful completion is granted after 10 or more completed sessions.

1. Program Name:

Substance Use Disorder Treatment Services (#3)

2. Nature of Coordination with JJCPA:

The intensive individualized risk and needs assessment (LARRC) and multi-disciplinary case (MDT) plans are utilized to provide youth with camp placement that meets their service needs while in camp. JJCPA provides funding for formal programming to address youth's specific needs that include those with Substance Use Disorders. The transitional case plan is utilized to ensure targeted interventions to be 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. The transitional case plan, which includes substance abuse services provided to probation youth in aftercare units are partially funded by JJCPA to provide case management support and supervision in the community upon release. Provision of services in this manner is consistent with the risk-need-responsivity framework, an evidence-based approach to providing services to justice-involved populations that is relevant to juvenile justice populations as well (Brogan et al., 2015).

Brogan, L., Haney-Caron, E., NeMoyer, A., & DeMatteo, D. (2015). Applying the risk-needs-responsivity (RNR) model to juvenile justice. *Criminal Justice Review*, 40(3), 277-302.

3. Description:

Probation has entered a collaborative partnership with Los Angeles County Department of Public Health Substance Abuse Prevention and Control (DPH-SAPC) to implement Juvenile Justice Substance Use Disorder (JJ-SUD) Early Intervention and Treatment Services to increase access to care for the population of youth in the probation camp system. SAPC seeks to provide Substance Use Disorder (SUD) treatment services at designated Probation juvenile halls and/or camps include the following: 1) Early Intervention for youths and young adults at risk of developing an SUD to prevent SUDs from developing; and 2) direct SUD treatment services for those that are court-ordered or who volunteer to enter SUD treatment services and meet medical necessity for services. Additionally, youth who reside in Probation camps may also be referred by other county departments. Services and treatment components embedded within each level of care include intake/assessment; group counseling; individual counseling; crisis intervention; patient education; family therapy; collateral services; alcohol; drug testing; and care coordination. An individualized treatment plan is established for every client based on results from a comprehensive assessment process (LARRC) that considers the unique needs, strengths, and challenges of each youth. SUD early intervention and treatment services are offered based on the Chronic Care Model (CCM) that offers services tailored to an individual's needs at a point in time. The specific level of care into which the youth will be placed will be determined based on a comprehensive and individualized assessment using a youth-focused tool based on the American Society of Addiction Medicine (ASAM) criteria that explores client risks, needs, strengths, skills and resources.

1. Program Name:

Camp Community Transition Program (CCTP) - Camp Aftercare and Re-entry (#4)

2. Nature of Coordination with JJCPA:

The Camp Community Transition Program (CCTP) provides re-entry services coordinated upon a youth's entry into the residential treatment camp system. CCTP collaborates residential treatment staff to develop a reentry plan prior to the youth's release into the community. CCTP also works collaboratively with service providers and other departments that are funded through JJCPA to assist with the referral and enrollment of youth into programs based on risk and need. Some research has demonstrated that reentry services for youth transitioning back to the community can reduce rates of recidivism and delay time to future justice system contact (Bouffard & Bergseth, 2008; Calleja et al., 2016).

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.

Calleja, N. G., Dadah, A. M., Fisher, J., & Fernandez, M. (2016). Reducing Juvenile Recidivism Through Specialized Reentry Services: A Second Chance Act Project. *Journal of Juvenile Justice*, 5(2).

3. Description:

The Probation Department implemented the county-wide enhanced model for the Camp transition process, assigning community connected DPOs as the "Secondary deputy" during the youth's camp program with the responsibility of concurrent planning which the youth is detained that results in a care plan that includes a continuum of services and supervision upon release. The Secondary DPO begins working with the family through the Family Assessment Support Team (FAST) co-case management model with the Department of Mental Health (DMH) and other community-based partners, which begins upon dispositional order. Additionally, the Secondary DPO regularly engages the Primary Camp DPO and participates in the 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 community connected Deputy Probation Officer (DPO) or Secondary DPO works collaboratively with service providers funded by JJCPA to assist with the enrollment of youth and referrals for services. Reentry services are coordinated upon a youth's entry in the camp system and service providers and other departments funded through JJCPA collaborate with the department to develop a reentry plan prior to the youth's release into the community. Programs are designed to engage youth in enriched opportunities that result in educational and vocational pathways that ultimately lead to meaningful employment and higher education.

COUNTY OF LOS ANGELES

COMPREHENSIVE MULTI-AGENCY JUVENILE JUSTICE PLAN

Fiscal Year 2026-27

A Youth Development Mission, Continuum, and Funding Strategy

JJCC Draft Provided to JJCC for March 4, 2026, JJCC Meeting

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	9
a. Structure of the CMJJP.....	9
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.....	16
3. CMJJP Guiding Principles	17
4. Growth Fund-Specific Goals and Guiding Principles.....	18
V. FRAMEWORK.....	20
a. Youth Development and Empowerment.....	21
b. Continuum of Services	23
c. Continuum-Based Funding Strategies	25
VI. SERVICE STRATEGY	27
a. Landscaping the Need	27
c. System, Service Delivery, and Youth/Family Outcomes	36
VII. CMJJP FUNDING ALLOCATIONS AND JJCPA FUNDING	39
a. Overview	39
b. Additional Funding Parameters	39
c. Model Base-Funding Allocation	40
Appendix A	41
Recommended Format of Community Feedback on Programs and Projects.....	41
Recommended Notification Flyer Format for Community Feedback on Programs and Projects.....	42
Appendix B	43

Recommended Format for Governmental Partner Funding Requests	43
Recommended Notification Letter Format for Governmental Partner Funding Requests	48
Appendix C	39
JJCPA Governmental Funding Request Form.....	51
Appendix D	60
Sample of Existing, Relevant Programs, Services, and Initiatives	60
Appendix E	64
At-Promise Youth Demographic Data.....	64
Appendix F	72
Probation Youth Demographic Data.....	72
Appendix G	
Summary of Results from the 2020 Juvenile Justice Coordinating Council - Community Advisory Committee County of Los Angeles Youth Service Needs Assessment	78
Appendix H	
Historical CMJJP (2001-2023).....	

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 youth 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
 - LGBTQIA+, racial disparities, geography, pop. characteristics (2017 Probation Workgroup Report)
- The underlying CMJJP framework is used to allocate JJCPA resources
- 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.
- Link to the FY 2023-24 CMJJP from the Juvenile Justice Coordinating Council’s website: [Microsoft Word - 2024.1.24 FY 2024-25 CMJJP Adopted by JJCC](#)

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 21- 22 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 21-22 of this document.
- 3.

II. JJCPA Evaluator’s Update

a. Summary of 2024 JJCPA Evaluator’s Report from RAND Corporation

Summary Based on: Vivian Byeon, Laura Whitaker and Stephanie Brooks Holliday, Building Capacity for Data Collection: A Toolkit for Programs Funded by the Juvenile Justice Crime Prevention Act, Santa Monica, CA: RAND Corporation, 2024.
<https://www.rand.org/pubs/tools/TLA3005.1html>

In 2023, RAND Corporation (the JJCPA evaluator) in discussions with JJCPA funded programs throughout their tenure as the JJCPA evaluator highlighted the challenges that programs encounter to the collection of data that can be used for evaluation purposes.

“In Los Angeles County, there has been an emphasis on the importance of funding programs that have demonstrated effectiveness at reducing juvenile crime and delinquency, as required by the state (California Law Section 30061(b)(4)(C)(iv), 2019). Moreover, provision of evidence-based services is consistent with best practices for juvenile justice systems, as highlighted by a recent gap analysis focused on Los Angeles County (Whitaker, Smucker, and Brooks Holliday, 2022). However, many programs still encounter challenges related to the collection of data that can be used for program evaluation, as evidenced by discussions between the current JJCPA evaluator (the RAND Corporation) and funded programs, as well as discussions occurring in JJCC meetings over the past two years (JJCC, 2022). To continue to fund effective programs, JJCC members need to know how well current programs are addressing factors related to at-risk youth, Probation-involved youth, and their families. This need highlights the importance of providing guidance to funded programs to help build their capacity for the collection of data that can be used for evaluation. This toolkit aims to address this need.

This toolkit is intended to provide JJCPA-funded programs with assistance to effectively collect data that can be used to evaluate program implementation and effectiveness, as programs that receive funding are generally required to submit data about youth served and program outcomes. Though the specific requirements related to data collection have changed over time and are likely to continue evolving, there are some foundational evaluation principles that can be used as the basis for recommendations related to data collection. Moreover, data collected using the guidance of this toolkit could be used by programs to evaluate themselves or partner with an external evaluator. This toolkit may also be of interest to other youth-serving programs that are interested in improving their collection of data that can be used for evaluation purposes.”

Collection of data for evaluation has several advantages, include providing data that can be used for quality improvement efforts, supporting participation in external evaluation and helping programs obtain funding. The Gap Analysis was framed around the perspective of being able to collection evaluation data that is valuable for a program based upon different reasons. The Gap Analysis focused on attempting to address the gap between current practice and optimal data collection practices. To address this gap between current practice and “optimal” practice, RAND Conducted a survey of JJCPA-funded programs in July and August 2023 to describe the state of data collection efforts – Developed a toolkit, drawing on best practices for program evaluation and the survey responses, that programs can use to bolster their current data collection practices.

RAND developed a Capacity Building toolkit for data collection. Toolkit Overview includes a process to assist agencies. The multiple steps include the following:

- Step 1: Decide what data to measure and collect
- Step 2: Decide how you will collect data for the program participation and outcome measures you have identified
- Step 3: Develop a plan for data collection
- Step 4: Prepare materials to inform participants about data collection
- Step 5: Document data collection plan and train staff members
- Step 6: Collect data using the plan and prepare to modify the data collection plan
- Step 7: Prepare the data for analysis
- Step 8: Share results with staff and make programmatic changes.

The report included information on how an agency may develop questionnaires, as well as worksheets to allow an agency to create a custom questionnaire.

III. 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-risk 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-risk 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.

History of the CMJJP (2001-2025)

Since 2001, the County has received 26.5 million- \$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.

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”

Noting that the CMJJP had not 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 (9) community representatives and four (4) County agency representatives. “In 2018 improvements were launched that include a comprehensive update to the CMJJP and membership on the Juvenile Justice Coordinating Council. Ever since, work has been done to improve the CMJJP update with a focus on the steps to create greater transparency and the process for reviewing funding proposals. This work continues to be done to strengthen the continuum of care.

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 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

Sustained Efforts for Continuous Improvements to CMJJP

“The Juvenile Justice Coordinating Council (JJCC) adopted a resolution to appoint this FY 2021- 22 Comprehensive Multi-Agency Juvenile Justice Plan (CMJJP) and Juvenile Justice Crime Prevention Act (JJCPA) Spending Allocation Ad Hoc Subcommittee (CMJJP Subcommittee) on August 26, 2020. The CMJJP Subcommittee was charged with proposing an updated and revised CMJJP as well as making recommendations as to the spending of FY 2021-22 JJCPA funds. While the work of this subcommittee is always important, added emphasis was placed on informed decision making, provision of effective services because of the challenges and hardships presented by the COVID-19 pandemic and continuity of services for at-risk youth.”

“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.”

Responding to Impacts of COVID-19

“As a result, and in light of the uncertainty presented by COVID-19, the CMJJP subcommittee

recommended to continue into FY 2021-22, using the surplus from programs that will not be continuing to either fund new programs/projects or to increase allocations to existing programs. Several priorities were selected for funding based on the community survey results, input from governmental and community partners, and the subject matter expertise of the subcommittee members. As a result, mental health, public health, homelessness, and the provision of services to the Antelope Valley and South Los Angeles were prioritized for additional funding, as available.

The subcommittee also made a greater focus of carryover fund amounts given the unprecedented COVID-19 pandemic that resulted in temporary modifications and delays in program administration by numerous providers. In order to make the best use of new funding, the subcommittee used the estimated carryover amounts reported by those currently funded programs/projects to determine how much additional base or growth funding was needed to provide funding consistent to FY 2020-21.

Transparency and Accountability of JJCPA Funding Program

The Ad-Hoc Subcommittee made major strides in creating greater transparency and accountability with regard to justice outcome reporting, enhancing the required submission request information to support these efforts and convening the Ad-Hoc Subcommittee earlier in 2022 for FY 2023-24 to engage in a comprehensive update and aligning the application with the CMJJP to improve our justice outcomes.

Revisions and updates to the CMJJP included areas in the Organization and Implementation of the CMJJP. In the sub-section on CMJJP Planning, Development and JJPCA Funding Allocation Approval Process, where the RAND Corporation's evaluation process will include interviews and/or focus groups with program staff and clients, analysis of program utilization data and program specific outcome data and evaluation of justice outcomes to adequately assess the effectiveness of its programs at reducing crime and delinquency. 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. See *Attachment A, FY 2022-23 CMJJP [87-pages]*. Additional revisions to Appendix B included data collection and submission requirements for all JJCPA funded programs as well as what will occur should agencies not submit data – that failure to submit the required data to Probation may result in loss of grant funds in accordance with monthly reporting submissions. Lastly, JJCPA funded agencies will also be required to continue to submit estimated FY expenditures on a monthly basis to JJCPA Administration; for October 2022, the due date for this information will be October 31, 2026.

Supporting Communities with High and Very High Needs

The Ad-Hoc Subcommittee's intended purpose was to create a funding allocation that maximizes the provision and continuity of services across the continuum of effective youth development. Several priorities were selected for funding based on input from governmental and community partners, and the subject-matter expertise of the Ad-Hoc Subcommittee

members. As a result, YDD (DYD since July 2022) and Public Private Partnership (PPP) and the provision of services to the Antelope Valley and South Los Angeles were prioritized for additional funding, as available. This review of data combined with new service delivery models to support Justice Reimagined initiatives was prioritized.

Aligning with Justice Reimagined Efforts in Los Angeles County

It should be noted that much the Subcommittee's focused on youth justice reimagined and the introduction of the new Youth Development Department. The subcommittees continued to make improvements in the proposal process to reflect the evolving landscape of juvenile justice programming while creating a more defined process in reporting justice outcomes. To that end the CMJJP annual update underscores why the Subcommittee begins with reviewing this document annually, as it guides our overall process for making funding recommendations. Updates to the CMJJP are also intended to document the shifting context of Juvenile Justice.

Steps to Improve Review of Funding Proposals

"The Ad-Hoc Subcommittee made major strides in creating greater transparency and accountability with regard to justice outcome reporting, enhancing the required submission request information to support these efforts and convening the Ad-Hoc Subcommittee earlier in 2022 for FY 2023-24 to engage in a comprehensive update and aligning the application with the CMJJP to improve our justice outcomes.

Strengthening Youth Development Frameworks

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 based on 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."

There exist several opportunities to improve the alignment between the JJCPA CMJJP and best practices (Whittaker, Smucker and Holliday, 2022). For example, the JJCC and the Los Angeles County Probation Department envisions those programs offered include a youth developmental approach and that they are culturally responsive and trauma-informed (Whittaker, Smucker and Holliday, 2022). The JJCC conducts an annual literature scan on best practices approaches in juvenile justice programming, and strives to: 1) provide a continuum of services for different risk and need levels, 2) draw from a positive youth development approach, 3) ensure programs are family-focused and community-led, 4) apply a racial-equity framework to programming, 5) offer culturally responsive programming and 6) use evidenced-based practices (Whittaker, Smucker and Holliday, 2022).

I. CMJJP Subcommittee Composition and Meeting Schedule

a. FY 2026-2027 CMJJP Ad-Hoc Subcommittee Membership

JJCC Member	Representing
Beigh, Katheryn (Co-Chair)	Los Angeles County Probation Department
Osborne, Tapau (Co-Chair)	Los Angeles County Office of Education
Rodriguez, Luis	Los Angeles County Public Defender's Office
Carroll, David	Los Angeles County Department of Youth Development
Barragan, Oscar	Los Angeles County Sheriff's Department
Lewis, Samuel	Non-Profit CBO Supervisorial Representative District 1
Green, Josh	Non-Profit CBO Supervisorial Representative District 3
Navarro, Juan	Non-Profit Drug and Alcohol Provider
Kent Mendoza	At-Large Community Member

b. FY 2026-27 JJCC-CMJJP Ad-Hoc Subcommittee Meeting schedule

- September 10, 2025 (9:00 Am – 11:00 AM - 2 hours)
- September 12, 2025 (9:00 AM – 10:00 AM - 1 hour)
- September 18, 2025 (9:00 AM – 11:00 AM - 2 hours)
- September 29, 2025 (9:00 am – 11;00 AM - 2 hours)
- October 17, 2025 (10:00 AM – 12:00 PM 2 hours)
- October 21, 2025 (10:00 am – 12:00 PM - 2 hours)
- October 29, 2025 (3:00 PM – 4:30 pm 1. 5 hours)
- November 12, 2205 (10:00 AM – 12:00 pm - 2 hours)
- November 17, 2025 (2:00 PM - 4:00 pm - 2 hours)
- November 24, 2025 (10:00 AM – 12:00 PM - 2 hours)
- January 15, 2026 (2:00PM -3:30 PM - 1.5 hours)
- January 22, 2026 (10:00 AM – 12:00 PM -2 hours)
- January 28, 2026 (10:00 AM – 12:00 PM -2 hours)
- January 29, 2026 (2:00 PM – 4:00 PM - 2 hours)
- January 30, 2026 (10:00 AM – 12:00 PM -2 hours)
- February 3, 2026 (10:00 AM – 12:00 PM - 2 hours)
- February 5, 2026 (12:30 PM – 2:30 PM - 2 hours)
- February 12, 2026 (2:00 PM – 4:00 PM - 2 hours)
- February 18, 2026 (1:00 PM – 4:00 pm - 3 hours)
- February 19,2026 (1:00 PM – 2:00 PM - 2 hours)
- February 20,2026 (10:00 Am – 12:00 PM 2 hours)
- February 23, 2026 (9:00 AM – 9:30 AM - .5 hours)
- February 26, 2026 (9:00 AM – 10:00 AM – 1 hour)

c. A Snapshot of JJCC-CMJJP Ad-Hoc Subcommittee Scheduled Meeting Hours Within the Past Three Fiscal Years (FY 2021-2022 - FY 2026-2027)

- FY 2021-2022: A total of 13 Scheduled Meeting Hours
- FY 2022-2023: A total of 20.5 Scheduled Meeting Hours
- FY 2023-2024: A total of 25 Scheduled Meeting Hours
- FY 2024-2025: A total of 29 Scheduled Meeting Hours (Total Hours: 44 hours)
- FY 2025-2026: A total of 35 Scheduled Meeting Hours (Approximately 10 additional team meetings for a total of 45 hours)
- FY 2026-2027: A total of 41.5 Scheduled Meeting Hours (Approximately 10 additional team hours for a total of 51.5 hours)

It should be noted that the numbers of scheduled meeting hours more than quadrupled from 13 hours to 41.5 hours since FY 2021-2022. Additionally, it is estimated the Ad-Hoc Subcommittee worked 10 hours outside the scheduled meetings for 51.5 hours of work, compared to the 13 hours in FY 2021-2022. The additional hours of study and deep dialogue among the Ad-Hoc Subcommittee were necessary to analyze proposals to prepare for making funding recommendations. This is a testament to the dedication and incredible work the Ad-Hoc Subcommittee commits to in providing measured and thoughtful updates to the CMJJP, and to the funding recommendation process. The collaboration and effort to build consensus among leaders serving youth at-promise to inform is needed to guide an ever-evolving landscape of justice re-imagined for youth, families, and communities of Los Angeles County.

