

COUNTY OF LOS ANGELES

COMPREHENSIVE MULTI-AGENCY JUVENILE JUSTICE PLAN

Fiscal Year 2024-25

A Youth Development Mission, Continuum, and Funding Strategy

JJCC Draft – Dec 6, 2023

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 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 - 2020.11.23_FY 2021-22 CMJJP_03 Dec 20 JJCC Draft_kmb_Final \(lacounty.gov\)](#)

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 2023 JJCPA Evaluator’s Report from RAND Corporation

Summary Based on: Applegarth, D. Michael, P’trice Jones, and Stephanie Brooks Holliday, Promising Services for Justice-Involved Youth: A Scoping Review with Implications for the Los Angeles County Juvenile Justice Crime Prevention Act. Santa Monica, CA: RAND Corporation, 2023. https://www.rand.org/pubs/research_reports/RRA1663-2.html.

In 2022, RAND Corporation (the JJCPA evaluator) conducted a scoping review of the literature on services for youth involved in the juvenile justice system (Applegarth, Jones, & Brooks Holliday, 2023). Their review included 162 studies published since the year 2000 focused on programs and services administered in the United States. The review found varying levels of evidence for the services described in the literature, with findings summarized here.

Many studies focused on programs offering alternatives to traditional adjudication. **Diversion programs** generally showed evidence of reducing recidivism in youth. There are many types of diversion programs, many of which showed promising results, making it difficult to draw conclusions about the specific program components that result in positive youth outcomes. However, there was evidence that programs using a restorative justice model and mental health diversion programs were associated with reductions in recidivism. Teen courts were the exception, yielding mixed results, and at least one study found that the program had negative effects. Regarding **problem-solving courts**, drug courts appeared to have a small to medium effect on recidivism, and though literature suggests promising outcomes for mental health courts, the literature has been limited.

Many other studies focused on programs delivered in correctional, residential, or community-based settings. Programs providing **care coordination** (e.g., referral and linkage services) had varying results; some were associated with a reduced likelihood of adjudication, whereas others had no significant effect on recidivism. However, these programs are sometimes associated with other positive outcomes, like improved self-efficacy for youth.

Regarding **psychotherapy and other psychotherapeutic interventions**, CBT-based programs addressing criminogenic risk tended to be effective at reducing recidivism. CBT focused on mental health symptoms did have benefits for mental health symptoms, but were not necessarily effective at reducing recidivism. There was not strong evidence that skills training programs effectively reduced recidivism, though victim awareness **psychoeducational** programs were associated with reduced recidivism. Many programs described in the literature focused on **health-related behaviors** in youth, especially sexual risk behavior. These programs yielded mixed results on relevant health outcomes (e.g., increased condom use), and often did not address questions related to recidivism.

Studies also included **family-focused interventions**, such as multisystemic therapy (MST), functional family therapy (FFT), and multidimensional treatment foster care. Both MST and FFT were shown to effectively reduce recidivism.

Substance use is common among juvenile justice-involved youth, and some studies explored treatment facilities and correctional units using a **therapeutic community approach**. These were generally associated with reductions in substance use and improved behavioral health outcomes. Community-based treatment models that were explored yielded mixed results.

Some literature focused on **wraparound program models** that provide youth with multiple types of services within a single program, typically in an effort to holistically address youth needs. Mixed effects were observed for these programs, and it can be difficult to draw conclusions across programs when the treatment components vary. However, there may be models that effectively reduce recidivism.

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.

b. History of the CMJJP (2001-2023)

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.

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

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”

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

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-promise youth."

"Revisions and updates to the CMJJP included referring to youth served as "at-promise" 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, 2022.

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 and 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.

Funding Review and Allocation Process

- Formalized Process for Review Teams and Equipped them with Guiding Questions to Report Out
- Calibration of Findings
- Introduced a Rubric for Scoring
- Identified funding allocation framework that builds on the strategy and funding type to also considers carryover, rising program costs vs program expansion, equity increases, CBO allocations
- Created greater alignment between the proposal and evaluation
- Applied current youth development frameworks identified by RAND to funding proposals

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).

FY 2024-25 JJCC-CMJJP Ad-Hoc Subcommittee’s Final Report

Final Report of the FY 2024-2025 Juvenile Justice Coordinating Council- Comprehensive Multi-Agency Juvenile Justice Plan and Juvenile Justice Crime Prevention Act Spending Allocation Ad-Hoc Subcommittee

November 29, 2023

I. Introduction

The Juvenile Justice Coordinating Council (JJCC) adopted a resolution to appoint this FY 2024-2025 Comprehensive Multi-Agency Juvenile Justice Plan (JJCC-CMJJP) and Juvenile Justice Crime Prevention Act (JJCPA) Spending Allocation Ad-Hoc Subcommittee on January 19, 2023. The JJCC-CMJJP Ad-Hoc Subcommittee was charged with updating and revising the CMJJP as well as making recommendations as to the allocation of FY 2024-2025 JJCPA funds.

It should be noted that much of last year's Ad-Hoc Subcommittee's Report remains true as we continue with youth justice reimagined and the introduction of the new Youth Development Department. This, with priorities from the Board, such as the "Anti-Racism, Diversity & Inclusion (ARDI) (articulates an anti-racist agenda that will guide, govern and increase the County's ongoing commitment of fighting racism in all its dimensions), the "Better Reaching the 95%" (for individuals who have substance use disorders), the implementation of the Countywide Cultural Policy (that provides direction and guidelines for how the County and its Departments will ensure that every resident has meaningful access to arts and culture), Youth@Work "Reinvesting in Our Youth" (supports youth ages 16 to 24 in gaining work experience and employment as part of healing and recovery from COVID-19), continues to inform the funding recommendations of the Ad-Hoc Subcommittee.