Funding Requests submitted by Governmental Partners submitted requests over 89 million dollars. This was the highest total received since Ad-Hocs began in 2018. The amount of funding available to allocate, based upon the State estimated, was approximately 54 million, which was a difference of approximately 35 million. As indicated above, the work increased in meeting hours by six (6) hours as the group worked diligently to create the funding recommendations. The current fiscal year included county department budget curtailments also experienced by city governmental partners. Therefore, the task of creating funding recommendations proved to be an involved collaborative process. The fundamental concern was to provide as many programs providing direct services to young people as possible.

II. **JJCC-CMJJP Ad-Hoc Subcommittee Recommendations to the Juvenile Justice Coordinating Council (JJCC)**

Recommended: Adopt the CMJJP for FY 2026-27. 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 our youth population served in Los Angeles County. Previously, the Ad-Hoc Subcommittee made major strides in creating greater transparency and accountability with regard to justice outcome reporting, enhancing the required submission request information to support these efforts, and convening the Ad-Hoc Subcommittee to engage in a comprehensive update, and re-alignment of the application with the CMJJP to improve the review and evaluation process

of funded organizations/departments. This enhanced process of review began in 2022 and continues to date.

Revisions and Updates to the CMJJP included the following:

Reviewing the CMJJP for updates before considering funding proposals ensures the Ad-Hoc Subcommittee's work reflects the realities of today's ever-evolving justice reimagined landscape in Los Angeles County. Updates made uplift the continued direction of greater accountability in ensuring funds meet the urgent and specific needs of at-promise and probation youth and their families in a targeted manner, specifically around managing unspent funds balances. The Ad-Hoc Subcommittee deliberated extensively on how to manage unspent funds balances with new funding requests and enhanced prior processes and developed a more defined process for this. Applying the updated frameworks to proposal evaluation also resulted in a more coherent discussion on how services are being reimagined to address the developmental needs for youth.

Assisting Governmental Partners with future data collection:

Between January 2024 through December 2025, the previous JJCPA Evaluator published eight (8) evaluations/reports. The evaluations have been added to the plan and were provided to the Ad-Hoc as part of their work. The most recently published information includes evaluation of several JJCPA funded programs that had data available, as well as a Gap Analysis. The prior Ad-Hoc (FY 2025-26) asked that funded governmental partners receive the published report "Capacity Building for Data Collection" that is a toolkit for agencies to learn how to conduct data collection. The information was sent out to the funded governmental partners. Two additional emails were sent. The follow-up email was to clarify that support would continue to be available, and invoicing and support would not change. They were informed Department of Youth Development (DYD) would be the department that would work directly with them regarding at-promise data collection. Probation would retain data collection for justice-involved youth. The final email was to introduce DYD staff and the JJCPA contracted evaluator team so they may begin data collection. It should be noted that the FY 25-26 Funding Request Form and letter sent to governmental partners that data collection would be mandatory.

CMJJP Ad-Hoc administrative addition of governmental partners funding request budgets reviewed against prior year's submission process:

The creation of a budget review process of the current funding request budget in comparison to the previous FY funding request budget was created to provide to the Ad-Hoc. This added process provided an enhanced review of the program services and how an agency would plan to spend the funding. The budget reviews were informative for the Ad-Hoc to ensure funding will be targeted to provide direct services. As a direct result of the review process, Ad-Hoc determined that agencies would be informed individually regarding items that would not be allowed to be reimbursable under JJCPA funding. The Ad-Hoc made decisions regarding the budget review analysis to help formulate the funding recommendations.

CMJJP Ad-Hoc Subcommittee Revised Timeline – to be closer to the County Executive Office (CEO) Budget deadlines and providing additional time to complete Draft Memorandums of Understandings (MOUs).

The most important update by Ad-Hoc Subcommittee was in support of the proposed timeline changes. The proposed changes should result in the following benefits:

- Major shift in providing the information to the Board of Supervisors for the upcoming fiscal year
- Will provide more time for the Ad-Hoc Subcommittee to review governmental partner funding request submissions
- JJCC meeting and vote to approve funding recommendations and draft CMJJP will provide the adopted information to be in closer alignment with the CEO Budget deadline (annually January prior to upcoming fiscal year start)
- Provide a larger time period between the adoption of funding recommendations and the upcoming fiscal year to complete draft MOUs prior to the upcoming fiscal year start date

Updated Timeline changes in chronological order:

- Annual Resolution to create the next FY CMJJP Ad-Hoc Subcommittee (November/December)
- CMJJP Ad-Hoc Subcommittee will convene (January/February) to work on CMJJP updates
- Governmental Partners Funding Request Forms for the following FY will be sent (January/February)
- Community Advisory Committee (CAC) Youth Needs Assessment Survey posted on website (February)
- Programs/Projects form posted on website (February)
- CMJJP Ad-Hoc will begin review of received funding request forms for the upcoming FY (March-July)
- CMJJP Ad-Hoc Subcommittee will finalize funding recommendations for the upcoming FY (October/November)
- JJCC will vote to approve updated CMJJP and funding recommendations for the upcoming FY (November/December)
- Board information will be submitted (January/February)
- CMJJP will be submitted to the Office of Youth and Community Restoration (May 1st)

For the upcoming FY of 2027-2028, the process will begin once the CMJJP is adopted for FY 2026-2027.

CMJJP Ad-Hoc Resolution Updates:

- CMJJP Ad-Hoc Calendar schedule will be provided as an attachment to the Resolution

- Commitment will be required by CMJJP Ad-Hoc self-nominees to attend 90% of the scheduled listed meetings.
- a. Commitment that Ad-Hoc member be unable to attend 90% of meetings. Should the Ad-Hoc member be unable to attend 90% of meetings at any time during the process, the Co-Chairs reserve the right to meet with the Ad-Hoc member regarding a large number of missed meetings. Co-Chairs reserve the right to meet with the Ad-Hoc member regarding a larger number of missed meetings. Co-Chairs reserve the right to ask an Ad-Hoc member to step down due to missing a large number of meetings (over 10% of meetings) as it would be unfair to the remaining Ad-Hoc members who dedicated their time to completing the work.

FY 2027-2028 Funding Request Updates will provide programmatic specific questions to provide enhanced information for the CMJJP Ad-Hoc Subcommittee members:

The revised funding request form will include information that will later be utilized to create a graph based upon the information provided in the funding request forms. It will be based upon de-identifiable information. The information will provide a picture of the scope and depth of programming JJCPA funded programs provide to youth in Los Angeles County.

The information will include:

- Total number of programs offering services to youth
- Total youth served by the program for the prior FY
- Program frequency
- SP'A s covered by the program
- Estimated cost per capita per youth

This will result in the creation of a future graph providing a snapshot of information regarding direct services. The vision is to create a future dashboard providing information on all programs by fiscal year.

Revised CMJJP Ad-Hoc Funding Review and Allocation Process

Process Improvement Funding Review and Allocation Process streamlined proposal and review process to allow for more depth conversations, improved efforts to communicate with organizations on unspent funds, clarify submission process based on strategy.

- **CMJJP Ad-Hoc members agreed upon a new level review to create standard guidelines to make funding recommendation decisions. They included the following:**
 - No program expansions or added staff
 - Review of COLA increases
 - No external evaluations
 - No indirect costs over 15%
 - Reviewed the pattern of spending during the last three (3) FYs of expenditures (based upon year-end closing expenditures).
 - If a governmental partner had unspent funds, they were reviewed as well as what the governmental partner submitted as their plan to spend down the funding in FY 25-26.
 - Determined that all governmental partners that had unspent funds, (FY 26-27 after year

end closing) any remaining unspent funds (through FY 24-25) could be swept and utilized to fund new programming for the upcoming FY. The Ad-Hoc was clear that governmental partners be informed this year of the changes for next year regarding unspent funds.

- Ad-Hoc members wanted the processes to be memorialized for future Ad-Hocs to provide a process to complete the work. Therefore, information has been included.
- Continued with the previously revised formalized process for review teams and equipped them with guiding questions to report out and meet and confer outside the formal Ad-Hoc Subcommittee meeting to develop follow-up questions for the organizations/departments requesting funds, and to calibrate and come to a consensus regarding their recommendations to the Ad-Hoc Subcommittee.
- Refined process to obtain information by having Ad-Hoc members pose specific questions to the agencies once an issue is found. In the past there was a time limit place on the Ad-Hoc members reviewing the information and requesting information very early in the process. This revised process removed the barrier for Ad-Hoc members in the past, as they had to try to find the time to complete their review of all requests to meet the deadline to pose their questions.
- Ability to meet with governmental partners regarding questions posed by Ad-Hoc Subcommittee members to gain clarity.
- Additional meeting process by Ad-Hoc Subcommittee members who volunteer to meet with a governmental partner to ensure questions posed are provided assistance needed to obtain answers for the Ad-Hoc Subcommittee. This is a new level of assistance that was offered governmental partner to receive information.
- Continued to apply the new youth development frameworks outlined in the CMJJP to proposal review, which informed funding considerations.
- Continued ability to review and evaluate funding requests submissions. As in previous years, there has been a greater focus on the reasons and impacts of carryover fund amounts given the unprecedented COVID-19 Pandemic as previously reported in FY 2021-22 Co-Chair report. In Fiscal Year 2023-2024 unspent funds were reviewed, and some funding requests were granted to retain unspent funds amounts, rather than recommending the addition of new funding. Because some unspent funds balances are persisting, it was determined that additional review and analysis was required to review and address these reasons to inform and direct for funds to be allocated to meet the urgent needs of youth and their families.
- CMJJP Ad-Hoc Subcommittee met with the JJCPA Evaluator NPC as an introduction as the new JJCPA contracted evaluator.
- Enhanced Step 1 by adding to the FY 2026-27 JJCC-CMJJP Ad-Hoc Subcommittee Resolution to enhance the previously adopted version. The addition of a new attachment of

the CMJJP Ad-Hoc meeting calendar to provide the schedule prior to the start of the Ad-Hoc. Includes commitments from self-nominees that they will commit to attending at least 90% of the meetings. The important work must have a commitment to be present for a very high percentage of meetings to ensure the work can be completed. The self-nomination process will repeat for an additional opportunity for self-nomination. This has been added to ensure JJCC Community Member involvement priority and support the self-nomination process.

- To continue the work from last year by utilizing this available funding as well as reviewing their program's record of previously expending funding when making annual recommendations to the JJCC. This may take more than one (1) year to accomplish; however, the Ad-Hoc Subcommittee has made strides to recommend funding with this consideration.
- Steps have been updated based upon the timeline changes.

In summary, the work of the Ad-Hoc continued to evolve and during the state/county fiscal crisis (as of February 2026), Ad-Hoc work was impacted, as governmental partner funding requests were substantially higher than in all prior FYs 2020-2025 since the inception of the Ad-Hoc subcommittee to complete the work. Due to the substantial amounts requested by most governmental partners, the Ad-Hoc worked diligently to determine funding recommendations. As previously mentioned, the Ad-Hoc work included the review of budgets submitted by the governmental partners, multiple prior year spending trends as well as previously mentioned standardized guidelines. Based upon the totality of their work, Ad-Hoc was able to come to a consensus regarding funding recommendations.

Additional Updates to the CMJJP

- The previous JJCPA Evaluator (RAND Corp.) published a total of eight (8) . All were posted on the Juvenile Justice Coordinating Council (JJCC) website. Provided all eight (8) evaluations to the Ad-Hoc.
- Provided funded Governmental Partners with RAND Corp.'s published report: Building Capacity for Data Collection – A Toolkit for Programs Funded by the JJCPA. It was published to provide assistance to governmental partners to help them to enhance/begin data collection. The report included the following steps that included examples and worksheets:
 - Step 1: Decide what data to measure and collect
 - Step 2: Decide how you will collect data for the program participation and outcome measures you have identified
 - Step 3: Develop a plan for data collection
 - Step 4: Prepare materials to inform participants about data collection
 - Step 5: Document the data collection plan and train staff members
 - Step 6: Collect data using the plan and prepare to modify the data collection plan
 - Step 7: Prepare the data for analysis

- Step 8: Share results with staff and make programmatic changes
 - a. Recommended: Adopt the FY 2026-27 JJCPA Funding Allocations Recommended by the CMJJP Ad-Hoc Subcommittee. The Ad-Hoc Subcommittee's intended purpose was to propose funding allocation recommendations that maximize the provision and continuity of services across the continuum of effective youth development.

Section b.

“The Ad-Hoc Subcommittee’s intended purpose was to create a funding allocation that maximizes the provision and continuity of services across the continuum of effective youth development.”

b. 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:

- Pursuant to Government Code 30061, specifically the law states: 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.
- An identification and prioritization of 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-risk youth and juvenile offenders.
- A description of the programs, strategies, or system enhancements that are proposed to be funded pursuant to this subparagraph.

Programs, strategies, and system enhancements proposed to be funded under this chapter shall satisfy all of the following requirements:

- 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 subparagraph (A), to the extent appropriate.
- 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.

c. 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, advocates, youth 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:

- ❑ RAND Corporation: Los Angeles County Juvenile Justice Crime Prevention Act FY 2016-2017
- ❑ Resource Development Associates: Juvenile Justice Crime Prevention Act Landscape Analysis Report (December 2017)
- ❑ Resource Development Associates: *Juvenile Justice Crime Prevention Act Gap Analysis Report* (April 2018)
- ❑ Resource Development Associates: *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).
- ❑ Los Angeles County Office of Violence Prevention, *Early Implementation Strategic Plan: A Blueprint for Peace and Healing* (June 2020)
- ❑ Los Angeles County Alternatives to Incarceration, *Alternatives to Incarceration Work Group Final Report: Care First, Jails Last, Health and Racial Justice Strategies for Safer Communities*
- ❑ W. Hayward Burns Institute: Los Angeles County: Youth Justice Reimagined-(October 2020)
- ❑ RAND Corporation: A Gap Analysis of the Los Angeles County Juvenile Justice Crime Prevention Act Portfolio (January 2022)
- ❑ RAND Corporation: Promising Services for Justice-Involved Youth- A Scoping Review with Implications for the Los Angeles County Juvenile Justice Crime Prevention Act (January 2023)
- ❑ RAND Corporation: Building Capacity for Data Collection (January 2024)
- ❑ Governance Subcommittee (ways to support process and continuous improvement)
- ❑ Youth Justice Reimagined Los Angeles Department of Public Health Positive Youth Development Evaluation (PYDE) – Pilot Study: Final report Harder and Company (June 2024)
- ❑ RAND Corporation: Evaluation of Two Court Interventions for Youth (December 2024)
- ❑ RAND Corporation: Implementation Evaluation of Capacity Building (Two Programs) (December 2024)
- ❑ RAND Corporation: Evaluation of JJCPA for At-Promise Youth (January 2025)

- ❑ RAND Corporation: Evaluation of Two Mental Health Focused Programs (January 2025)
- ❑ RAND Corporation: Meeting the Needs of Queer Youth in Juvenile Justice (January 2025)
- ❑ RAND Corporation: Evaluation of Workforce-Focused Programs for Probation Youth (January 2025)
- ❑ RAND Corporation: Promising Services for Justice-Involved Youth (January 2025)
- ❑ RAND Corporation: Evaluation of Community-Based Programs Funded by the Juvenile Justice Crime Prevention Act (January 2025)
- ❑ Los Angeles County Public Health: Positive Youth Development Evaluation (PYDE) Final Report (June 2025)
- ❑ Harder and Company Community Research: Los Angeles County Public Health Positive Youth Development Evaluation (PYDE) Youth Program Evaluation Tool kit (June 2025)
- ❑ EVALCORP: Los Angeles County Office of Violence Prevention (OVP) -Training and Technical Assistance (TTA) Evaluation Report 2024-2025
- ❑ EVALCORP: Los Angeles County Office of Violence Prevention (OVP) - Training and Technical Assistance (TTA) Retrospective Report (June 2025)
- ❑ Los Angeles Centers for Alcohol and Drug Abuse (LACADA) and Los Angeles County Office of Violence Prevention (OVP): A path to Recovery and Health Living – Capacity Building Services – Training and Technical Assistance (TTA) Program: Project Period July 2024 – June 30, 2025

IV. 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.



a. Key Stakeholders

- California Office of Youth and Community Restoration (OYCR)
- 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-Community Advisory Committee (JJCC-CAC), a Standing Subcommittee
- Annual JJCC-CMJJP and JJCPA Spending Allocation Ad Hoc Subcommittee (CMJJP Subcommittee), an Ad Hoc Committee
- Youth Justice Advisory Group
- Los Angeles County Probation Department
- Governmental Departmental partners
- Community-Based Organization (CBO) service providers
- RAND Corporation, the contracted JJCPA evaluator (December 2019 - December 2024)
- Northwest Professional Consortium (NPC) Inc. the contracted JJCPA Evaluator

(May 2025 – May 2030)

- Los Angeles County Youth Commission

b. FY 2025-26 CMJJP Planning, Development, and JJCPA Funding Allocation Approval Process

Step 1:

JJCC Convene CMJJP Ad-Hoc Subcommittee to Review JJCPA Gap Analysis and Update CMJJP (Winter (January/February) 2026 to review funding submissions in Spring (April 2026 through November 2026))

JJCC Adopts a Resolution to appoint and Create the FY 2027-28 JJCC-CMJJP Ad-Hoc Subcommittee to develop a draft of the FY 2028-28 CMJJP and JJCPA funding allocations for the JJCC consideration and approval. The Ad-Hoc convene in Winter/Spring 2026 In FY 2027-2028 to convene January/February).

The FY 2027-28 CMJJP Ad-Hoc Subcommittee is formed by the JJCC to utilize the data and recommendations prepared by the JJCC, the JJCC-CAC, and JJCPA Evaluator to draft an annual update to the CMJJP and JJCPA funding allocations for the ensuing fiscal year. The membership of the FY 2027-28 CMJJP Ad-Hoc Subcommittee should reflect the composition of permanent and non-permanent members of the JJCC.

Annually a Resolution is created to be presented during the January/February JJCC meeting.

The Resolution includes the JJCC-CMJJP Ad-Hoc Subcommittee Member Composition.

- Comprised of up to 13 JJCC Members
- Co-Led by a JJCC member elected by the JJCC-CMJJP Ad-Hoc Subcommittee members at their first meeting and that includes:
- The JJCC Chair and,
- Up to six (6) permanent members and up to six (6) non-permanent members
- Those members selected based first on self-nomination and, if necessary, by random drawing of those self-nominated.
- The self-nomination must include a commitment by the nominee to be present for Ad-Hoc Subcommittee meetings. The imperative work of the JJCC-CMJJP Ad-Hoc Subcommittee can only be completed with full attendance and participation including completion of assigned work.
- A process is included in maintaining the percentage based upon the JJCC's Permanent Members and Non-Permanent Members (17 Permanent and 11 Non-Permanent) to ensure equitable distribution of JJCC Representation.
- The membership shall include at minimum two (2) JJCC Community Members. Should the self-nomination process not yield the two (2) JJCC Community Members, the self-nomination process will be sent to JJCC Community Members to provide one additional opportunity for self-nomination. In the absence of JJCC-Community Membership, the JJCC Chair shall utilize a random drawing process to select two (2) community members.
- The Ad-Hoc Subcommittee members choose a Co-Chair during the first meeting. The Co-Chair facilitates meetings when the Chair is unavailable. Additionally, the Co-Chair completes the JJCC-CMJJP Ad-Hoc Subcommittee Report. The Co-Chair provides the updates during the JJCC and JJCC-CAC meetings.

- The Ad-Hoc Subcommittee members are responsible for their commitment to be present for Ad-Hoc Subcommittee meetings. The annual Ad-Hoc member calendar will be provided during the JJCC meeting and the Resolution is agendaized. Ad-Hoc Subcommittee members must ensure they are available to attend at least 90% of Ad-Hoc meetings listed on the calendar. Ad-Hoc Members who self-nominate to be on the Ad-Hoc Subcommittee agree to be present for 90% of Ad-Hoc meetings. The Co-Chairs will meet with the Ad-Hoc member to discuss high number of missed meetings. Co-Chairs reserve the right to ask an Ad-Hoc member to step down due to missing a large number of meetings (over 10% of meetings) as it would be unfair to the remaining Ad-Hoc members who dedicated their time to completing the work. As part of the work, Ad-Hoc Subcommittee members complete the evaluations of funding request submissions and present the information during the Ad-Hoc Subcommittee meetings.

JJCC-CMJJP Ad-Hoc Subcommittee Funding Request Submission Review Process

As part of the Funding Recommendation review process, the JJCC-CMJJP Ad-Hoc Subcommittee members review the Funding Request Submissions received from Governmental Partners. To begin the review of the documents, all JJCC-CMJJP Ad-Hoc Subcommittee members are assigned in teams of two (2) by utilizing a random number generator to determine the teams. Once teams are established, the total funding request submissions are divided and evenly distributed among the assigned teams based upon a random number generator. A review takes place ensure no JJCC-CMJJP Ad-Hoc Subcommittee member be assigned their own funding request submission. For any found, a random number generator is utilized to ensure a team member does not review their own funding request submission. This process has been in effect and repeated annually since FY 2020-21 JJCC-CMJJP Ad-Hoc Subcommittee.

Rules of the Road: In order to assist in a process to complete the funding meetings, since 2020, the Rules of the Road are adopted prior to the Funding Recommendations Agenda Item.

- Subcommittee (and JJCC) may recommend categories (e.g. primary prevention or intervention), programs and projects (e.g. substance abuse prevention in A City), but can only recommend specific providers if those providers are governmental agencies or subject to a Board approved contract (e.g. the P/PP). We cannot recommend any other specific providers (i.e. named CBOs).
- Conflict of interest rules apply to our work in the subcommittee, so be thoughtful about recommendations for funding.
- If the JJCC representative is a county department, it does not present a conflict of interest. If you are a JJCC member affiliated with a listed program, you will have to determine how those rules apply to you.
- If surface issues are identified by Ad-Hoc Subcommittee members, they are asked to provide solutions in concert with the issues.
- The CMJJP Ad-Hoc Subcommittee's work was a two-part mission: to complete the CMJJP and to bring forth the recommended funding allocations. Should there be surface issues identified by a JJCC Member, it was requested that the member provide solutions along with the identified issues.
- To ensure deliverables, they would need to remain mission-focused on the work before

them. Should any identifiable issues be raised that are outside of the two-part mission, the identified issues would be redirected to the appropriate channels.

- **The County Executive Office (CEO)** maintains the Conflict of Interest (COI) and Statement of Economic Interests (Form 700). County Commission members (including JJCC Members and Alternates) must submit their information by completing the Assuming/Leaving Office and Annual forms.

- **The COI Website** includes frequently asked questions, information regarding the Statement of Economic Interests and how to complete the forms.
- **The Los Angeles County Commission Manual states:**
 - “Conflicts of Interest and Statement of Economic Interests (Form 700) Commission members must keep their personal interests separate from their Commission duties and responsibilities and avoid conflicts of interest. A conflict of interest occurs if Commission members allow their personal relationships, money (or the promise of money), or other outside factors to influence how they perform their Commission duties and responsibilities. A conflict of interest also exists if Commission members use information acquired in their capacity as Commission members for personal gain. To avoid potential conflicts or the appearance of any conflicts, Commission members may not participate in discussions, deliberations, or recommendations regarding issues in which they have a personal or financial interest. In addition, they may not accept gifts from lobbyists or anyone doing business with the County or who may come before the Commission. This is against County policy and may be illegal.”
- The JJCC received an Overview of the Brown Act Training from County Counsel on October 19, 2016, July 26, 2019, and on October 4, 2023.

The JJCC received Conflict of Interest Training from the County Counsel on July 26, 2019.

FY 2026-27 JJCC-CMJJP AD-HOC SUBCOMMITTEE MEMBERSHIP		
JJCC MEMBERSHIP	AGENCY/COMMUNITY	REPRESENTATIVE
Permanent Member	Los Angeles County Probation (Co-Chair)	Katheryn Beigh
Permanent Member	Los Angeles County Office of Education (Co-Chair)	Tapau Osborne
Permanent Member	Los Angeles County Public Defender's Office	Luis Rodriguez
Permanent Member	Los Angeles County Department of Youth Development	David Carroll
Permanent Member	Los Angeles County Sherriff's Department	Oscar Barragan
Non-Permanent Member	Non-Profit CBO Supervisorial Representative District 1	Samuel Lewis
Non-Permanent Member	Non-Profit CBO Supervisorial Representative District 3	Josh Green
Non-Permanent Member	Community Based Drug and Alcohol Provider	Juan Navarro
Non-Permanent Member	At-Large Member	Kent Mendoza

The JJCPA Evaluator Northwest Professional Consortium (NPC) will review the methodologies for evaluation to include literature reviews of effective programs. The evaluation process of JJCPA funded programs will include the following: interviews and/or focus groups with program staff and clients; analysis of program utilization data and program-specific outcome data; and evaluation of justice outcomes to adequately assess the effectiveness of its programs at reducing crime and delinquency. The evaluation of JJCPA funded programs is carried out to assess services and programs impacts on youth, families and communities served. The JJCPA evaluator will also conduct a gap analysis, which may help to understand the disproportionate involvement of JJCPA funded program youth in the juvenile justice system and identify youth service gaps that might exist. See *Appendix B* for data to be submitted by funded organizations.

The gap analysis and evaluation of funded programs to update the CMJJP is especially needed in light of the COVID-19 pandemic, which may have exacerbated service challenges. What we now know about ACEs (Adverse Childhood Experiences). Equally important is assessing how information sharing of data governed by Federal and State Laws.

Step 2: JJCC-CMJJP Ad-Hoc Subcommittee's Review of Carryover Allocation Amounts (As Part of the JJCC-CMJJP Ad-Hoc Subcommittee's work)

The JJCC-CMJJP Ad-Hoc Subcommittee will review prior years unspent funds (up to and including FY 23-24) and based upon retaining unspent funds from FY's up to and including FY 23-24, the unspent funds will be scheduled to be re-allocated in the following fiscal year. If an governmental partner is able to articulate a plan to spend down the funding by providing a detailed budget with a monthly spend down plan and follow up meetings and updates to the Ad-Hoc to determine if an exception will be allowed. The most recent prior fiscal year carryover amounts will be considered in the recommendations prior to for any new (additional recommended) funding. The goal is to remove unspent balances (up to and including FY 23-24) by having agencies prioritize and utilize available carryover prior to recommending additional funding. The Subcommittee anticipates that agencies with a history of increasing expenditures will utilize carryover further reduce balances for the next Fiscal Year. The Ad-Hoc Subcommittee continues to enhance efforts to provide adequate funding to agencies, as well as an opportunity to spend down the previous FY's unspent funds. Additionally, it was determined that there is a need to work with agencies to assist with enhancing methods of implementing programs as designed in the current climate of juvenile justice.

Step 3: JJCC-CMJJP Ad-Hoc Subcommittee's Review of Total Expenditures, Anticipated Expenditures and Available Balances

The JJCC-CMJJP Ad-Hoc Subcommittee will review the following: 1. Actual total fiscal expenditures as of September 30 regarding the prior FY 2. Fiscal Year-End closing balances; 3. Anticipated estimated expenditures as provided by governmental partners included in the funding request form. The information will assist in determining the amount of available balance that will be reviewed with the new funding request submitted by the governmental partners. This will assist and enhance the ability to determine the amount that would be viable to spend down to zero balance and to reduce unspent fund balances. For non-county agencies/partners, MOU execution timeline will be taken into consideration.

Step 4: JJCC-CAC Community Feedback Survey (Publish February 1st, Close May 1, 2026)

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, youth and families, 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. Convene a JJCC-CAC survey ad hoc committee. 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?

Formalize survey process to improve coordination of the survey design (including sample size), ensure survey reliability, and outreach and engagement efforts, supervisorial districts to align with RAND findings community/youth/provider input and develop and communication and outreach plan.

Step 5: JJCC-CAC Community Feedback on Programs and Projects (Publish February 1st, Close May 1, 2026)

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.

Step 6: Governmental Requests for Funding (Send March 2026, to to April 30, 2026, 5:00 PST) the deadline is 4/30/26 regardless of holidays or weekends. 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 7: JJCPA Evaluation Report Update Presented to the JJCC (Spring/Summer 2026)

Based on the submission of required data from JJCPA funded agencies, throughout the year, the JJCPA Evaluator (NPC)) 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.

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).

JJCPA Evaluator 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 The presentation to the JJCC will include public feedback and discussion of recommended changes.

Step 8: CMJJP Ad-Hoc Subcommittee Presents Draft FY 2027-28 CMJJP and FY 2027-28 JJCPA Funding Allocation to the JJCC-CAC in October 2026

The CMJJP Ad-Hoc Subcommittee presents a draft of the FY 2027-28 CMJJP and high-level FY 2027-28 JJCPA funding allocation to JJCC-CAC approximately mid-way through the Ad-Hoc 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 Ad-Hoc Subcommittee.

Step 9: JJCC Approves the FY 2027-28 CMJJP and the CMJJP Ad-Hoc Subcommittee Presents its Final FY 2027-28 JJCPA Funding Allocation Recommendations (October/November 2026) The FY 2027-28 CMJJP Ad-Hoc Subcommittee presents its findings and recommendations as well as a draft FY 2027-28 CMJJP and FY 2027-28 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 10: JJCC-CMJJP Ad-Hoc Subcommittee Presentation of Funding Request Recommendations JJCC Meeting (December 2024) and the JJCC will Agendize and vote during the December JJCC Meeting (2026). Final Draft FY 2027-28 CMJJP after allowing a window of at least four (4) weeks available for review. Additional JJCC-CAC meeting to be held prior to the funding meeting in January/February.

Step 11: CMJJP Ad-Hoc Subcommittee Presents Draft FY 2027-28 CMJJP and FY 2027-28 JJCPA Funding Allocation to the JJCC-CAC (October 2026)

The CMJJP Ad-Hoc Subcommittee presents its FY 2027-28 JJCPA funding allocation to JJCC-CAC. The JJCC-CAC holds a public meeting to receive input on the draft CMJJP Ad-Hoc 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 2026 to ensure adequate time for JJCC member review. By adjusting the window, it will allow additional time for preparation of draft Memorandums of Understandings (MOUs) for agencies prior to the beginning of the new FY.

Step 12: JJCC Approves the FY 2027-28 JJCPA Funding Allocation (December 2026)

The JJCC approves the Draft FY 2027-28 CMJJP FY 2027-28 JJCPA funding allocation and the FY 2027-28 CMJJP Ad-Hoc Subcommittee is dissolved. The JJCC-approved versions of the FY 2027-28 CMJJP and the FY 2027-28 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 13: Los Angeles County Board of Supervisors Approves CMJJP and Annual JJCPA Funding Allocation (Winter/Spring 2026)

The Board of Supervisors considers and adopts the FY 2027-28 CMJJP and FY 2027-28 JJCPA funding allocation by means of a Board Motion.

Step 14: Annual JJCPA Funding Allocation Submitted to Office of Youth and Community Restoration Corrections (May 1, 2026)

As required by statute, the FY 2027-28 CMJJP is submitted annually to the OYCR no later than May 1st, 2026.

V. 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

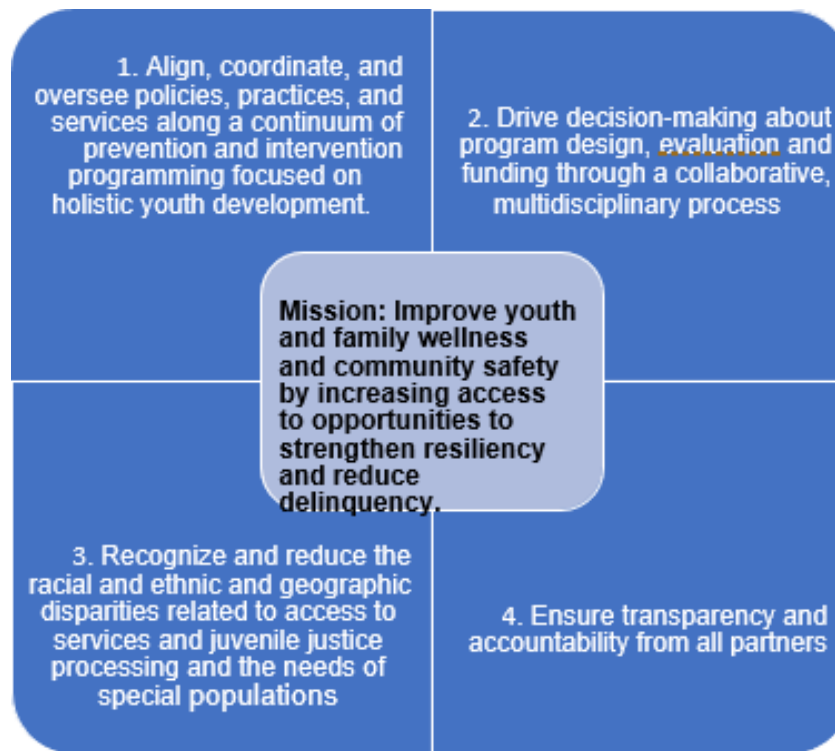
The youth justice system reflects Racial and Ethnic Disparities (RED) resulting from historical, structural inequities – including greater investments in the custody, control and punishment of Black, Indigenous and People of Color (BIPOC), purported to achieve public safety, and underinvestment in public 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.”

1. 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.

VI. 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.

Trauma-informed Care: Estimates suggest that up to 90 percent of youth involved in the juvenile justice system have been exposed to at least one type of trauma (Abram et al., 2004), which has led to an increasing recognition of the importance of offering trauma-informed care to this population (Skinner-Osei et al., 2019). The National Child Traumatic Stress Network (2015) has outlined several ways in which a juvenile justice system can be trauma-informed, including by having trauma-informed policies and procedures, doing screenings and assessments to identify youth who have experienced trauma, ensuring that staff have been trained in trauma-informed approaches, and providing trauma-informed programming. Additional resources on trauma-informed care for youth across the spectrum of risk can be found through resources such as the National Child Traumatic Stress Network.

Racial Equity Framework: Black, Indigenous, and People of Color (BIPOC) are more likely to come into contact with law enforcement and be rearrested, though their rates of involvement in delinquent behavior are similar to their White peers (McGlynn-Wright et al., 2020; Mitchell, 2005; Onifade et al., 2019). Juvenile justice programs should aim to address these inequities. This might include approaches such as ensuring that these youth are being offered services, enrolled in services, and equally benefitting from services. It may also include understanding whether youth from diverse racial backgrounds have different needs or are experiencing different challenges to engagement and ensuring that those are being equitably addressed. Resources include:

- Lantos et al., 2022, Integrating Positive Youth Development and Racial Equity, Inclusion, and Belonging Approaches Across the Child Welfare and Justice Systems. Bethesda, MD: ChildTrends. <https://www.childtrends.org/publications/integrating-positive-youth-development-and-racial-equity-inclusion-and-belonging-approaches-across-the-child-welfare-and-justice-systems>
- Annie E. Casey Foundation, 2015, Race Equity and Inclusion Action Guide. Baltimore, MD: Author. https://assets.aecf.org/m/resourcedoc/AECF_EmbracingEquity7Steps-2014.pdf

Culturally Appropriate and Responsive Programming: Culturally responsive programming includes elements reflecting the cultures of the youth being served, which can include language, communication styles, and other factors (Feldman et al., 2010). Offering culturally responsive programming is one way to address racial and ethnic disparities in the juvenile justice system, as it can increase the effectiveness of the programming for diverse racial and ethnic groups (Cabaniss et al., 2007; Hoytt et al., 2001). Some examples of ways that programs can be culturally responsive include offering programming in multiple languages; understanding cultural norms related to the role of family, and adapting programming to include family elements as appropriate; and understanding cultural norms surrounding interactions with authority figures, and identifying ways to improve youth and family member comfort levels with program

leadership.

Resources include:

- Impact Justice, 2021, Culturally responsive programming for youth. Oakland, CA: Author. <https://probation.acgov.org/probation-assets/files/juvenile-services/SB823/Resources/Culturally%20responsive%20programming.pdf>
- Rogers & Granias, 2019, Culturally specific youth development programs: An evaluation guide. Saint Paul, MN: Wilder Research. https://www.wilder.org/sites/default/files/imports/Wilder_CulturallySpecificOST_PracticeGuide_5-19.pdf

Evidence-Based Practices: Ideally, juvenile justice systems are offering evidence-based programs – that is, those that have been demonstrated to result in positive outcomes for participating youth. Typically, a program is designated as “evidence-based” after multiple high-quality evaluations have demonstrated its effectiveness, and ideally it has been tested in a similar context and population as the juvenile justice system is targeting. However, there can be substantial variability in the types of settings, populations, and outcome measures used in evaluation studies (Applegarth, Jones, & Brooks Holliday, forthcoming), and programs should be mindful about applying findings from studies to their local context. It is also important that these practices be implemented with fidelity in the local setting to increase the likelihood they will accomplish the expected outcomes for this reason, conducting local evaluations of the implementation and outcomes of programs and services is important.