Additionally, the Ad-Hoc Subcommittee continues to enhance the JJCPA funding request proposal and evaluation process to reflect the evolving landscape of juvenile justice programming, while creating a more defined process in reporting justice outcomes among service providers across the continuum. It is very important to the Ad-Hoc Subcommittee to ensure the processes for review of carryover funds is continuously improved to further assist with making informed funding recommendations to the JJCC. Additionally, the Ad-Hoc Subcommittee worked with several agencies to reimagine the implementation of their interventions and service delivery models to evolve juvenile justice initiatives to meet the needs of today's youth, families, and communities.

As a continued part of the process, the Ad-Hoc Subcommittee reviewed prior Fiscal Year (FY) expenditures, carryover history and impacts from the COVID-19 pandemic and considered program implementation/service delivery methods since 2019-2020. Current FY estimated expenditures and the addition of new programs/services was carefully deliberated upon considering shifting and emerging needs of youth, families, and communities. While this review created a more protracted timeline, these highlights capture the depth of work performed by the Ad-Hoc Subcommittee, which built upon previous years' work and demonstrates a commitment to continuous improvement in administering this program.

The Ad-Hoc Subcommittee was intentional in continuing to support funding recommendations for the Public Private Partnerships (which includes Fiscal Intermediary Services and Capacity Building). This was further supported by the incorporation of the Department of Youth Development's (DYD's) leadership and oversight of at-promise youth data collection determination, process for submission and evaluation of these, and other at-promise youth related JJCPA funded programs.

Finally, last year the Ad-Hoc Subcommittee included an opening statement in the CMJJP that underscores "WHY" the Ad-Hoc Subcommittee begins with reviewing this document annually. The CMJJP guides the overall process for making funding recommendations. The focus of this work continues to keep LA County youth at the center, and in the forefront of all our collaborations to build and sustain a continuum of care services model to foster positive youth development. The Ad-Hoc Subcommittee took great care in updating the FY 2024-25 CMJJP to inform funding recommendations, while also setting the direction for future improvements, which is described in the co-chairs annual final report.

II. CMJJP Subcommittee Composition and Meeting Schedule

a. FY 2024-25 CMJJP Ad-Hoc Subcommittee Membership

Member	Representing
Harada, Sharon (Co-Chair)	Los Angeles County Probation Department
Santoro, Mercy (Co-Chair)	Los Angeles County Parks and Recreation
Osborne, Tapau	Los Angeles County Office of Education
Penrose, Tricia	Superior Court, Juvenile Division
Rodriguez, Luis	Los Angeles County Public Defender's Office
Streich, Karen	Los Angeles County Department of Mental Health

b. FY 2024-25 JJCC-CMJJP Ad-Hoc Subcommittee Meeting schedule

- March 10, 2023(10:00 am - 12:00 pm)
- March 24, 2023 (9:00 am - 11:00 am)
- April 21, 2023 (9:00 am - 11:00 am)
- May 5, 2023 (9:00 am - 12:00 pm)
- May 19, 2023 (9:00 am - 11:00 am)
- September 8, 2023 (9:00 am - 11:00 am)
- September 27, 2023 (10:00 am - 12:00 pm)
- October 6, 2023 (9:00 am - 12:00 pm)
- *October 4, 2023, JJCC Meeting (2:30 pm - 4:30 pm)*
- October 26, 2023 (9:00 am - 11:00 am)
- October 31, 2023 (9:00 am - 12:00 pm)
- November 8, 2023 (4:30 pm - 5:00 pm)
- November 14, 2023 (4:00 pm - 4:30 pm)
- November 17, 2023 (1:00 pm - 4:00 pm)
- November 21, 2023 (3:00 pm - 3:45 pm)
- November 27, 2023 (12:00 pm -1: 00 pm)
- November 30, 2023 (4:15 pm - 5:00 pm)

c. A Snapshot of JJCC-CMJJP Ad-Hoc Subcommittee Scheduled Meeting Hours Within the Past Three Fiscal Years (FY 2021-2022 - FY 2024-2025)

- 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)

It should be noted that the number of scheduled meeting hours more than doubled from 13 hours to 29 hours since FY 2021-2022. Additionally, this year, the Ad-Hoc Subcommittee provided their total hours worked outside the scheduled meetings for 44 hours of work, compared to the 13 hours in FY 2021-2022. The additional hours of study and dialogue among the Ad-Hoc Subcommittee was 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

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

Recommended: Adopt the CMJJP for FY 2024-25. 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 earlier in Spring for FY 2024-25 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 carryover balances. The Ad-Hoc Subcommittee deliberated extensively on how to manage carryover balances with new funding requests 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. The work to update the CMJJP continues to strengthen the continuum of care. Below includes information regarding significant updates for FY 2024-25 CMJJP.

Funding Review and Allocation Process

- Revised the 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 proposal scores.
- Applied the new youth development frameworks outlined in the CMJJP to proposal review, which informed funding considerations.
- A new level of review was created this year to enhance Ad-Hoc Subcommittee members' processes in the review and evaluation of 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. Last year carryover was reviewed, and some funding requests be granted to retain carryover amounts, rather than recommending the addition of new funding. Because some carryover 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.

More importantly, meetings coordinated with organizations/departments with large carryover balances to obtain their potential plan to spend down carryover amounts. The engagement with these organizations/departments provided, the Ad-Hoc Subcommittee members with the opportunity to ask direct questions. It was determined to be a successful process that included agencies who were willing to return some unspent funds. This process will continue as it provided an opportunity for the Ad-Hoc Subcommittee members to engage with the agencies far beyond reviewing their submissions and pursuing back-and-forth emails, which did not get at the root cause. This engagement occurred prior to deliberations, and the information was utilized by the Ad-Hoc Subcommittee in their recommendations for FY 2024-25.