Vision for Supporting Family’s Needs: Best practices for juvenile justice systems indicate that programming should be family-focused. Evidence demonstrates that strong bonds between children and families can promote pro-social behavior (e.g., Brook et al., 1998), and therefore programming should promote engagement of family members (Luckenbill and Yeager, 2009; Osher et al., 2012; Pennell, Shapiro, and Spigner, 2011; Shanahan and diZerega, 2016). It is also important that family be conceptualized broadly and include not just biological parents, but also foster or adoptive parents and extended family as relevant.

Supporting Communities with High and Very High Need w/Target Prevention Services

The risk-need-responsivity model is an evidence-based approach to providing services to individuals involved in the legal system (Bonta & Andrews, 2016). This model indicates that the intensity of services should be matched to a youth’s risk level, such that higher risk and need youth should receive more intensive services. Services should also be matched to the specific needs of the youth – for example, if a youth has a substance use problem, there should be an intentional effort to provide substance use treatment services to that individual. This match between services and youth risk and need levels is important, as there is evidence that providing overly intensive interventions to low-risk youth can have iatrogenic effects (e.g., increase the likelihood of justice system contact) (Dowden and Andrews, 1999). For this reason, it is important to ensure that services target the highest need youth. Ideally, this begins with the provision of prevention programs for at-risk youth, and then moving toward graduated sanctions and treatment programs for youth who have committed delinquent acts (Wilson and Howell, 1993).

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-related risk factors include association with deviant peers and peer rejection. 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).

- **Governmental Partners 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 Public Defender's Office
 LAC Department of Parks and Recreation
 LAC Arts and Culture
 LAC District Attorney's Office
 LAC Public Library
 LAC Department of Economic Opportunity
 LAC Public Health
 LAC Department of Youth Development
 Los Angeles County Office of Education
 Los Angeles Unified School District
 LAC Chief Executive Office
 City of Los Angeles Gang Reduction Youth Development
 LAC Department of Public Health
 Superior Court of California, County of Los Angeles

- **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.
- **Probation youth** – These youth include those under community supervision on informal or formal probation (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 further defines these terms in the next section, adopting the holistic, health- oriented terms that the field of juvenile justice has increasingly embraced.²⁰

Target Population	Estimated Numbers ¹	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

Youth with initial and early contacts with law enforcement	10,000	Focused Prevention/Early Intervention	Skills -Socio-emotional supports -Housing -Parent/caregiver support -Arts and recreation
Probation youth	4,054	Intervention	

a. Continuum-Based Funding Strategies

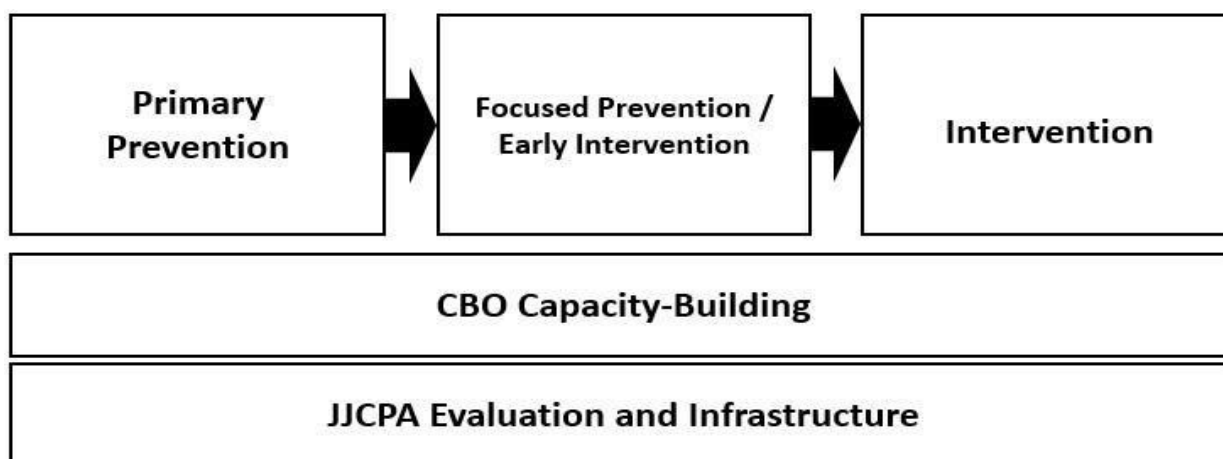
The following funding strategies for the CMJJP correspond with the continuum of services. Each strategy is designed to be flexibly applied based on the individuals and specific services involved, but should always adhere to the CMJJP guiding principles and youth development framework:

b. 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:

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



- **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.²²
- **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.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

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.

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).

- **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
 - 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 the 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.

²⁵ Denise Herz, Probation Workgroup Report, 3.3.17.

VII. 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 youth’ 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 youth 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 youth 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 Juvenile 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

The table of Overall Youth Arrests shows marked decreases in the total arrests as well as felony, misdemeanor and status offense arrests from 2012 to 2018. These reductions are part of a steep decline in juvenile arrests in the State over the past decades (<http://www.cjcj.org/news/11883>).

iii. Probation Youth³⁰

1. Probation Youth – Snapshot by Disposition and Psychotropic Medications

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)	2021 (Oct. 31 snapshot)	2022 (Oct. 31 snapshot)	2023 (Oct. 1, snapshot)	2024 (Oct. 1, snapshot)	2025 (Oct. 1, snapshot)
Juvenile Halls	538	550	325	248	351	283	279	250
-On psychotropic meds	149 (27.7%)	160 (29.1%)	132 (40.6%)	99 (38.9%)	165 (47.0%)			
Camps	259	300	133	79	88	96	98	122
-On psychotropic meds	93 (35.9%)	124 (41.33%)	72 (54.1%)	50 (63.3%)	36 (40.9%)			
Dorothy Kirby Center	48	53	58	50	40	51	48	51
-On psychotropic meds	37 (77%)	42 (79.25%)	46 (79.3%)	43 (86.0%)	27 (67.5%)			

Youth in Probation System	2018 (Dec. 31 snapshot)	2019 (Dec. 31 snapshot)	2020 (Oct. 31 snapshot)	2021 (Oct. 31 snapshot)	2022 (Oct. 31 snapshot)	2023 (Oct. 1, snapshot)	2024 (Oct. 1, snapshot)	2025 (Oct. 1, snapshot)
Active Supervision	5,098	4,412	3,538	2,281	1838	2197	2393	2551
Supervision Dispositions								
• 654	448	306	125		195	234	127	148
• 654.2	247	169	145	95	93	182	145	157
• 725(a)	299	285	222	143	141	197	241	164
• 727(a)		0	0	0	0	0	0	
• 790	277	246	197	108	56	79	79	139
• Home on Probation	2162	1992	1,746	1029	707	871	1093	1209
• Suitable Placement	646	631	435	301	214	203	262	274
• DJJ/SYTF Transition	61	60	35	56	37	88	119	129
• Bench Warrant	760	607	549	423	314	296	257	266
• Out-of-State/ Courtesy Supervision		23		52	20		19	18
Intercounty Transfer to LA	79	67	56	39	46	37	37	40
Pending	118	26			15		14	

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 85% reduction from the 2018 snapshot to the 2025 snapshot), 654.2 (a 62% reduction from the 2018 snapshot to the 2021 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 youth interacting with Probation during 2020.

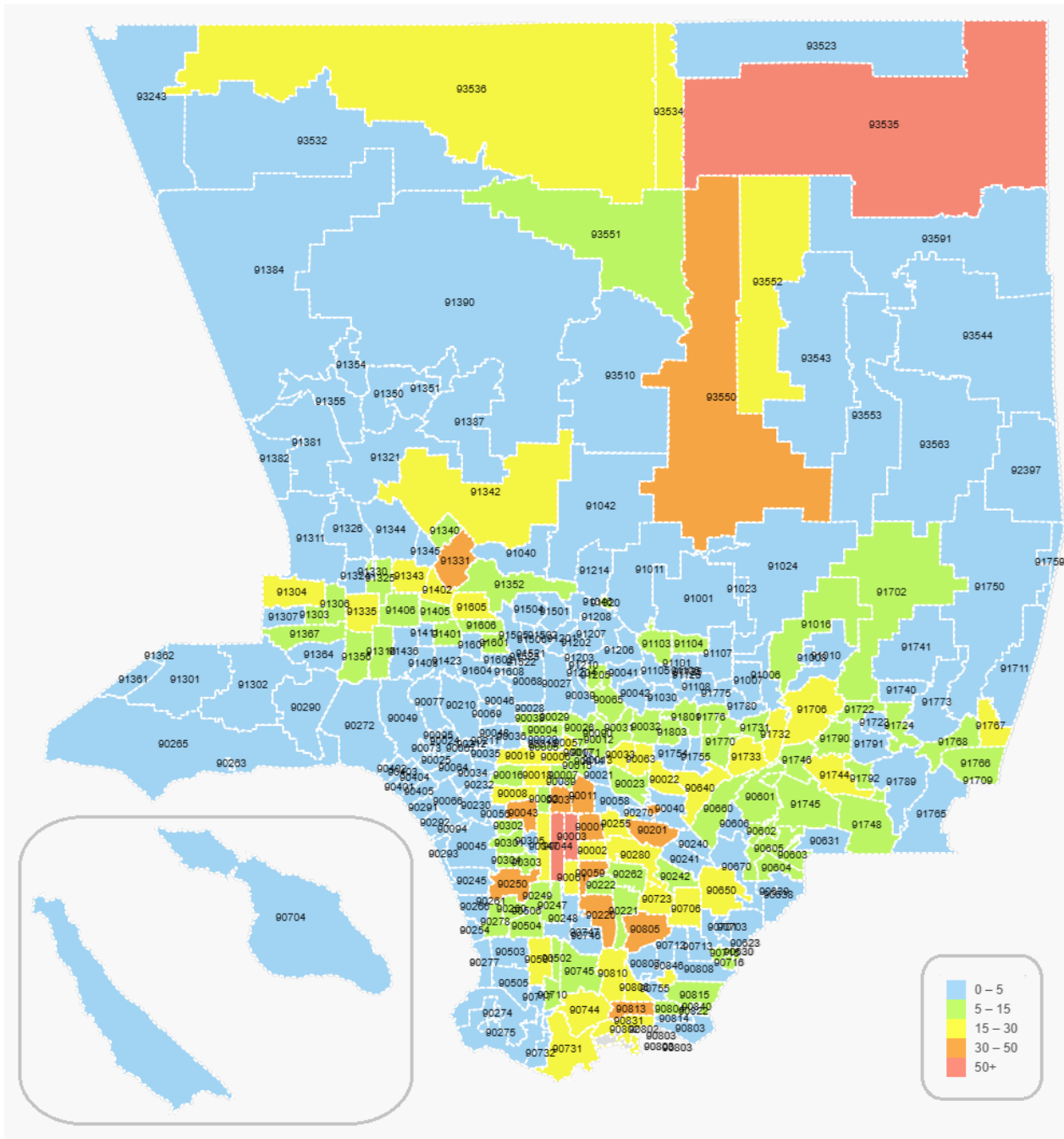
2. Youth on Probation by Geography

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

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

2025 Update

- a. 90044 – Athens (City of LA)
- b. 90003 – South Central (City of LA)
- c. 93535 – Lancaster/quartz Hill
- d. 90011 – South Central *City of LA)
- e. 90805 – North Long Beach



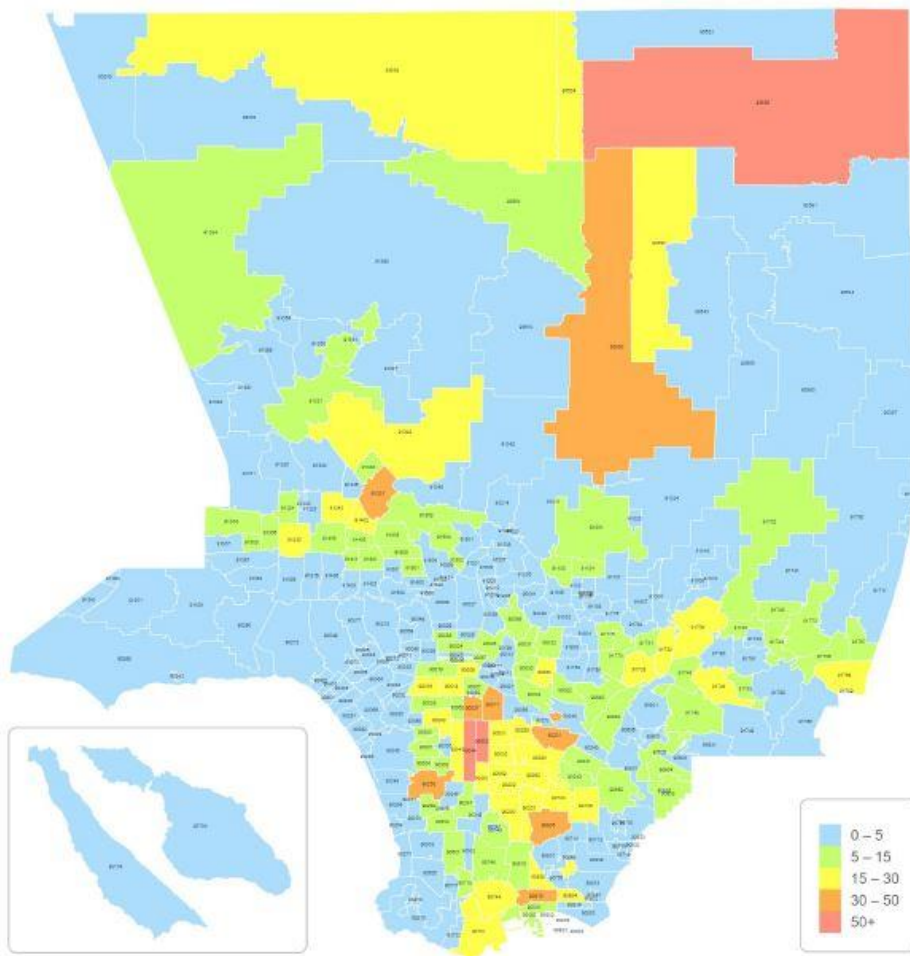
2024 Update

- f. 90044 – Athens (City of LA)
- g. 90003 – South Central (City of LA)
- h. 93535 – Lancaster/Quartz Hill
- i. 90011 – South Central (City of LA)
- j. 90805 – North Long Beach



County of Los Angeles Probation Department
Youth by ZIP Code

11/13/2024



*211 Youth are From Out of County/State

1

2023

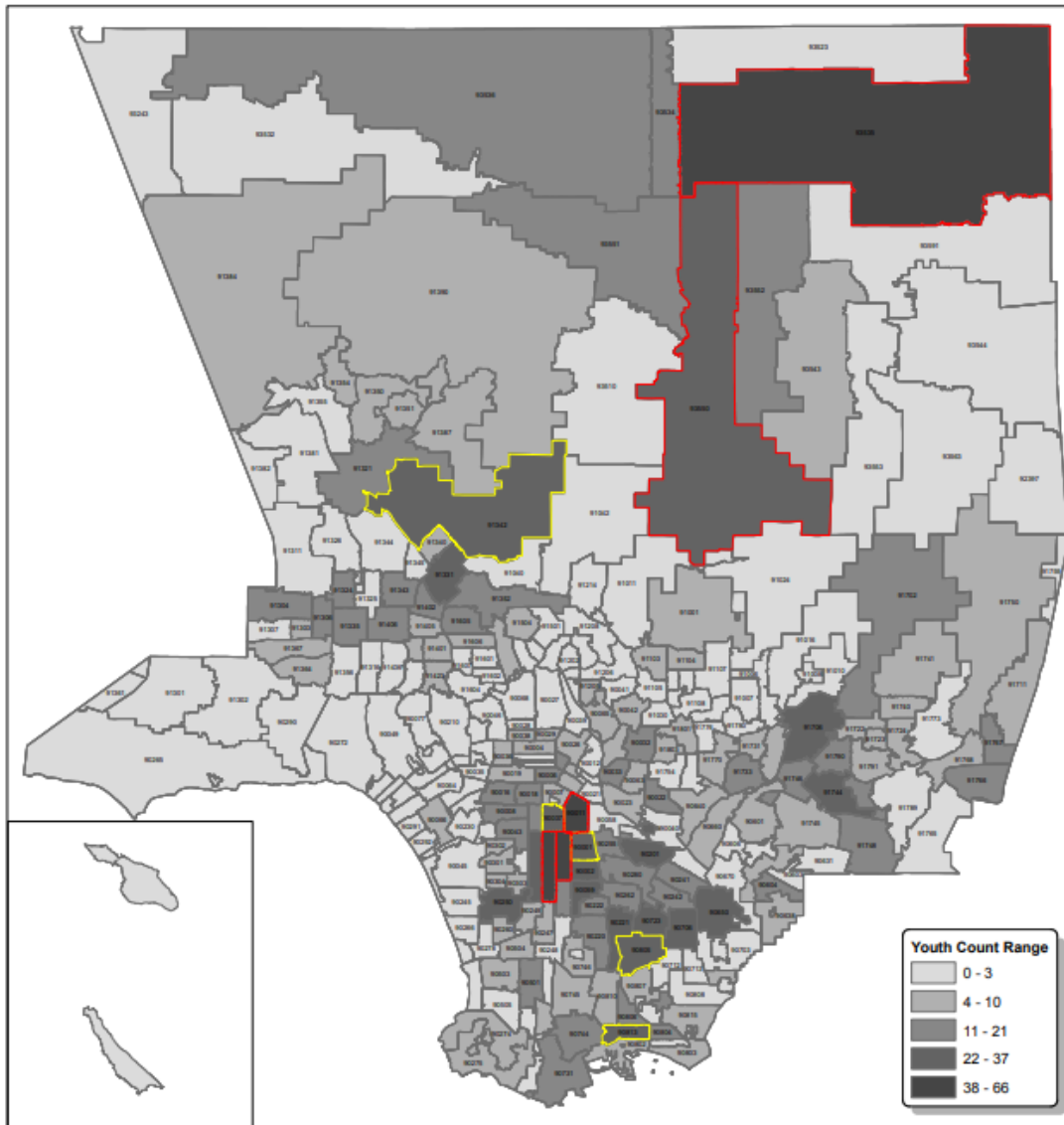
- a. 90044 Athens City (City of LA)
- b. 93535 Lancaster/Quartz Hill
- c. 90003 South Central (City of LA)
- d. 90011 South Central (City of LA)
- e. 93550 Palmdale