Updates to the CMJJP

- Met with the JJCPA Evaluator RAND in evaluation and applied GAP Analysis findings to update the CMJJP.
- Aligned the proposal with the evaluation form to strengthen the proposal review and evaluation, which encouraged more depth review and discussions among the Ad-Hoc Subcommittee.
- Continued to monitor and document the shifting context of Juvenile Justice and actively engaged in discussion with other Departments on best practices.
- Continued with the bifurcated process of the CMJJP update in Spring 2023 and followed-up with additional work to the CMMJP in the Fall of 2023.
- The Ad-Hoc Subcommittee met with Chief Executive Office's Anti-Racism, Diversity, and Inclusion (ARDI) Executive Director. The funding recommendations include a first-year allocation amount to begin to explore working in collaboration with ARDI to determine parameters and set up a new way of analyzing data.
- Enhanced Step 1 by adding to the FY 2025-26 JJCC-CMJJP Ad-Hoc Subcommittee Resolution to enhance the previously adopted version. The new language includes there shall be a minimum of two (2) JJCC Community Members (Non-Permanent JJCC Members) based upon self-nomination. Should the self-nomination process not yield two (2) JJCC Community Members, 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.
- Additionally, enhanced Step 1 to indicate that the funding request submission review process will include JJCC-CMJJP Ad-Hoc Subcommittee members assignment to teams of (2) by utilizing a random drawing process. Once teams are established, the total funding request submissions are divided and evenly distributed among the assigned teams, based upon a random number process. A review is completed to ensure no JJCC-CMJJP Ad-Hoc Subcommittee members are assigned their own funding request submission(s). For any found, a random drawing process is utilized to revise the assignment; this process has been in effect and repeated annually since the FY 2020-21 JJCC-CMJJP Ad-Hoc Subcommittee.
- A New Step has been added based to include the invitational meeting process with agencies regarding carryover balances. Additionally, carryover amounts for all agencies will be considered when new funding requests are received requesting additional funding beyond carryover amounts

that remain. The goal is to reduce carryover by having agencies prioritize 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 these consideration.

- a. Recommended: Adopt the FY 2024-25 JJCPA Funding Allocations Recommended by the CMJJP Ad-Hoc Subcommittee at the next JJCC meeting. 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."

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

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

- 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.

d. JJCC's Collaborative Approach to the CMJJP

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

¹² *Supra* n. 4.

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* (March 2020)
- ❑ Los Angeles County: Youth Justice Reimagined, W. Hayward Burns Institute (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)

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.



b. Key Stakeholders –

- California Board of State and Community Corrections (BSCC)
- Los Angeles County Board of Supervisors (Board)
- Public Safety Cluster (District 1-5 Board Justice Deputies)
- Los Angeles County Juvenile Justice Coordinating Council (JJCC)
 - JJCC-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
- Los Angeles County Youth Commission

c. 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 (March 2024 and Complete May 2024) and reconvene to review funding submissions in Fall 2024 (September 2024 through December 2024)

JJCC Adopts a Resolution to Create the FY 2025-26 JJCC-CMJJP Ad-Hoc Subcommittee (January 2024)

The FY 2025-26 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 (RAND Corporation) to draft an annual update to the CMJJP and JJCPA funding allocations for the ensuing fiscal year. The membership of the FY 2025-26 CMJJP Ad-Hoc Subcommittee should proportionally 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 to maintain 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. Additionally, the 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 2024-25 JJCC-CMJJP AD-HOC SUBCOMMITTEE MEMBERSHIP		
JJCC MEMBERSHIP	AGENCY/COMMUNITY	REPRESENTATIVE
Permanent Member	Los Angeles County Probation (Co-Chair)	Sharon Harada
Permanent Member	Los Angeles County Parks and Recreation (Co-Chair)	Mercy Santoro
Permanent Member	Los Angeles County Department Mental Health	Karen Streich
Permanent Member	Los Angeles County Public Defender's Office	Luis Rodriguez
Permanent Member	Superior Court – Juvenile Special Needs Court	Tricia Penrose
Permanent Member	Los Angeles County Office of Education	Tapau Osborne

The JJCPA Evaluator (RAND Corporation) 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 high carryover and will incorporate a follow-up meeting with agencies to address the reasons for carryover as well as articulate a plan to spend down the funding. Carryover amounts will be considered in the recommendations prior to for any new (additional recommended) funding. The goal is to reduce carryover balances 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 previously 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-CAC Community Feedback Survey (Publish July 1, Close October 1, 2024)

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 4: JJCC-CAC Community Feedback on Programs and Projects (Publish July 1, Close September 1, 2024)

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 5: Governmental Requests for Funding (Send July 1, 2024, to September 1, 2024, 5:00 PST) 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 6: JJCPA Evaluation Report Presented to the JJCC (Spring 2024)

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

JJCPA Evaluator (RAND Corp.) will provide the JJCC with an analysis of target population and community needs in addition to reports that document the outcomes of select JJCPA funded programs and services, providing recommendations as requested by the JJCC to ensure alignment with literature reviews of effective programs. The presentation to the JJCC will include public feedback and discussion of recommended changes. Thereafter, the JJCC will appoint a FY 2025-26 CMJJP and JJCPA Spending Allocation Ad-Hoc Subcommittee (FY 2025-26 CMJJPA-Hoc Subcommittee) to develop a draft of the FY 2025-26 CMJJP and JJCPA funding allocation for JJCC consideration and approval.

Step 7: CMJJP Ad-Hoc Subcommittee Presents Draft FY 2025-26 CMJJP and FY 2025-26 JJCPA Funding Allocation to the JJCC-CAC in October 2024

The CMJJP Ad-Hoc Subcommittee presents a draft of the FY 2025-26 CMJJP and high-level FY 2024-25 JJCPA funding allocation to JJCC-CAC approximately half-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 8: JJCC Approves the FY 2025-26 CMJJP and the CMJJP Ad-Hoc Subcommittee Presents its Final FY 2025-26 JJCPA Funding Allocation Recommendations (December 2023)

The FY 2025-26 CMJJP Ad-Hoc Subcommittee presents its findings and recommendations as well as a draft FY 2025-26 CMJJP and FY 2025-26 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.