County of Los Angeles Probation Department

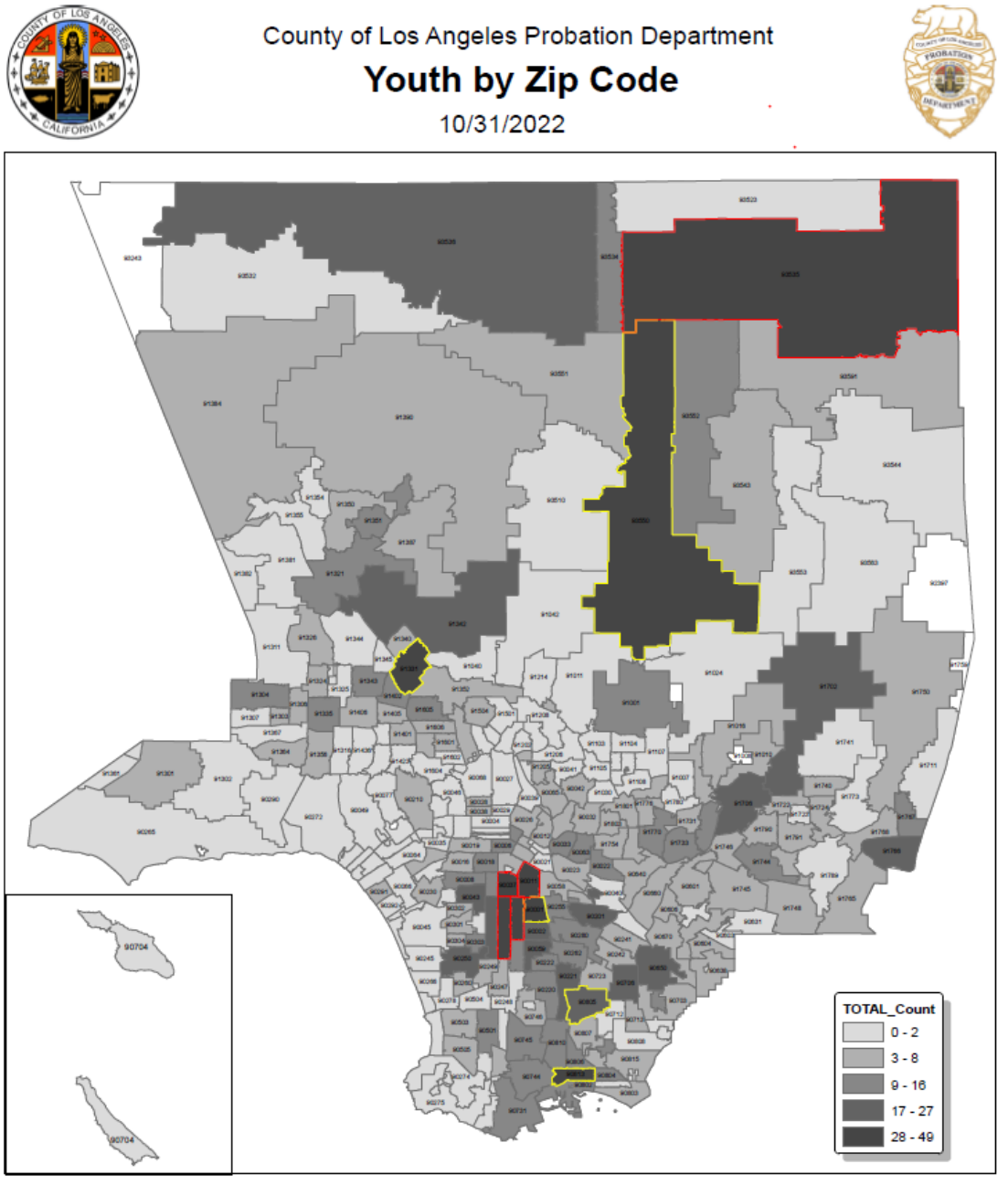
Youth by Zip Code

10/27/2023



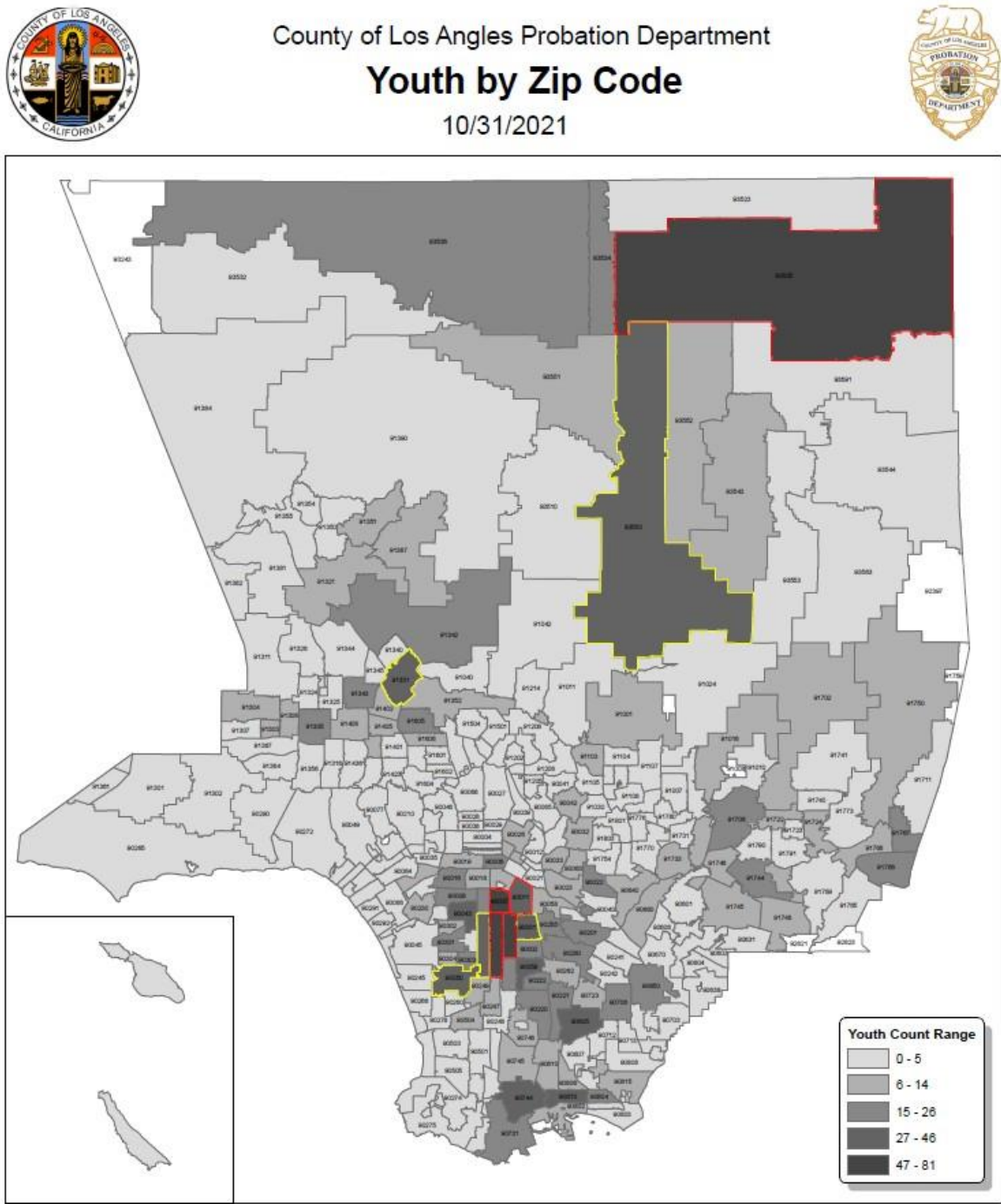
2022

- a. 93535 Lancaster/Quartz Hill
- b. 90044 Athens (City of LA)
- c. 90003 South Central (City of LA)
- d. 90037 South Central (City of LA)
- e. 90011 South Central (City of LA)



2021

- a. 93535 Lancaster/Quartz Hill
- b. 90044 Athens (City of LA)
- c. 90003 South Central (City of LA)
- d. 90037 South Central (City of LA)
- e. 93550 Palmdale



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 prevention and intervention services structured around a youth development framework, 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, trauma informed behavioral health 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/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

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

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	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 interagency collaboration Program Delivery by Community-Based Agencies - Types of programs accessed by clients	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/Dept. of Juvenile Justice placements - New arrests

	- 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	- Sustained petitions
--	---	---

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 2026-27 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 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.

5)

<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 500characters)
- ☐ 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 (JJCC) Fiscal Year 2027-28 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:

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 21-22 of the CMJJP
- Projects are considered in light of the Growth Fund Goals and Guiding Principles, which may be found on pages 21-22 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: 2026 Community Input on Programs and Projects

Please respond by 5:00 P.M. on May 1, 2026

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. CMJJP Guiding Principles

CMJJP GUIDING PRINCIPLES:

Describe how the funding request of a program aligns with the Guiding Principle and indicate the Specific Principle it Aligns with and How it Aligns with the Guiding Principle.

The following guiding principles were developed to drive the work of key partners in Los Angeles County to:

- 1. Align, coordinated, and oversee policies, practices, and services along a continuum of prevention and intervention programming focused on holistic youth development.**
- 2. Drive decision-making about program design, evaluation and funding through a collaborative, multidisciplinary process**
- 3. Recognize and reduce the disparities related to access to services and juvenile justice processing and the needs of special populations**
- 4. Ensure transparency and accountability from all partners.**

Section 2. Frameworks

Describe How the Framework(s) (applicable to your submission) Are Used

- Trauma Informed Care**
- Vision for Supporting Family's Needs**
- Culturally Appropriate and Responsive Programming**
- Evidence Based Practices**

Section 3. Statement of Need (Character limit of 2500)

- a. Describe the problem that the program/project will attempt to address.
- b. Describe the population that will be served.

Section 4. Program/Project Description Summary (Character limit of 2500)

- a. Program Summary – One paragraph to articulate and summarize program
 - This information will be utilized and provided as the program description for the annual JJCC meeting that includes voting on programs/projects.
- a. This information will be provided as the Program Description Summary that will become the narrative provided to the JJCC (public information). As in previous years, the JJCC will vote on Funding Request information to ensure the public understands the essence of your program. Do not exceed the character limit, as all programs will be limited to the same size in the information disseminated in 2026. (Character Limit 1000)
- b. Alternate Sources of Funding (Previously Funded JJCPA Program)
- c. Alternate Sources of Funding (New proposed (funding request) JJCPA Program)

- d. Provide the evidence upon which the program/project is based; includes references to local outcome data and/or applicable research studies.
- e. Which service strategies does the program/project support (Primary Prevention, Focused Prevention/Early Intervention, Intervention, Capacity-Building of community-based organizations, (CBO)?
- f. Include percentage of requested funding allocation designated for CBO contracts/subcontracts
 - b. How many young people will the program/project serve annually?
 - c. What Service Planning Area(s) (SPA) does the program/project serve?
<http://publichealth.lacounty.gov/chs/SPAMain/ServicePlanningAreas.htm>
 - d. Which Supervisorial District(s) does the program/project serve?
 - e. 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)?
 - f. Include percentage of requested funding allocation designated for CBO contracts/sub-contracts

Service Strategies include the following:

 - Primary Prevention
 - Focused Prevention/Early Intervention
 - Intervention
 - Capacity Building of Community-Based Organizations
 - JJCPA Evaluation and Infrastructure
 - What are your metrics of success?
 - What are your program costs per capita of youth served?

CMJJJP Service Strategy category definitions are included for submitters to complete the applicable required information that align(s) with the program/projects submitted.

“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.

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

- o **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.²⁵

- 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 the 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.
- o **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.
- o **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.”
- o Note: If your program supports more than 1 Service Strategy category, it is recommended that you divide the allocation amounts proportionally between the service categories.

Section 5: CMJJP Guiding Principles and Additional Questions:

- a. How does your program align, coordinate, and oversee policies, practices, and services along a continuum of prevention and intervention programming focused on holistic youth development?
- b. How does your program 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 in the needs of special populations including (but not necessarily limited to): females, LBGTQ-2A youth, crossover/dually involved youth, youth who became parents, undocumented, and transitional age youth without family/caretakers/support systems?
- c. How does your program 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 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.
- d. Include provider challenges (if applicable)
- e. Does the program reach target recipients?
- f. Describe the return on investment of taxpayer money.

- g. What are your alternate sources of funding?

Section 6. Timeline and Milestones (e.g., contracting processes, when service delivery will begin, report submissions, etc.). **(Character limit of 2500)**

Section 7. Budget by Service Strategy (Subcommittee to Review to help make funding decisions)

- a. 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.

- b. What is the cost per youth served?
- c. 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)
 - Carryover funds and process for spending down or request to reallocate or apply with new intervention.
 - Is this a new budget request use existing staff or are you requesting new staff

Section 8. Evaluation Provide information through approved JJCPA Evaluation Process

(Note: The JJCPA Evaluator may provide limited technical assistance for data collection to programs that receive JJCPA funding, however, preliminary plans for evaluation metrics should be in place at the time funds are requested).

Section 9. Funding Request Submission Form will be utilized by the CMJJP Ad-Hoc Subcommittee to assist in determining funding recommendations.

- a. **Information included in the funding request submission form will be considered as the potential programming/services to occur within the named fiscal year.** Any future or aspirational plans are to be included only in the section titled: Potential Future Plans Regarding Programming/Services as Part of a Future Implementation in Future Fiscal Years. Information in the funding request form shall provide a picture of programming/services that would be made available during single fiscal year of the funding request submission form.

- b. **Potential Future Plan Regarding Programming/Services as part of a Future Implementation (Optional – not required to complete funding request submission)**

This section provides a space for governmental partners to provide future project management/expansion information to show how the program/services plan to grow and expand in the future. **This should not include information regarding the current programming.**

Section 10. Required Data Collection and Evaluation of JJCPA Programs

According to a recent JJCPA State audit (The California State Auditor's Report: Juvenile Justice Crime Prevention Act Weak Oversight Has Hindered Its Meaningful Implementation (ca.gov) Report 2019-116, issued May 12, 2020), the following finding was documented: "Los Angeles should collect data on all participants in each JJCPA program and service to adequately assess the effectiveness of those programs at reducing juvenile crime and delinquency."

This restates the requirement for JJCPA funded agencies to collect and submit data to the Probation Department (for Probation youth) and/or DYD (for At-Promise youth) for purposes of reporting on and evaluating specific program and justice outcomes (by the JJCPA Evaluator) through the full evaluation process.

By submitting this request for JJCPA funding and upon the County's/JJCC approval/adoption, agencies agree to be responsible for developing the process to collect and submit the mandatory identifiable data for Probation youth served through the JJCPA funded program/service to Probation and/or de-identified data for At-Promise youth served through the JJCPA funded program/service to DYD.

Submission of this required JJCPA Data on all youth served includes, but is not limited to the following:

Monthly submission of the following data for Probation youth served, by program/program site will be due on the 15th of the following month; for the last month of the Fiscal Year, 2025-26, the data will be due on July 15, 2026

- Agency Name
- Name and Type of Program/Service
- One Time or On-Going
- Date and Timeframe
- Session Location
- Program/Service Start Date
- Program/Service End Date
- At the end of the funded Fiscal Year, status of each youth: completed, did not complete and reason or in progress (for applicable program/service)
- Required additional data in order to adequately assess program effectiveness at reducing juvenile crime and delinquency (for full program specific evaluation)

Failure to submit the required data to Probation may result in loss of grant funds in accordance with monthly reporting submissions.

Submission, as determined by DYD, of the following data for At-Promise youth served, by program/program site:

- Agency Name
- Type of Service
- Program Start Date (if applicable)
- Program Completion Date (if applicable)
- Age

- Race/Ethnicity
- Gender Identity
- Service Area Zip Code (area where services are provided)
- Required additional data in order to adequately assess program effectiveness at reducing juvenile crime and delinquency (justice outcome reporting and full evaluation)
- At the end of the funded Fiscal Year, status of each youth: completed, did not complete and reason or in progress (for applicable program/service)

Section 10. The California State Auditor's Report: Juvenile Justice Crime Prevention Act Weak Oversight Has hindered its Meaningful Implementations (ca.gov) Report 2019-115, issued May 12, 2020, included the following finding for all California Counties: "Los Angeles should collect data on all participants in each JJCPA program and service to adequately assess the effectiveness of those programs at reducing juvenile crime and delinquency."

This restated the requirement for JJCPA funded agencies to collect and submit data to the Probation Department (for Probation youth served) and/or the Department of Youth Development (for At-Promise youth served) for purposes of reporting on and evaluating specific program and justice outcomes (by the JJCPA Evaluator) through the full evaluation process.

By submitting the request for JJCPA funding and upon JJCC approval/adoption, agencies agree to be responsible for developing the process to collect and submit data for all youth served through the program/service to Probation and/or DYD as previously indicated above.

1. **If you have carry-over (unspent) funds from previous years, that carry-over will be applied, and your funding allocation request may be adjusted accordingly. Carryover will need to be spent on the program/project originally approved by JJCC.**
2. **One additional attachment will be accepted regarding a budget sheet that includes cost breakdown. Any additional information will not be considered part of the submission.**

Agency Program Manager Print Name _____

Program Manager Signature _____

Date

JJCPA Funding Request Application will not be accepted as complete without signature regarding acceptance of Section 10.

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 2027-28 JUVENILE JUSTICE CRIME PREVENTION ACT FUNDING**

Dear NAME,

The request application for funding is now open. During Fiscal Year (FY) 2027-28 **AGENCY** received an approved Juvenile Justice Crime Prevention Act (JJCPA) funding allocation in the amount of \$ to support **PROGRAM NAME**.

JJCPA funded agencies are required to submit estimated expenditures on a monthly basis to the JJCPA Administration email address by the 15th of the following month. For October 2022, the due date for this information is October 1, 2027.

JJCPA funded agencies are required to collect and submit data to Probation (for Probation youth participants) and/or the Department of Youth Development (for At-Promise youth participants) in each JJCPA program and service in order to adequately assess the effectiveness of those programs at reducing juvenile crime and delinquency. JJCPA funded agencies are required to collect and submit additional program specific data to Probation and participate in the evaluation process for all JJCPA programs (see CMJJP Appendix B, Section 7 for additional detailed information).

- Required Data for JJCPA Program/Service to evaluate youth justice outcomes shall include, but not be limited to the following:

Monthly submission of the following data, by program/program site (automated data collection template to be provided by Probation) for Probation youth (to Probation) includes the following:

- o Agency Name
- o Name and Type of Program/Service
- o One Time or On-Going
- o Date and Timeframe
- o Session Location
- o Program/Service Start Date
- o Program/Service End Date
- Required additional data in order to adequately assess program effectiveness at reducing juvenile crime and delinquency (justice outcome reporting and full evaluation)

- o At the end of the funded Fiscal Year, status of each youth: completed, did not complete and reason or in progress (for applicable program/service)

Submission of the following data, by program/program site for At-Promise youth (as determined by DYD) includes the following:

- o Agency Name
- o Type of Service
- o Program Start Date (if applicable)
- o Program Completion Date (if applicable)
- o Age
- o Race/Ethnicity
- o Gender Identity
- o Service Area Zip Code (area where services are provided)
- Required additional data in order to adequately assess program effectiveness at reducing juvenile crime and delinquency (justice outcome reporting and full evaluation)
 - o At the end of the funded Fiscal Year, status of each youth: completed, did not complete and reason or in progress (for applicable program/service)

If the applicant believes that one or more of the requested data is in contradiction to any State and/or Federal law and/or regulation, the applicant must present such position for consideration and discussion. Once funds are received the applicant agrees to provide all above listed data unless there are changed circumstances that necessitate re-consideration of what data cannot be provided. “Changed Circumstances” include changes in legislation and/or regulations.

To better align the JJCPA funding schedule with the County budget timeline, this year, the Comprehensive Multi-Agency Juvenile Justice Plan (CMJJP) and JJCPA Spending Allocation Ad-Hoc Subcommittee (CMJJP Ad-Hoc Subcommittee) will be meeting in early Spring 2025 and between September – December 2025 to prepare recommendations for the FY 2025-26 spending allocation plan. The spending plan will be considered for approval by the full JJCC at their meeting on December 2024. To begin this process:

- ☐ If your agency is interested in continued funding for FY 2027-28 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 at probjcpaadmin@probation.lacounty.gov
- ☐ and a subject line of: FY 2027-28 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 2026-27 New Program/Project, AGENCY NAME.
- ☐ **Email submissions are due by 6:00 PM on deadline provided in email transmission.**

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.

Section 7. Required Data Collection and Evaluation of JJCPA Programs

According to a recent JJCPA State audit (The California State Auditor's Report: Juvenile Justice Crime Prevention Act Weak Oversight Has Hindered Its Meaningful Implementation (ca.gov) Report 2019-116, issued May 12, 2020), the following finding was documented: "Los Angeles should collect data on all participants in each JJCPA program and service to adequately assess the effectiveness of those programs at reducing juvenile crime and delinquency."

This restates the requirement for JJCPA funded agencies to collect and submit data to the Probation Department (for Probation youth) and/or DYD (for At-Promise youth) for purposes of reporting on and evaluating specific program and justice outcomes (by the JJCPA Evaluator) through the full evaluation process.

By submitting this request for JJCPA funding and upon the County's/JJCC approval/adoption, agencies agree to be responsible for developing the process to collect and submit the mandatory identifiable data for Probation youth served through the JJCPA funded program/service to Probation and/or de-identified data for At-Promise youth served through the JJCPA funded program/service to DYD.

Submission of this required JJCPA Data on all youth served includes, but is not limited to the following:

Monthly submission of the following data for Probation youth served, by program/program site will be due on the 15th of the following month; for the last month of the Fiscal Year, 2024-25, the data will be due on July 15, 2025

- Agency Name
- Name and Type of Program/Service
- One Time or On-Going
- Date and Timeframe
- Session Location
- Program/Service Start Date
- Program/Service End Date
- At the end of the funded Fiscal Year, status of each youth: completed, did not complete and reason or in progress (for applicable program/service)
- Required additional data in order to adequately assess program effectiveness at reducing juvenile crime and delinquency (for full program specific evaluation)

Failure to submit the required data to Probation may result in loss of grant funds in accordance with monthly reporting submissions.

Submission, as determined by DYD, of the following data for At-Promise youth served, by

program/program site:

- Agency Name
- Type of Service
- Program Start Date (if applicable)
- Program Completion Date (if applicable)
- Age
- Race/Ethnicity
- Gender Identity
- Service Area Zip Code (area where services are provided)
- Required additional data in order to adequately assess program effectiveness at reducing juvenile crime and delinquency (justice outcome reporting and full evaluation)
- At the end of the funded Fiscal Year, status of each youth: completed, did not complete and reason or in progress (for applicable program/service)

Appendix D

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. **Department of Youth Development (DYD) (Formerly the 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. YDD retained funding and it was moved to the new DYD once DYD was created in 2022.
2. **Public/Private Partnership (P/PP) for Fiscal Intermediary Services and Capacity Building Services with contracted CBOs**– 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.

In addition to the above six initiatives, other relevant initiatives and providers include:

7. Office of Violence Prevention
8. Trauma Prevention Initiative
9. Capacity Building Training and Technical Assistance
10. Incubation Academy
11. Whole Person Care
12. SEED School
13. Master Service Agreement Vendors (RFSQ #6401706)

In addition, the following community-based organizations have been certified as Master Service Agreement Vendors during the 5-year MSA Term of September 2017-2022. This list includes providers from across the Los Angeles County region:

- 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 E

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 Absenteeism³⁹

District Name	Cumulative Enrollment	<u>Chronic Absenteeism Eligible</u> Cumulative Enrollment	<u>Chronic Absenteeism</u> Count	<u>Chronic Absenteeism Rate</u> (by Percentage)
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 Rate Enrollment</u>	<u>Chronic Absenteeism</u>		
		<u>Eligible Cumulative</u>	<u>Chronic Absenteeism</u>	<u>Absenteeism</u>
		<u>Enrollment</u>	<u>Count</u>	<u>(By Percentage)</u>
Hughes Elizabeth Lakes Elementary	211	208	28	13.5
Monrovia	5,632	5,547	750	13.5
Montebello Unified	26,643	25,929	3,466	13.4
El Month 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 and
Enrollment
regardless of

Cumulative enrollment consists of the total number of unduplicated primary short-term enrollments within the academic year (July 1 to June 30)

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 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 CAPOADS. 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

2019-2020 Expulsions

District Name	Cumulative Enrollment	Total Expulsions	Expulsion Count Violent Incident (Injury)	Expulsion Count Violent Incident (No Injury)	Expulsion Count Violent Incident (Weapons Possession)	Expulsion Count (Illicit Drug Related)	Expulsion Count (Defiance Only)	Expulsion Count (Other Reasons)
Whittier Union High	11,642	28		0		26	0	0
Antelope Valley Union High	22,534	30					0	
Bellflower Unified	12,040			0			0	0
Alhambra Unified	16,804	12					0	
Bassett Unified	3,575		0		0		0	0
Beverly Hills Unified	3,675	0	0	0	0	0	0	0
Bonita Unified								
Centinela Valley Union High	6,693				0		0	0
Covina Valley Unified	12,119		0			0	0	0
El Rancho Unified	8,571		0				0	0
El Segundo Unified	3,546	0	0	0	0	0	0	0
Las Virgenes Unified	11,144		0		0		0	0
Los Angeles County Office of Education	4,199	0	0	0	0	0	0	0
Torrance Unified	23,699				0		0	0
William S. Hart Union High	22,749		0	0	0		0	0
Los Angeles County CA	1,260,271	244	37	69	37	88	0	13
Statewide Total	5,624,643	3,111	863	853	417	871	22	85

- Note:** As a result of the statewide physical school closures that occurred in February/March 2020 due to the COVID-19 pandemic, the CDE has determined that the 2019–20 absenteeism data are not valid and reliable for the 2019–20 academic year; therefore, the CDE has not processed these

data and they are unavailable for public release. For more information about the impact of COVID-19 on data reporting for the 2019–20 academic year, please visit the CDE [COVID-19 and Data Reporting](#) webpage.

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 short-Enrollment	Cumulative enrollment consists of the total number of unduplicated primary and 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 Entity of Students Expelled (Total)	Total distinct count of ALL students expelled one or more times at the selected for the selected population using the available filters. Students who are expelled multiple times are only counted once.
Unduplicated Count ONLY of Students Expelled Students (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. who are expelled multiple times are only counted once.
Expulsion Rate at(Total)	The unduplicated count of students expelled divided by the cumulative enrollment the selected entity for the selected student population.
Expulsion Count Violent Incident (Injury)	This Federal Offense Category includes the following California Education Code sections: • 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)	This Federal Offense Category includes the following California Education Code sections: • 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)
---	--

	Bullying: 48900(r)
Expulsion Count Weapons Possession	This Federal Offense Category includes the following California Education Code sections: - 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	This Federal Offense Category includes the following California Education Code sections: - 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 a Defiance-Only	Any expulsion associated with a student in which the only offense committed by student is Disruption is considered a "Defiance-Only" incident. The Defiance-Only Category includes the following California Education Code section: Disruption, Defiance: 48900(k)(1)
Expulsion Count Other Reasons	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. - 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 F

Probation Youth Demographic Data

1. WIC 652 Investigations by Probation Disposition

2024 Update

Year	WIC654	WIC654 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%)		17 (1.2%)	518 (36.7%)	278 (19.7%)			1410
Jan 2019 - Oct. 2019	272 (18.9%)	147 (10.2%)		47 (3.3%)	476 (33.1%)	345 (24.0%)		130 (9.0%)	1440
Nov. 2019-Jun 2020	219 (35.0%)	63 (10.1%)			206 (33%)	110 (17.6%)	16 (2.6%)		625
Jul 2020-Jun 2021	66 (15.9%)		0 (0%)	0 (0%)	135 (32.6%)	126 (30.5%)		54 (13.0%)	413
Jul 2021-Jun 2022	225 (31.8%)	36 (5.2%)	0 (0%)		245 (34.8%)	161 (22.8%)		34 (4.8%)	706
Jul 2022-Jun 2023	313 (30.8%)	49 (4.8%)			360 (35.5%)	241 (23.8%)	0	46 (4.5%)	1012
Jul 2023-Jun 2024	213 (20%)		0		405 (38%)	381 (36%)	0	33 (3%)	1057
Jul 2024-Jun 2025	265 (22%)		0	0	465 (38%)	474 (38%)	0		1232

Comparisons across the last four reporting periods were limited by the differing lengths of the first three reporting periods (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 appears to have been substantially fewer investigations in the last two reporting periods (November 2019 to June 2021). 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 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%). 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, however, for July 2020 through June 2021, decreased to approximately 22%.
- 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%).

2025 Update:

Arrest Category	Nov 2017 -	Jan 2019 - Oct 2019	Nov 2019 - Jan 2020 -	July 2020 -	July 2021 - June	July 2022 -	July 2023 -	July 2024 -
Accessory After the Fact	0		0	0	0	0	0	
Advertise/Promote Sales/Distribution of Obscene Matter	x	x	x	x	x	x	x	
Advise/Encourage Suicide		0	0	0	0	0	0	0
Aid in a Speed Contest/Participate in Speed Contest	0	0						
Alcohol Related (Poss/Open Container)	0	0						0
Alcohol/Drug Related (DUI)	x	x		25	17	25	18	21
Allow/Cause Injury to Elder/Dependent Adult			0	0	0			
Alter/etc Firearm Markings	x	x	x	x		0	0	
Annoy/Molest Child	0	0		0				0
Arson Related Charges						0		
Assault with Deadly Weapon					0			
Assault-Related Charges	559	435			15	20	37	21
Battery Related	x	x	224	65	200	270	285	294
Begging	0	0		0	0	0	0	0
Bring Drugs into Jail/Prison	x	x	x	x	x	x	x	
Bring into State Matter Depicting Minor in Sex Act/Indecent Exposure	13	14	0	0				0
Burglary Related Charges	93	59	23	14	13	15	19	59
Business & Professional (B&P) Code			0	0	0	0	0	
Carjacking	0		0		0			
Child Abuse/Assault	x	x	x		0		0	0
Civil Code Violation			0		0	0		0
Civil Rights Violation w/ Injury	0		0	0	0	0	0	0
Conspire to Commit Crime								18
Contempt of Court	0		0		0			
Contributing to the Delinquency of a Minor	x	x	x	x	x	x		0
Corporal Injury/Domestic Relations						0	0	
Criminal Threat	57	37	20		34	18	22	14
Curfew	x	x	x	x			0	0
Defraud Innkeeper of \$950			0	0	0		0	0
Discharge Fireworks with Likelihood of Injury	x	x	x		0	0	0	0
Discharge Laser at Aircraft	x	x	x	x	x	x		0
Disobedience of Court Order		0	0	0	0			
Disorderly Conduct	0	25			0	0	0	
Distribute Private Images	x	x		0			0	0
Distribute/Send/bring/Possess obscene matter	0	14				0	0	
Disturbing the Peace				0	0			
Draw/Exhibit Imitation Firearm or Other Weapon	x	x	x	x		0	0	
Drug Related Charges	87	96	35	15				
Education Code Violations			0	0	0		0	0

Education Code Violations			0	0	0		0	0
Electronically Distribute Harassing Material		0	0	0	0	0	0	0
Embezzlement			0	0	0		0	0
Endangerment	x	x	x	x	x			
Engage/Solicit Lewd Conduct in Public Place	19	0	0	0	0	0	0	
Enter Land Under Cultivation w/o Permission	x	x	x	x	x	x	x	
Evading a Peace Officer and/or Driving Reckless	x	x		13		20	18	16
Extortion					0	0	0	0
Fail to Obey Peace Officer	x	x	x		0			
Fail To Present D/Financial Responsibility Information	x	x	x		0	0	0	
False Identity to a Peace Officer	0							
False Imprisonment		0	0	0	0	0		
False Report to a Peace Officer	0							
Falsely Impersonate		0	0	0	0	0		
Fight in a Public Place	x	x		0				16
Firearm/Weapons Related Charges	45	48	34	42	28	50	60	77
Follow/Harass Another Person	x	x	x	x	x	x	x	
Forgery	0			0		0		
Fraud Related Activity	0		0	0	0		0	0
Give Tobacco/Smoking Paraphernalia to Minor	x	x	x	x		0	0	
Grand Theft (Over \$400) Charges	0	24	9	6	12	18	24	29
Harass by Telephone			0	0	0	0	0	0
Hit & Run (Injury)	x	x	x	x	x	x		
Hit & Run (Property Damage)	x	x						
Human Trafficking	x	x	x	x	x			0
Illegal Poss of Ammo	x	x	x	x	x	x	x	
Illegal Distribution of Electronic Identifying Information	x	x			0		0	0
Illegal Poss of Explosives/Fireworks	x	x		0			0	0
Illegal Possession of a False ID	0		0	0	0	0	0	0
Illegal Poss of Scanning/Reencoding Device	x	x	x	x	x	x	x	
Illegal Possession of Tear Gas	0			0		0	0	0
Illegal Speed Contest	x	x	x	x			0	
Indecent Exposure	x	x	x	x			0	
Inhumane Tx/Torture/Kill Living Animal	0		0	0		0		0
Intentional Interference w/ Public Transportation	x	x	x	x	x	x	x	
Injure/Remove Wireless Communication Device		0	0	0	0	0	0	0
Kidnapping	0		0		0	0		0

Kidnapping	0	■	0	■	0	0	■	0
Lewd Act with Children Under 14/Aggravated Sexual Assault of Child Sex Penetration/Sex Penetration by Object	33	21	14	14	14	■	■	■
Litter on Public/Private Property with 1 Prior	■	0	0	0	0	0	0	0
Lynching	0	■	0	0	0	0	0	0
Make Obscene/Threatening Phone Call	0	■	■	■	■	■	0	0
Make/Possess/Utter Fictitious Instruments	x	x	x	x	■	0	0	0
Municipal Code Violations	■	■	0	■	■	19	■	x
Obstruct/Resist Officer	60	55	20	28	33	0	84	103
Offensive Words in Public	x	x	x	x	■	0	0	0
Oral Copulation	x	x	■	■	■	■	■	0
Organized Retail Theft	x	x	x	x	x	x	x	■
Participate in a Street Gang	0	■	0	■	0	0	■	■
Peeking in a Public Building/Inhabited Building	x	x	■	■	■	■	■	0
Petty Theft Related Charges	160	198	55	25	38	125	102	115
Poisoning	0	■	0	0	0	0	0	0
Possess Bill/Note/Check (over \$950)	■	0	0	0	0	0	0	0
Possess Obscene Matter Depicting Minor	x	x	x	x	x	■	0	0
Possession of Illegal Substances	x	x	■	■	27	54	48	72
Poss Specific Item in Airport/Secure Area	x	x	x	x	x	x	x	■
Property Related Charges	28	17	■	■	35	■	68	■
Rape	x	x	x	x	■	0	0	0
Refuse to Disperse	x	x	x	x	x	x	x	47
Robbery/Attempted Robbery	17	33	10	18	15	12	33	36
Sexual Battery	0	40	28	■	29	17	■	12
Shooting at Inhabited Building	x	x	x	x	■	0	0	■
Stalking/Follow Harrass	0	■	0	0	■	0	0	0
Subordination of Perjury	0	■	0	0	0	0	0	0
Theft Related - Other	x	x	■	■	0	0	0	0
Threaten to Injure School/Public Employee	■	■	0	0	■	0	0	0
Trespass Related Charges	■	13	■	■	15	17	20	12
Unauthorized Computer Access or Fraud	■	■	0	0	0	0	0	0
Unauthorized Duplication of Keys to State Building	■	0	0	0	0	0	0	0
Unlawful 911 Call	x	x	x	x	■	0	0	0
Unlawful Damage of Wireless Device	x	x	x	x	■	0	0	0
Unlawful Discharge/Poss Of Fireworks w/O Permit	x	x	x	■	0	0	■	0
Unlawful Remain after Told to Disperse	x	x	x	■	0	0	0	0
Unlawful Sexual Intercourse	■	■	■	■	■	■	■	■
Unlawful Use Expired/Forged/Revoked Access Card	x	x	x	■	0	0	0	0
Vandalism/Destruction of Property	60	91	32	33	26	100	38	50
Vehicle Code Charges	66	95	20	20	27	39	65	83
Video Or Photograph Person In Undergarments	x	x	x	■	■	■	■	0
Video/Photograph of Person inside a Room	x	x	■	■	■	0	0	0
Weapon on School Grounds Related Charges	15	17	■	■	■	12	■	■
Willful Cruelty/Injury of a Child	0	■	0	0	0	0	0	■
Willfully Tamper with a Fire Equipment	0	■	0	0	0	■	■	■
Witness Tampering	x	x	■	0	0	0	0	■

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

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 (October Snapshot)	2021 (October Snapshot)	2022 (October Snapshot)	2023 (October Snapshot)	2024 (October Snapshot)	2025 (October Snapshot)
Number of Youth	1238	736	681	435	412	148	149	165
Number of Probation Officers	93 (65 funded by JJCPA)	46	43	41	41	21	18	17
Average Caseload	13.31	16	15					
Number of Schools	111	71	75	72	82	54	52	52