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

Step 9: JJCC-CMJJP Ad-Hoc Subcommittee Presentation of Funding Request Recommendations JJCC Meeting (December 2024) and the JJCC will Agendize and vote during the January/February JJCC Meeting (2025). Final Draft FY 2025-26 CMJJP after allowing a window of at least six (6) weeks available for review. Additional JJCC-CAC meeting to be held prior to the funding meeting in January/February.

Step 10: CMJJP Ad-Hoc Subcommittee Presents Draft FY 2025-26 CMJJP and FY 2025-26 JJCPA Funding Allocation to the JJCC-CAC (December 2024)

The CMJJP Ad-Hoc Subcommittee presents its FY 2025-26 JJCPA funding allocation to JJCC-CAC. The JJCC-CAC holds a public meeting to receive input on the final 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 2025 to ensure adequate time for JJCC member review

Step 11: JJCC Approves the FY 2025-26 JJCPA Funding Allocation (January 2025)

The JJCC approves the Draft FY 2025-26 CMJJP FY 2024-25 JJCPA funding allocation and the FY 2024-25 CMJJP Ad-Hoc Subcommittee is dissolved. The JJCC-approved versions of the FY 2024-25 CMJJP and the FY 2024-25 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 12: Los Angeles County Board of Supervisors Approves CMJJP and Annual JJCPA Funding Allocation (Spring 2024)

The Board of Supervisors considers and adopts the FY 2024-25 CMJJP and FY 2024-25 JJCPA funding allocation by means of a Board Motion.

Step 13: Annual JJCPA Funding Allocation Submitted to Board of State and Community Corrections (May 1, 2024)

As required by statute, the FY 2024-25 CMJJP is submitted annually to the BSCC no later than May 1st, 2024.

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

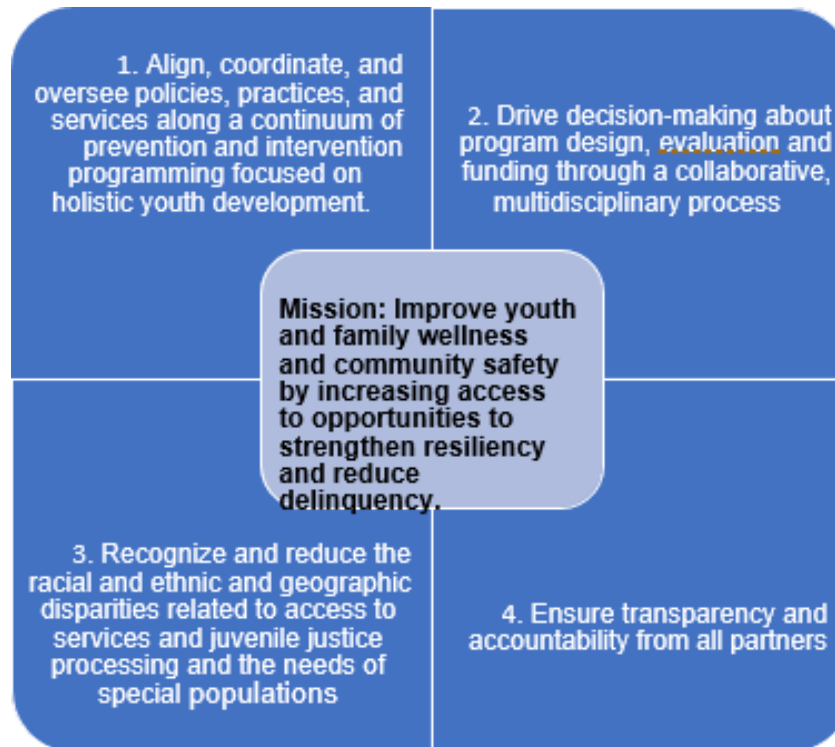
The youth justice system reflects racial and ethnic disparities (RED) resulting from historical, structural inequities – including greater investments in the custody, control and punishment of Black, Indigenous and People of Color (BIPOC), purported to achieve public safety, and underinvestment in public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

3. CMJJP Guiding Principles

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



Specifically, the Guiding Principles encompass the following objectives:

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

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

4. Growth Fund-Specific Goals and Guiding Principles

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

The Guiding Principles for Growth Funds are to:

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

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

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_Practice_Guide_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
FY 2024-2025 County of Los Angeles

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 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

- **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

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

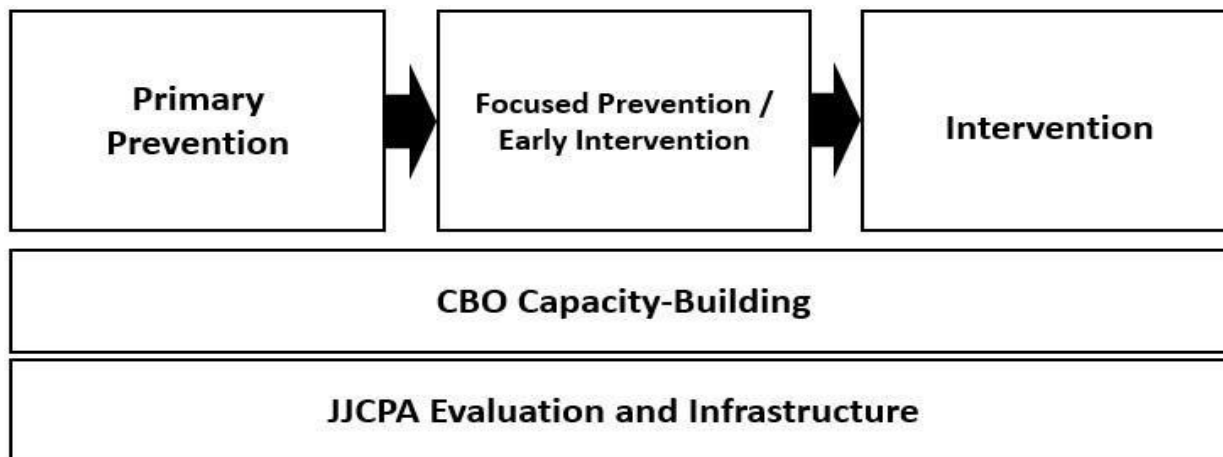
The following funding strategies for the CMJJP correspond with the continuum of services. Each strategy is designed to be flexibly applied based on the individuals and specific services involved, but should always adhere to the CMJJP guiding principles and youth development framework:

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)
Active Supervision	5,098	4,412	3,538	2,281	1838	2197
Supervision Dispositions						
• 654	448	306	125	68	195	234
• 654.2	247	169	145	95	93	182
• 725(a)	299	285	222	143	141	197
• 727(a)	1	0	0	0	0	0
• 790	277	246	197	108	56	79
• Home on Probation	2162	1992	1,746	1029	707	871
• Suitable Placement	646	631	435	301	214	203
• DJJ/SYTF Transition	61	60	35	56	37	88
• Bench Warrant	760	607	549	423	314	296
• Out-of-State/ Courtesy Supervision/ Intercounty Transfer to Los Angeles	25	23	11	52	20	47

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)
Intercounty Transfer to LA	79	67	56	39	46	
Pending	118	26	17	6	15	
Juvenile Halls	538	550	325	248	351	
-On psychotropic meds	149 (27.7%)	160 (29.1%)	132 (40.6%)	99 (38.9%)	165 (47.0%)	
Camps	259	300	133	79	88	
-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	
-On psychotropic meds	37 (77%)	42 (79.25%)	46 (79.3%)	43 (86.0%)	27 (67.5%)	

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 2021 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.

2023

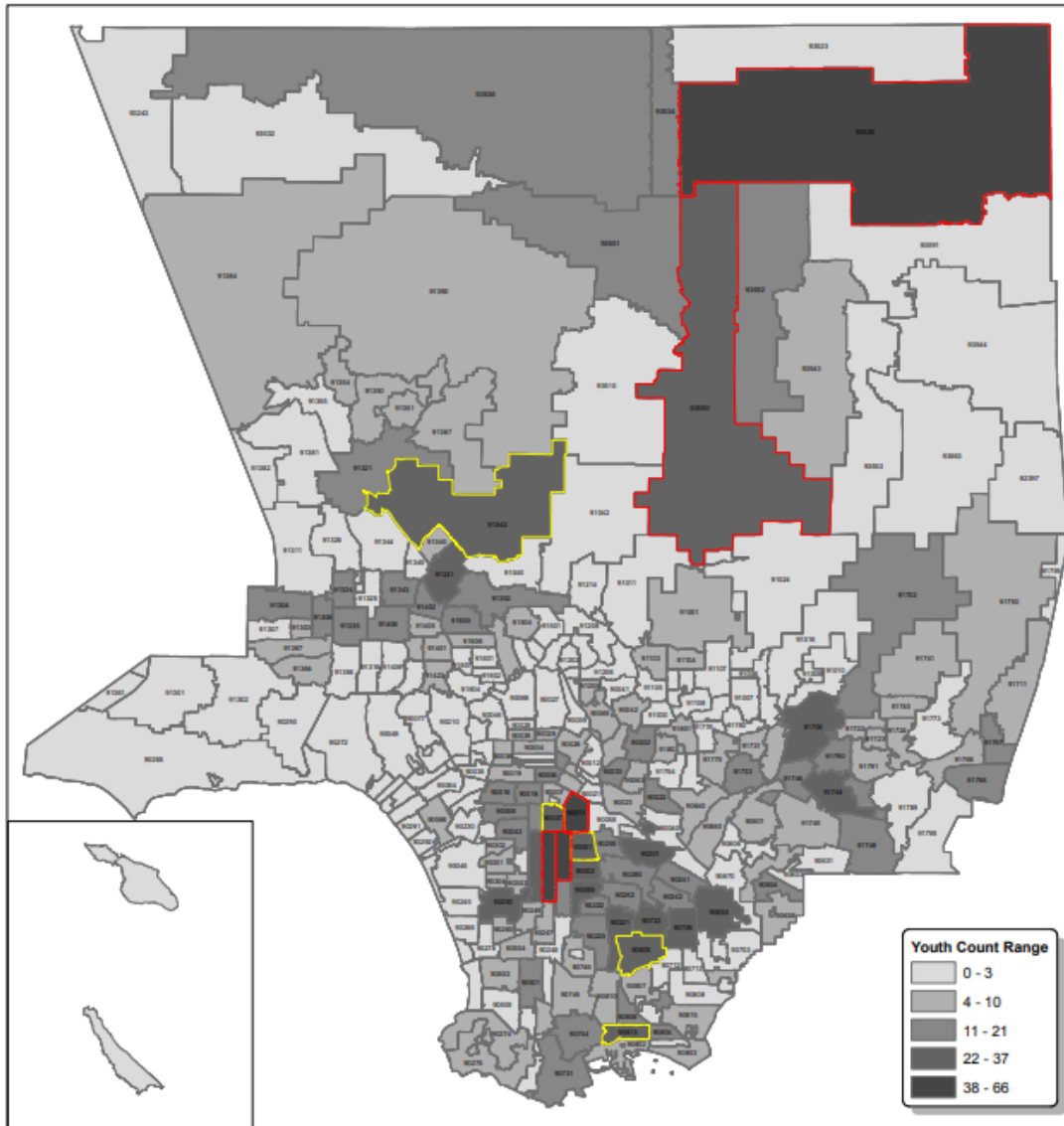
- a. 90044 Athens City (City of LA)
- b. 93535 Lancaster/Quartz Hill
- c. 90003 South Central (City of LA)
- d. 90011 South Central (City of LA)
- e. 93550 Palmdale



County of Los Angeles Probation Department

Youth by Zip Code

10/27/2023



2022

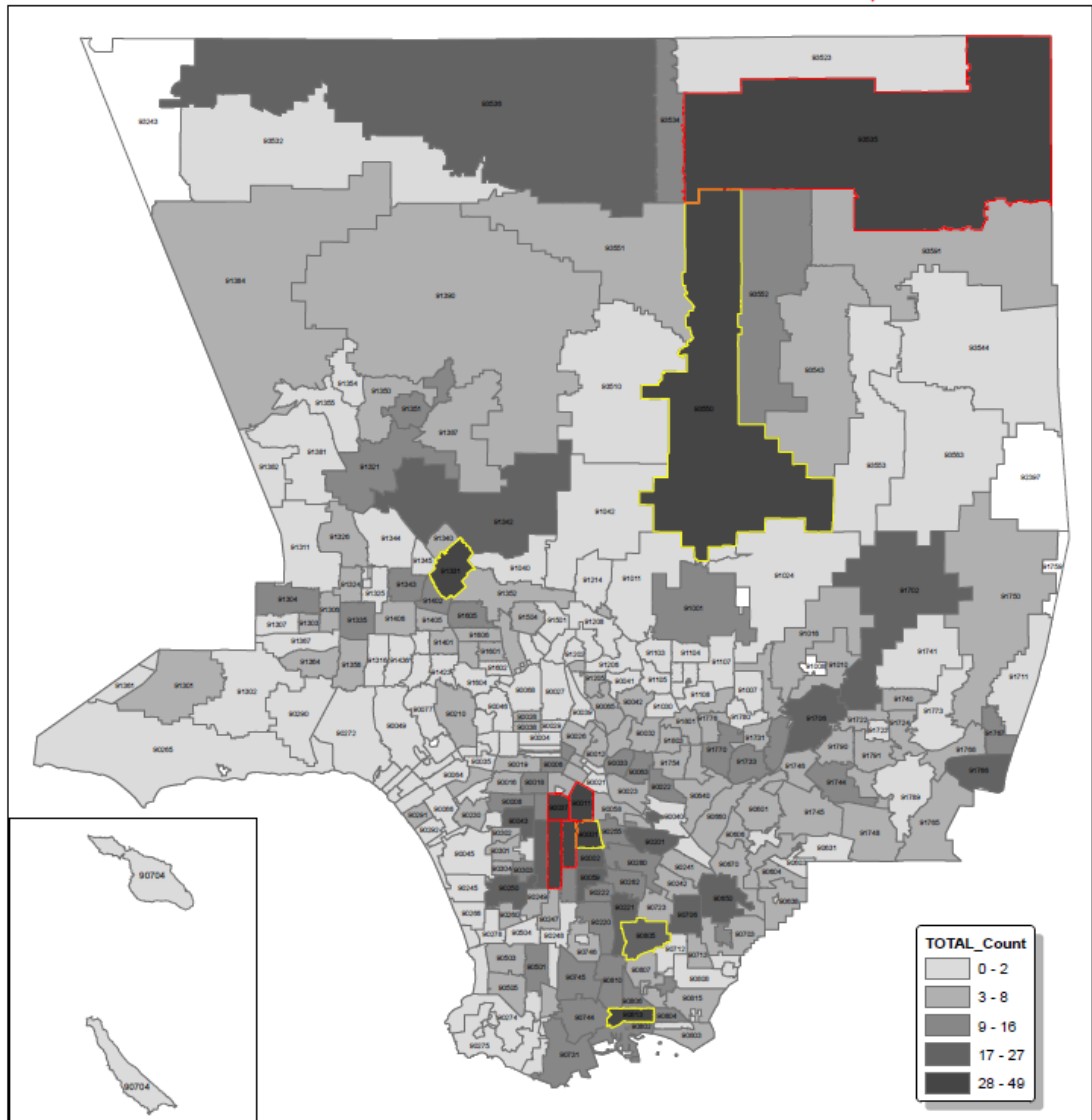
- a. 93535 Lancaster/Quartz Hill
- b. 90044 Athens (City of LA)
- c. 90003 South Central (City of LA)
- d. 90037 South Central (City of LA)
- e. 90011 South Central (City of LA)