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 youth served by School-Based Supervision 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)	2021 (Oct. snapshot)	2022 (Oct. snapshot)	2023 (Oct. snapshot)	2024 (Oct. snapshot)	2025 (Oct. snapshot)
Active supervision	5098	4,412	3538	2286	1838	2197	2393	2551
- Hispanic	3035 (60%)	2643 (60%)	2140 (60%)	1326 (58%)	1111 (60%)	1346 (61%)	1471 (61%)	1556 (61%)
- Black	1571 (31%)	1342 (30%)	1074 (30%)	767 (34%)	537 (30%)	609 (28%)	677 (28%)	729 (29%)
- White	302 (6%)	257 (6%)	194 (5%)	111 (5%)	114 (6%)	145 (7%)	108 (5%)	129 (5%)
- API				14 (<1%)	21 (1%)	24 (1%)		
- American Indian				0	0	0		
- Other	93 (2%)	88 (2%)	73 (2%)	43 (2%)	34 (2%)	39 (2%)	52 (2%)	54 (2%)
Unstated	54 (1%)	50 (1%)	35 (1%)	25 (1%)	21 (1%)	34 (1%)	71 (3%)	71 (3%)
	2018 (Dec. snapshot)	2019 (Dec. snapshot)	2020 (Oct. snapshot)	2021 (Oct. snapshot)	2022 (Oct. snapshot)	2023 (Oct. snapshot)	2024 (Oct. snapshot)	2025 (Oct. snapshot)
Camps	301	300	194	130	74	96	98	122
- Hispanic	181 (60%)	191 (63.7%)	123 (63.4%)	84 (65%)	45 (61%)	59 (62%)	70 (71%)	84 (69%)
- Black	107 (36%)	102 (34%)	56 (28.9%)	41 (32%)	24 (32%)	35 (36%)	23 (23%)	35 (29%)
- White								
- API		0	0		0	0	0	
- American Indian	0	0	0	0	0	0	0	0
- Other								0
	2018 (Dec. snapshot)	2019 (Dec. snapshot)	2020 (Oct. snapshot)	2021 (Oct. snapshot)	2022 (Oct. snapshot)	2023 (Oct. snapshot)	2024 (Oct. snapshot)	2025 (Oct. snapshot)
Halls	569	550	322	242	351	283	279	250
- Hispanic	319 (56%)	313 (56.9%)	208 (64.6%)	145 (60%)	221 (63%)	168 (59%)	170 (61%)	139 (56%)
- Black	218 (38%)	198 (36%)	101 (31.4%)	88 (36%)	109 (31%)	99 (35%)	97 (35%)	98 (39%)
- White	22 (4%)	31 (5.6%)	13 (4%)		14 (4%)	13 (5%)		
- API			0	0	0	0	0	
- American Indian	0		0	0	0	0	0	0
- Other			0					
	2018 (Dec. snapshot)	2019 (Dec. snapshot)	2020 (Oct. snapshot)	2021 (Oct. snapshot)	2022 (Oct. snapshot)	2023 (Oct. snapshot)	2024 (Oct. snapshot)	2025 (Oct. snapshot)
Active Supervision	5098	4,412	3538	2286	1838	2197	2393	2551
- Male	4047 (79%)	3,521 (80%)	2874 (81%)	1887 (83%)	1519 (83%)	1828 (83%)	2019 (84%)	2167 (85%)
- Female	1051 (21%)	891 (20%)	664 (19%)	399 (17%)	319 (17%)	369 (17%)	374 (16%)	384 (15%)
	2018 (Dec. snapshot)	2019 (Dec. snapshot)	2020 (Oct. snapshot)	2021 (Oct. snapshot)	2022 (Oct. snapshot)	2023 (Oct. snapshot)	2024 (Oct. snapshot)	2025 (Oct. snapshot)
Camps	301	300	194	130	74	96	98	122
- Male	252 (4%)	260 (87%)	165 (85.1%)				86 (88%)	
- Female	49 (16%)	40 (13%)	29 (14.9%)				12 (12%)	
	2018 (Dec. snapshot)	2019 (Dec. snapshot)	2020 (Oct. snapshot)	2021 (Oct. snapshot)	2022 (Oct. snapshot)	2023 (Oct. snapshot)	2024 (Oct. snapshot)	2025 (Oct. snapshot)
Halls	569	550	322	242	351	283	279	250
- Male	480 (64%)	465 (85%)	272 (84.5%)	218 (90%)	318 (90.6%)	260 (92%)	265 (95%)	222 (89%)
- Female	89 (16%)	85 (15%)	50 (15.5%)	24 (10%)	33 (9.4%)	23 (8%)	14 (5%)	28 (11%)

As reported by the United States Census Bureau as of 2020, the percentage of youth (ages 10-17) race/ethnic groups in the County of Los Angeles, 55.7% of youth are Hispanic or Latino and 7.5% are African American. Based on these data, Black youth continue to be overrepresented among those on active supervision, in camps, and in halls.

Appendix G

Summary of Results from the 2025 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:

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.

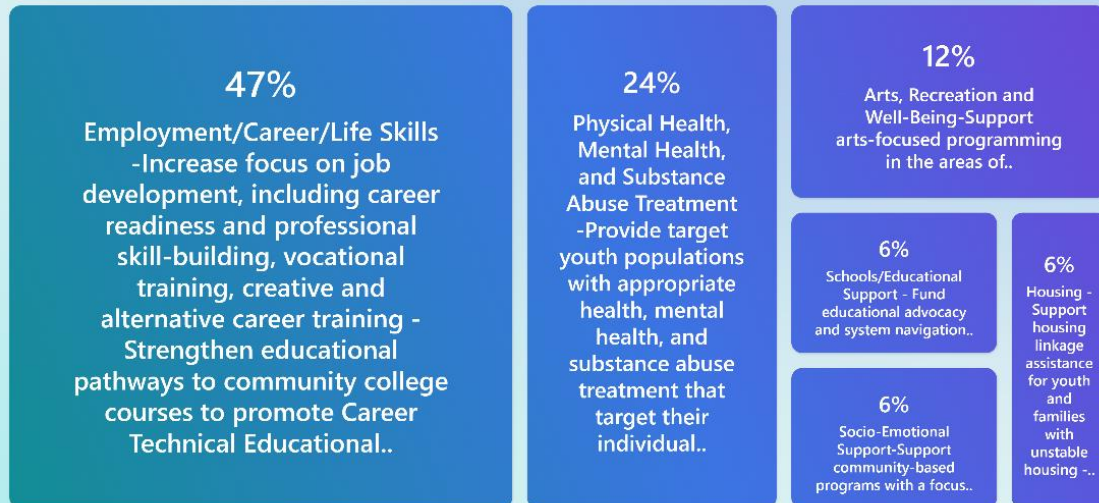
You will be asked about:

- ☐ 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.

17 responses submitted

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?



Treemap

Bar

1 of 15

17 responses submitted

Based on what you selected in your last answer, please further describe what type of programming you feel is most in need of funding for youth in the County of Los Angeles,...

"Low-income, at-risk, and high-risk justice-impacted youth face significant barriers to achieving long-term economic stability. Many have experienced interrupted education, trauma, system involvement, and limited access to professional networks. Employment opportunities are critical not only for income, but for building confidence, structure, and a sense of purpose. However, the current employment options offered to these youth often fall short of creating sustainable career pathways. In many communities, youth employment placements are largely limited to entry-level retail, customer service, or fast-food positions. While these jobs may provide short-term income, they rarely offer livable wages, long-term growth, transferable skills, or clear advancement opportunities. These roles often reinforce cycles of low pay and instability rather than helping youth break free from systemic inequities. For justice-impacted youth in particular, the lack of career-focused opportunities increases the risk of recidivism and long-term unemployment. There is a critical gap

2 of 15

17 responses submitted

Based on what you selected in your last answer, please further describe what type of programming you feel is most in need of funding for youth in the County of Los Angeles,...

creases the risk of recidivism and long-term unemployment. There is a critical gap in services that support meaningful employment, career development, and life skills. Youth need access to job development that emphasizes career readiness, professional skill-building, and vocational training aligned with in-demand industries. Expanding educational pathways to community college and Career Technical Education (CTE) certifications can provide youth with credentials that lead to higher-paying, sustainable careers. Creative and alternative career training is also essential to engage youth whose interests and talents may not align with traditional employment models. Subsidized employment for up to six months is a proven strategy to reduce hiring barriers and incentivize employers to invest in justice-impaired youth. Loosening restrictions on accepted employment opportunities—such as internships, seasonal roles, and paid training placements—would further expand access to career-building experiences. Aligning these efforts with existing LA County youth employment programs, including CBO's can maximize resources and impact. Finally, integrating life skills training—such as financial literacy, communica-

< 2 of 15 >

17 responses submitted

Based on what you selected in your last answer, please further describe what type of programming you feel is most in need of funding for youth in the County of Los Angeles,...

County youth employment programs, including CBO's can maximize resources and impact. Finally, integrating life skills training—such as financial literacy, communication, time management, and workplace professionalism—is essential to ensure youth can succeed and remain employed. Investing in comprehensive employment, career, and life skills programs is not just an economic strategy; it is a pathway to stability, dignity, and long-term success for youth who need it most."

"I believe that employment/career/life skills training are in most need of funding for LA county youth. The majority of the youth I have served demonstrate strong motivation and goals for their lives post-high school; their goals are often to join the workforce, increase their independence, and secure a stable lifestyle. However, they rarely possess the career readiness, professionalism, or work skills needed to achieve their goals. Instead, they gravitate towards unlawful acts or crimes in which they gain quick profit. Providing them with programming that can offer them opportunities for career readiness, vocational schools, and trainings/certifications has

< 2 of 15 >

17 responses submitted

Based on what you selected in your last answer, please further describe what type of programming you feel is most in need of funding for youth in the County of Los Angeles,...

they gain quick profit. Providing them with programming that can offer them opportunities for career readiness, vocational schools, and trainings/certifications has great potential to positively impact the lives of many youths. "

"A program I feel most need funding is the employment life skills because of the social skills they teach it which is needed to buy more items"

"I feel like employment/career/life skills because you get to know more about your career and about life. "

"I feel like housing is very important and would be worth spending money on BECUASE a house is honestly very difficult to maintain."

"I think it's very good to help teens understand how to get a job or give other options for younger teens. The program is great over all and the funding is very well

< 2 of 15 >

17 responses submitted

Based on what you selected in your last answer, please further describe what type of programming you feel is most in need of funding for youth in the County of Los Angeles,...

"I think it's very good to help teens understand how to get a job or give other options for younger teens. The program is great over all and the funding is very well funded."

"Invest in school more safety "

"Mental health because that's a very important thing people don't focus on "

"Los Angeles urgently needs funding for holistic, mobile, relationship-based programming that provides consistent mentorship, mental-health-aligned support, and real pathways to education and employment. The greatest unmet need is continuity of care—programs that stay with youth across systems, meet them where they are, and offer stability, advocacy, and long-term opportunity."

"After school programs in safe spaces to improve physical fitness and mental

< 2 of 15 >

17 responses submitted

Based on what you selected in your last answer, please further describe what type of programming you feel is most in need of funding for youth in the County of Los Angeles,...

"After school programs in safe spaces to improve physical fitness and mental health. "

"As a formerly incarcerated youth, the trajectory of my life shifted when I was introduced to a career pathway I had never considered. That passion enabled me to enroll in a community college then subsequently transfer to USC and pursue career fields that unlocked my potential. In the same way, I believe that when youth are exposed to multiple/various career pathways (with the support of mentors), they see an alternative to their current life and that is what gives hope. "

"Libraries and Parks and Recreation are the obvious fit for this type of program. They are already providing these services in our communities. "

"If a person is not clean and sober, they cannot achieve any of the other life choices."

< 2 of 15 >

17 responses submitted

Based on what you selected in your last answer, please further describe what type of programming you feel is most in need of funding for youth in the County of Los Angeles,...

duced to a career pathway I had never considered. That passion enabled me to enroll in a community college then subsequently transfer to USC and pursue career fields that unlocked my potential. In the same way, I believe that when youth are exposed to multiple/various career pathways (with the support of mentors), they see an alternative to their current life and that is what gives hope. "

"Libraries and Parks and Recreation are the obvious fit for this type of program. They are already providing these services in our communities. "

"If a person is not clean and sober, they cannot achieve any of the other life choices."

"Future job prospects "

"lots of important stuff"

< 2 of 15 >

17 responses submitted

Are there existing programs or services in the community already providing this programming that could be further supported or expanded? If so, please describe, including the...

foundational workplace skills. To ensure equitable access, the program removes logistical barriers such as transportation challenges and lack of internet access. In addition, youth participate in community service opportunities and three field trips that provide social, cultural, and educational enrichment. While these services provide critical support and short-term employment experience, LUNG recognizes a significant gap in access to sustainable, higher-wage career pathways for justice-impacted youth. Many available employment options remain limited to entry-level roles that do not offer long-term economic mobility. To address this gap, LUNG would like to expand its services to include funding for industry-recognized certified training programs in high-demand fields such as plumbing, electrical work, and Certified Nursing Assistant (CNA) certifications. By covering the cost of vocational training and certifications, LUNG would remove financial barriers that prevent youth from accessing stable, career-track employment. This expansion would allow participants to move beyond temporary jobs and into careers that offer livable wages, advancement opportunities, and long-term economic security. Through this expansion,

< 3 of 15 >

17 responses submitted

Are there existing programs or services in the community already providing this programming that could be further supported or expanded? If so, please describe, including the...

"Lost Angels has a program in Lancaster that helps with welding for low income justice impacted individuals. The Asian Youth Center has a program called Level Up Next Gen Program (LUNG) that provides pathways out of poverty through non-carceral intervention and prevention services for low-income, BIPOC, systems-involved, and justice-impacted youth ages 14-24. The program is designed to help youth overcome barriers related to family stability, education, employment, health, and life skills while reducing delinquency and recidivism and promoting long-term self-sufficiency. LUNG currently delivers 36 hours of mentoring over a 6-8 month period focused on life skills development, peer mediation and conflict resolution, post-secondary education planning, and career readiness. Youth also receive at least 80 hours of paid work experience to increase household income and build foundational workplace skills. To ensure equitable access, the program removes logistical barriers such as transportation challenges and lack of internet access. In addition,

< 3 of 15 >

17 responses submitted

Are there existing programs or services in the community already providing this programming that could be further supported or expanded? If so, please describe, including the...

foundational workplace skills. To ensure equitable access, the program removes logistical barriers such as transportation challenges and lack of internet access. In addition, youth participate in community service opportunities and three field trips that provide social, cultural, and educational enrichment. While these services provide critical support and short-term employment experience, LUNG recognizes a significant gap in access to sustainable, higher-wage career pathways for justice-impacted youth. Many available employment options remain limited to entry-level roles that do not offer long-term economic mobility. To address this gap, LUNG would like to expand its services to include funding for industry-recognized certified training programs in high-demand fields such as plumbing, electrical work, and Certified Nursing Assistant (CNA) certifications. By covering the cost of vocational training and certifications, LUNG would remove financial barriers that prevent youth from accessing stable, career-track employment. This expansion would allow participants to move beyond temporary jobs and into careers that offer livable wages, advancement opportunities, and long-term economic security. Through this expansion,

< 3 of 15 >

17 responses submitted

Are there existing programs or services in the community already providing this programming that could be further supported or expanded? If so, please describe, including the...

from accessing stable, career-track employment. This expansion would allow participants to move beyond temporary jobs and into careers that offer livable wages, advancement opportunities, and long-term economic security. Through this expansion, LUNG aims to strengthen workforce outcomes, reduce recidivism, and create lasting pathways to stability and success for youth and their families."

"The Department of Youth Development has funded a program by Helpline Youth Counseling that has successfully worked alongside youth to provide a range of support, from volunteer opportunities, career readiness, or general life skills. With more funding, I believe this program and others similar can continue to bridge the gap between resources, services, and clients."

"no"

"Na"

< 3 of 15 >

17 responses submitted

Are there existing programs or services in the community already providing this programming that could be further supported or expanded? If so, please describe, including the...

"no"

"Na"

"Yes. The Coalition for Engaged Education's Mobile Case Management program provides countywide, relationship-based support for system-impacted youth and could be expanded to reach more regions. Programs like Sisters of Watts and ExpandLA also offer community-rooted services that would benefit from additional investment to deepen continuity of care and access for youth."

"Yes, the after-school programs provided by the Sheriff's Youth Foundation. "

"Organization: Mentor For Change, Name of the Program: DreamMentor (career-based mentorship) where youth are matched with mentors living out their career dreams and participate in life-skills training, professional development, engage in

< 3 of 15 >

17 responses submitted

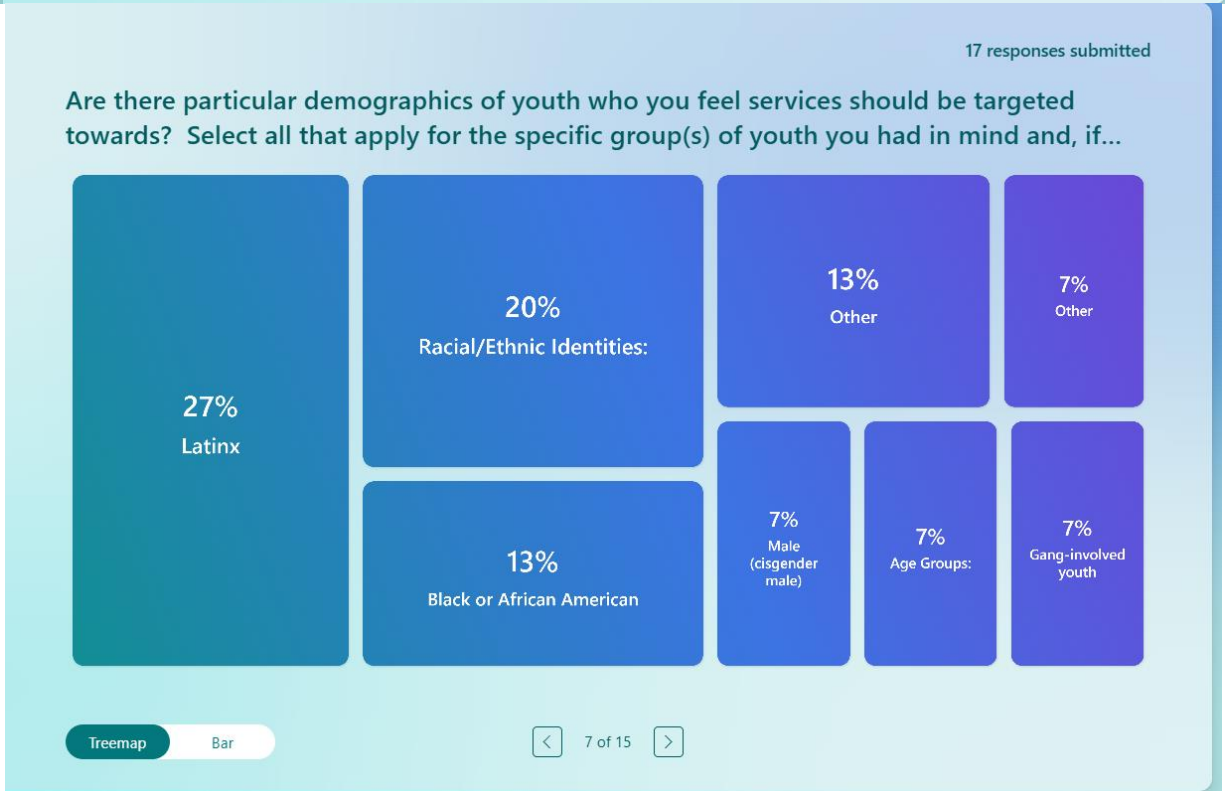
Are there existing programs or services in the community already providing this programming that could be further supported or expanded? If so, please describe, including the...