County of Los Angeles Probation Department

Youth by Zip Code

10/31/2022



2021

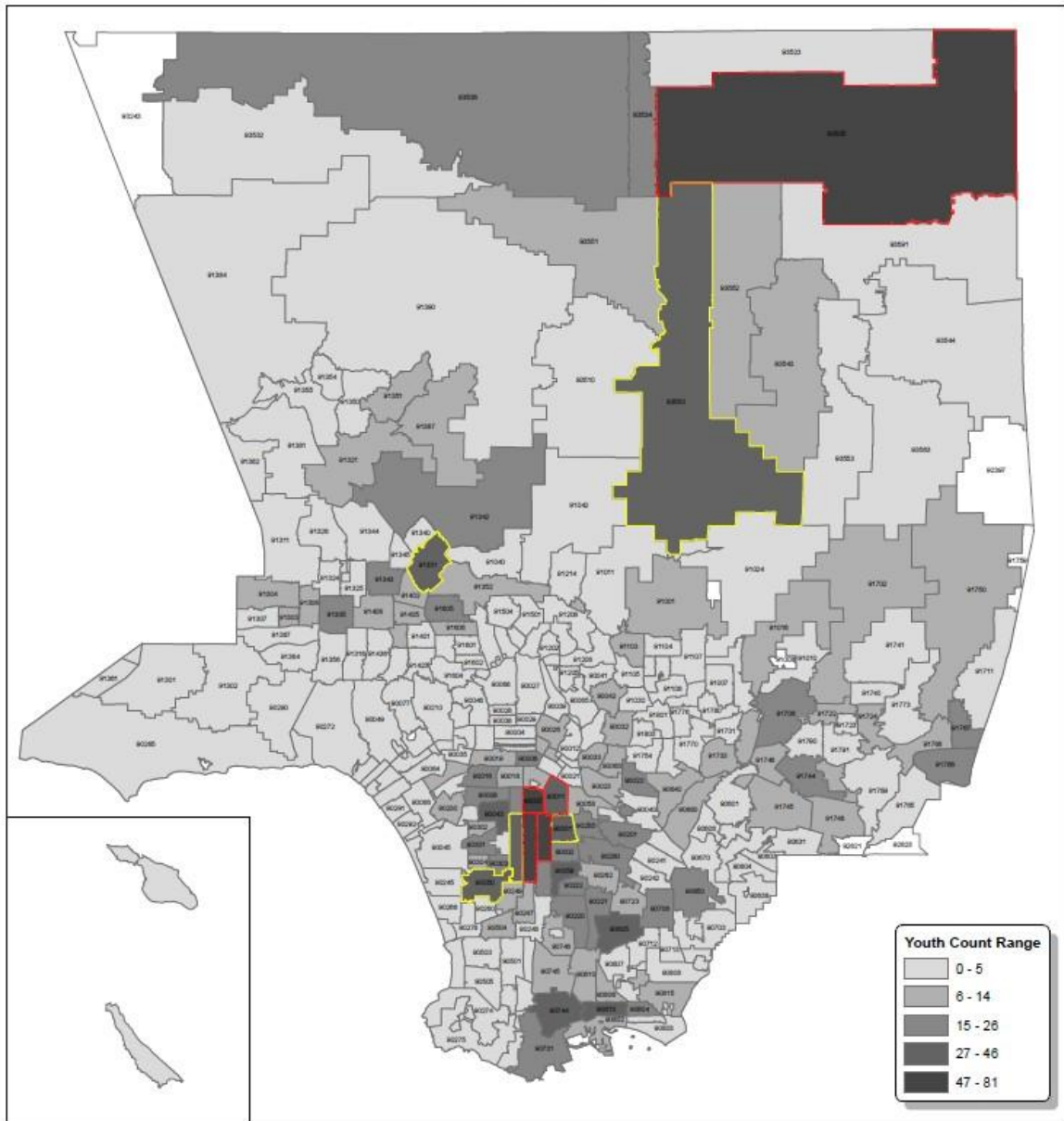
- a. 93535 Lancaster/Quartz Hill
- b. 90044 Athens (City of LA)
- c. 90003 South Central (City of LA)
- d. 90037 South Central (City of LA)
- e. 93550 Palmdale



County of Los Angeles Probation Department

Youth by Zip Code

10/31/2021



2020

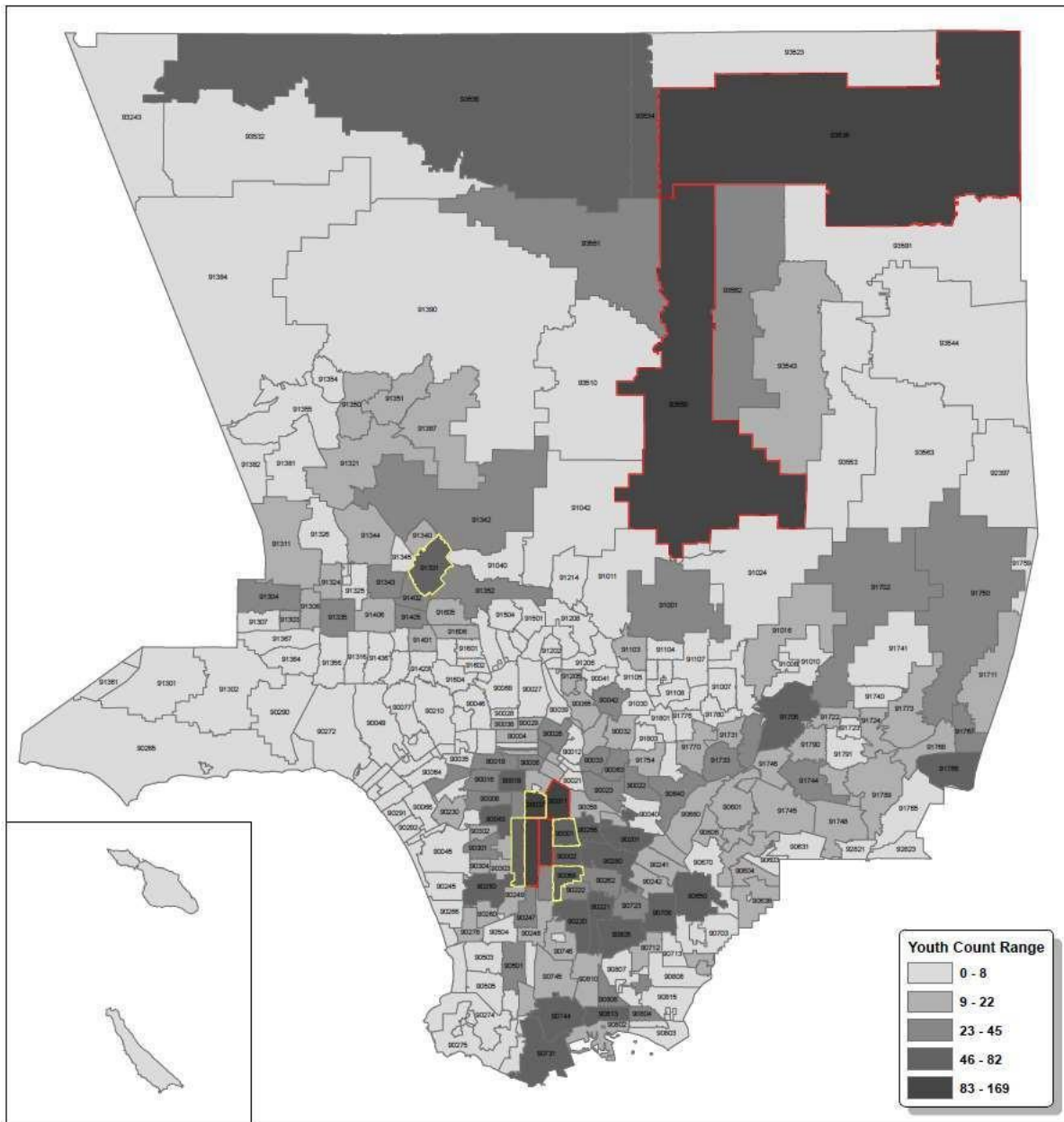
- a. 90044 Athens (City of LA)
- b. 93535 Lancaster/Quartz Hill
- c. 90003 South Central (City of LA)
- d. 93550 Palmdale
- e. 90011 South Central (City of LA)