"Yes, the after-school programs provided by the Sheriff's Youth Foundation. "

"Organization: Mentor For Change, Name of the Program: DreamMentor (career-based mentorship) where youth are matched with mentors living out their career dreams and participate in life-skills training, professional development, engage in Community Impact Projects, and receive scholarship funds for post-secondary education; CollegeMentor (college access support) where youth are supported through every component of the college/vocational school application process. Each youth is also matched with a mentor who is a first-generation college graduate.; PeaceMentor provides life-skills training, SEL, and career exploration at Los Padrinos (operated from January to July 2025), Location: East LA, DTLA, and Downey (Los Padrinos)"

"Libraries most particularly need additional funding focused on providing programs

< 3 of 15 >



17 responses submitted

Would you like to further clarify what group you feel is most in need of the services listed above? Short answer, 300 character limit

"Black and Latinx youth are more likely to attend under-resourced schools, lack access to career technical education, and face bias in hiring practices. These challenges contribute to higher unemployment rates and lower wages. Homeless and foster youth often experience frequent disruptions in schooling and employment due to placement changes, transportation barriers, and unmet basic needs, making it difficult to participate in traditional workforce programs. Gang-involved youth frequently encounter stigma and exclusion from employment opportunities despite a strong desire to work and build stable futures. Without access to viable, legal employment pathways, they are at greater risk of returning to survival-based activities. Immigrant youth, particularly those from mixed-status families, may face language barriers, limited access to public resources, and fear of engaging with institutions, further isolating them from career opportunities. This population benefits most from culturally responsive, trauma-informed, and non-carceral services that address

< 8 of 15 >

17 responses submitted

Would you like to further clarify what group you feel is most in need of the services listed above? Short answer, 300 character limit

from culturally responsive, trauma-informed, and non-carceral services that address both immediate needs and long-term goals. Providing paid work experience, mentorship, life skills training, and access to industry-recognized certifications helps remove systemic barriers and creates realistic pathways to sustainable, higher-wage employment. Serving Black, Latinx, homeless, gang-involved, immigrant, and foster youth is an equity-driven and preventative investment. Targeted workforce and career development programs reduce recidivism, increase workforce participation, and strengthen families and communities by creating lasting pathways to stability and economic mobility."

"Although the question did not allow for multiple answers, I would like to advocate for services for our Black and Asian/Pacific Islander communities as well. "

"No"

< 8 of 15 >

17 responses submitted

Would you like to further clarify what group you feel is most in need of the services listed above? Short answer, 300 character limit

"Although the question did not allow for multiple answers, I would like to advocate for services for our Black and Asian/Pacific Islander communities as well. "

"No"

"To many fights all over differnt schools "

"Probably better communication "

"Black youth—especially those navigating foster care, probation, and unstable housing—are most in need of these services. They face disproportionate barriers and benefit greatly from consistent, culturally rooted, relationship-based support."

"underprivileged kids of color "

"The above prompt does not allow us to select more than one: Black or African

< 8 of 15 >

17 responses submitted

Would you like to further clarify what group you feel is most in need of the services listed above? Short answer, 300 character limit

and benefit greatly from consistent, culturally rooted, relationship-based support.

"underprivileged kids of color "

"The above prompt does not allow us to select more than one: Black or African American, Latinx, middle school and high school aged, homeless youth, gang-involved youth, youth in the foster care system"

"Black youth are the smaller percentage of the population with one of the highest if not the highest percentage of probation involved youth."

"Boys"

"All"

"all the little children of LA"

< 8 of 15 >

17 responses submitted

Which geographic area, as defined by county Service Planning Areas (SPAs), do you feel is in highest need of this programming or services? Limit to three. See descriptions below...



Treemap

Bar

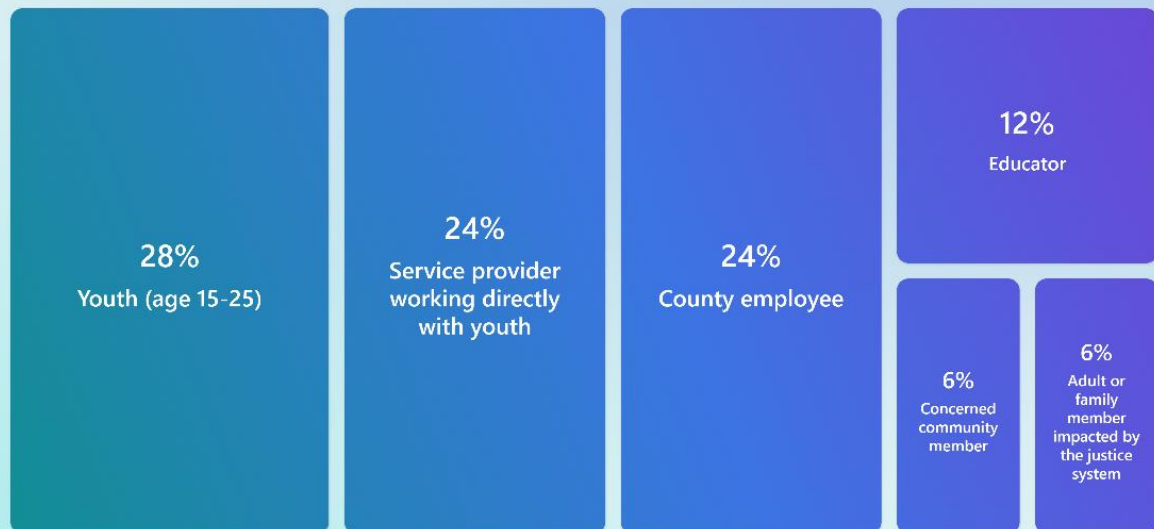


9 of 15



17 responses submitted

What best describes you



Treemap

Bar

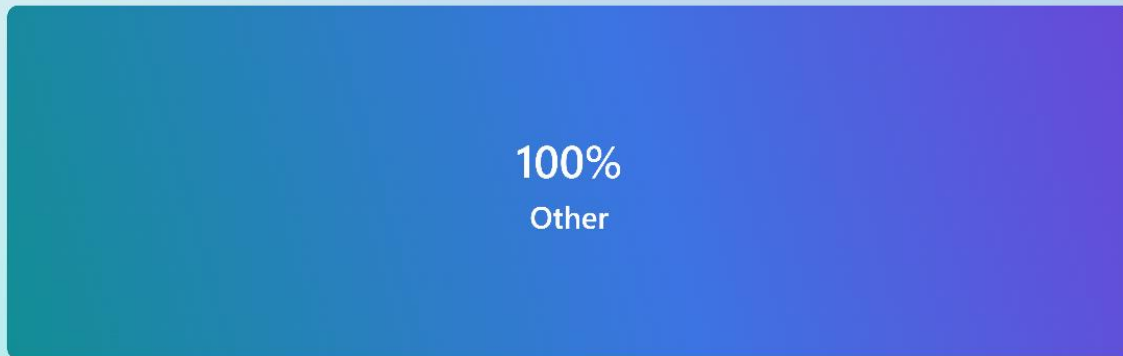


10 of 15



17 responses submitted

If applicable, please name the agency, department or organization that you work with, or please briefly describe it: Short answer, 300 character limit



Treemap

Bar



11 of 15



17 responses submitted

What Service Planning Area (SPA) do you live in? See map and definition of SPA in Question 5. More specifics on each SPA



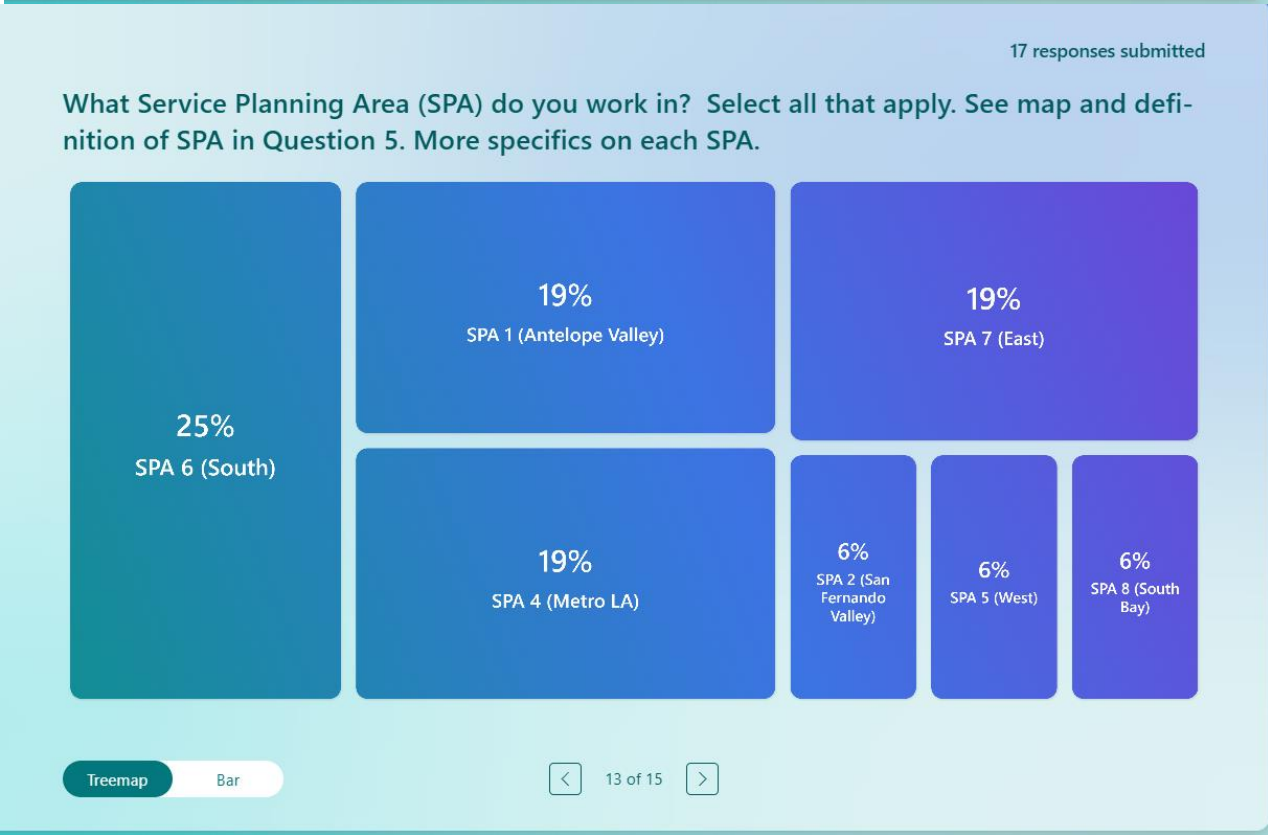
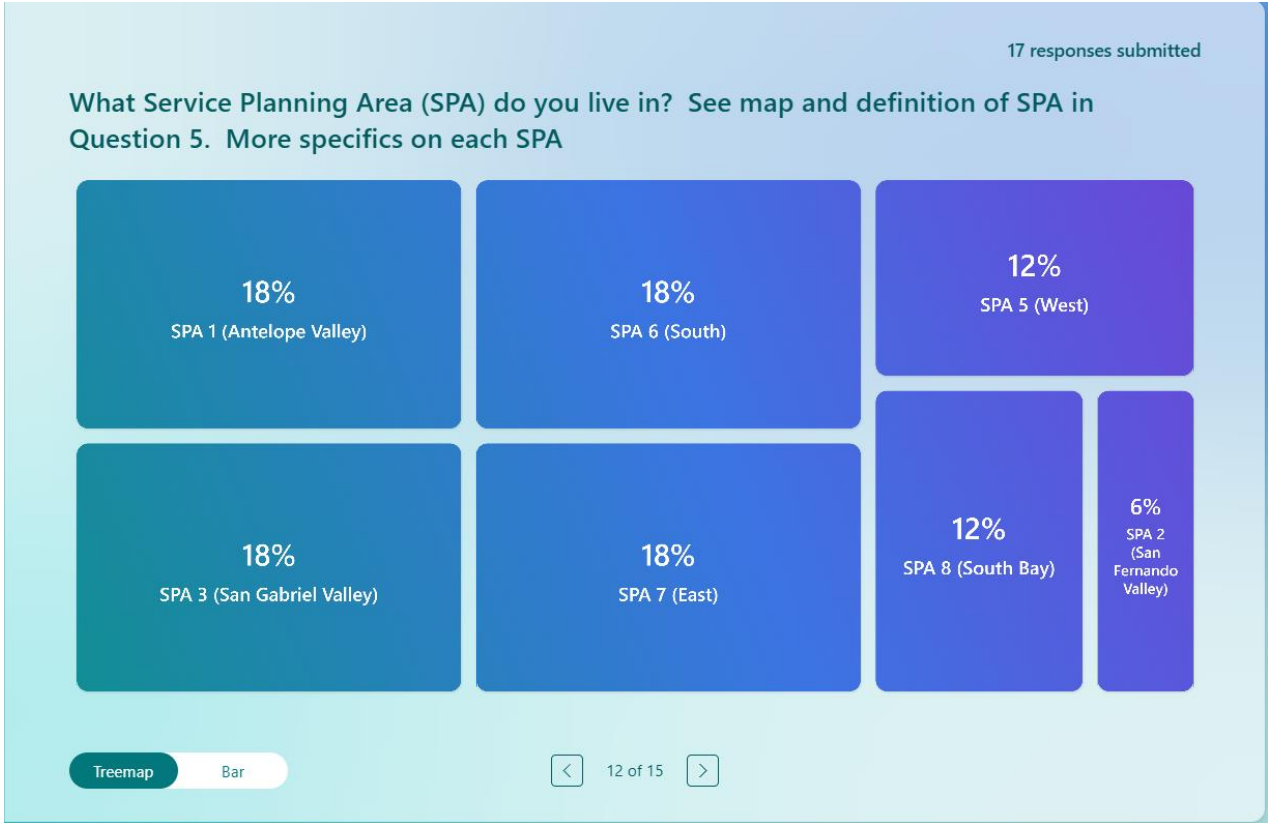
Treemap

Bar



12 of 15





17 responses submitted

Is there anything else you would like us to know about yourself or the project or program you have described? Short answer, 500 character limit

"For question 9, it would allow for more than 1 selection even though it said select all that apply. I would like to add other geographic locations, SPA 1, SPA 2, SPA 3, SPA 6 and SPA 7. "

"Nooo not really "

"Noo"

"No"

"No"

"Our work centers deep, lasting relationships with youth navigating systems that were not built for them. As Executive Director, I'm committed to expanding Mobile

< 14 of 15 >

17 responses submitted

Is there anything else you would like us to know about yourself or the project or program you have described? Short answer, 500 character limit

"Noo"

"No"

"No"

"Our work centers deep, lasting relationships with youth navigating systems that were not built for them. As Executive Director, I'm committed to expanding Mobile Case Management so system-impacted youth have consistent advocacy, healing-aligned support, and real pathways to opportunity. With added investment, we can scale what we know works."

"It is extremely important to provide safe spaces for the youth"

"On question #14, I was unable to select all of the SPAs that the library provides services in. Perhaps the form needs to be updated. "

< 14 of 15 >

17 responses submitted

Is there anything else you would like us to know about yourself or the project or program you have described? Short answer, 500 character limit

"Our work centers deep, lasting relationships with youth navigating systems that were not built for them. As Executive Director, I'm committed to expanding Mobile Case Management so system-impacted youth have consistent advocacy, healing-aligned support, and real pathways to opportunity. With added investment, we can scale what we know works."

"It is extremely important to provide safe spaces for the youth"

"On question #14, I was unable to select all of the SPAs that the library provides services in, perhaps the form needs to be updated. "

"We need more deputies in the area office to provide services"

"i am really helpful"

< 14 of 15 >

End of Survey

APPENDIX H

HISTORICAL REFERENCE OF THE CMJJP (2001-2023-24)

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 party 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.

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

FY 2026-2027 County of Los Angeles CMJJP

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 party 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.

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.

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 2020-21 CMJJP, on August 26, 2021, the JJCC adopted a Resolution to create the JJCC-CMJJP Ad-Hoc Subcommittee to update and revise the FY 2022-23 CMJJP and to make recommendations as to the spending of FY 22-23 JJCPA Funds (FY 2022-23 CMJJP Ad-Hoc Subcommittee). The FY 2022-23 JJCC-CMJJP Ad-Hoc Subcommittee met in the months of September 2021 through November 2021. The Co-Chairs delivered the final report, the FY 2022-23 CMJJP, and the FY 2022-23 JJCPA funding allocation recommendations at the JJCC meeting on January 19, 2021. The JJCC approved the FY 2022-23 CMJJJP.

In accordance with the FY 2022-23 CMJJP, on February 2, 2022, the JJCC adopted a Resolution to create the JJCC-CMJJP Ad-Hoc Subcommittee to update and revise the FY 2023-24 CMJJP and to make recommendations as to the spending of FY 2023-24 JJCPA Funds (FY 2023-24 JJCC-CMJJP Ad-Hoc Subcommittee). The FY 2023-24 JJCC-CMJJP Ad-Hoc Subcommittee began a bifurcated process of meeting in the Spring and Fall to provide additional time to complete the revision of the draft CMJJP. The FY 2023-24 JJCC-CMJJP Ad-Hoc Subcommittee met in the months March through May 2022, and September through November 2022. The Co-Chairs delivered the final report, the FY 2023-24 CMJJP, and the FY 2023-24 JJCPA funding allocation recommendations at the JJCC meeting on February 3, 2022. The JJCC approved the FY 2023-24 CMJJP.

In accordance with the FY 2023-24 CMJJP, on January 19, 2023, the JJCC adopted a Resolution to create the JJCC-CMJJP Ad-Hoc Subcommittee to update and revise the FY 2024-24 CMJJP and to make recommendations as to the spending of FY 2024-25 JJCPA Funds (FY 2024-25 JJCC-CMJJP Ad-Hoc Subcommittee). The FY 2024-25 JJCC-CMJJP Ad-Hoc Subcommittee continued with the bifurcated process of meeting in the Spring and Fall to provide additional time to complete the revision of the draft CMJJP. The FY 2024-25JJCC-CMJJP Ad-Hoc Subcommittee met in the months March through May 2023, and September through November 2023. The Co-Chairs were due to present their final report, The FY 2024-25 CMJJP, and the FY 2024-25 JJCPA Funding allocation recommendations at the JJCC meeting scheduled for December 6, 2023.