County of Los Angeles Probation Department

Youth by Zip Code

10/31/2020



2019

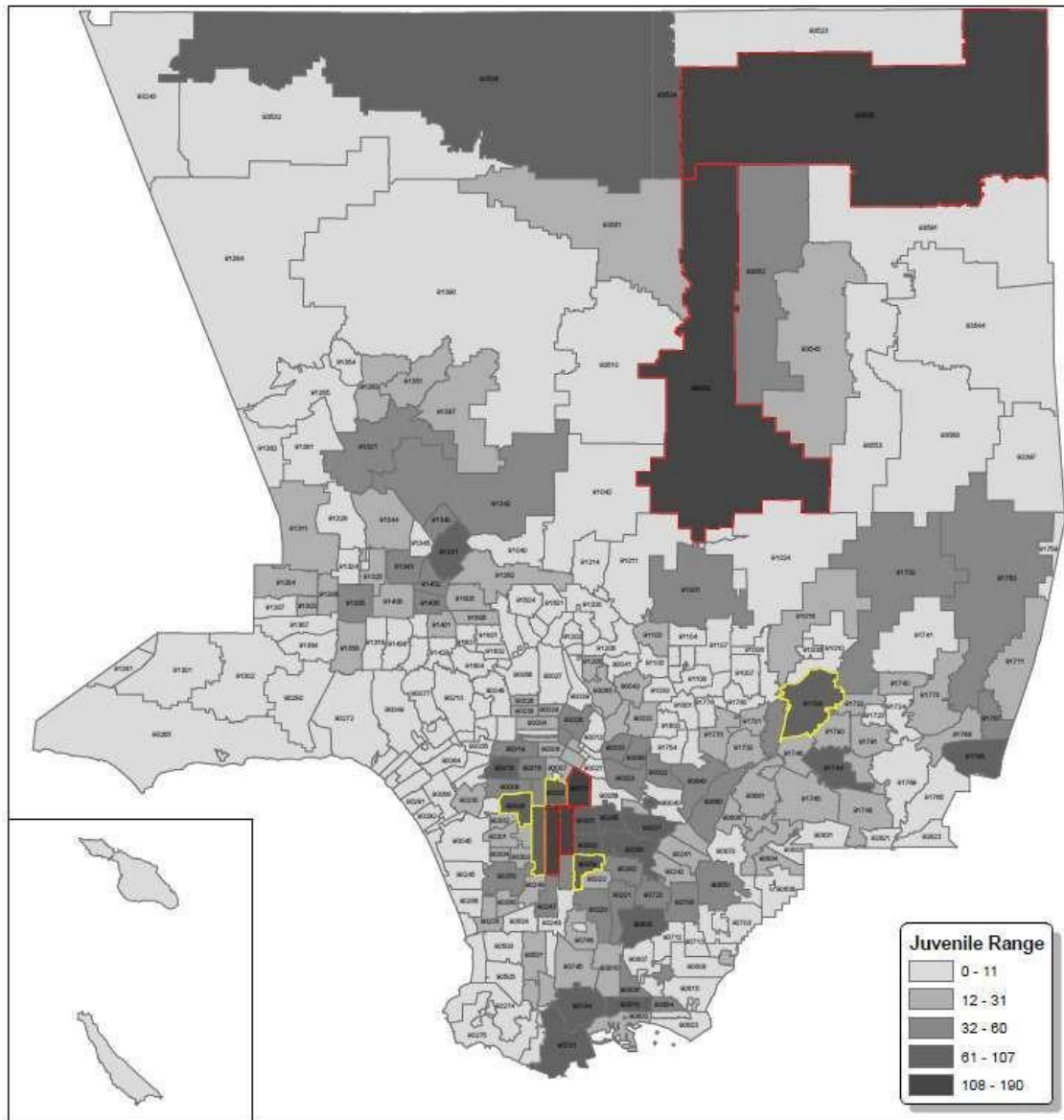
- a. 93535 Lancaster
- b. 90044 Athens (City of LA)
- c. 93550 Palmdale
- d. 90003 South Central
- e. 90805 North Long Beach



County of Los Angeles Probation Department

Juveniles by Zip Code

01/24/2020



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
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CMJJP FUNDING ALLOCATIONS AND JJCPA FUNDING

f. 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 2024-25 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.

g. 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.

h. 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 2025-26 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: 2024 Community Input on Programs and Projects

Please respond by 5:00 P.M. on September 01, 2024

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.
- b. Describe the program/project and provide information on how it will be implemented. Include specific approaches, modalities, and/or curricula used by your program/project, as application. Include information on what will be accomplished and the desired outcomes.
- c. Provide the evidence upon which the program/project is based; includes references to local outcome data and/or applicable research studies.
- d. How many young people will the program/project serve annually?
- e. What Service Planning Area(s) (SPA) does the program/project serve?

<http://publichealth.lacounty.gov/chs/SPAMain/ServicePlanningAreas.htm>

- f. Which Supervisorial District(s) does the program/project serve?
- g. 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)?
- h. 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?

CMJJP 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-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.

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 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.

- 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, LGBTQ-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

- 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)

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. 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)

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 2025-26 JUVENILE JUSTICE CRIME PREVENTION ACT FUNDING**

Dear NAME,

We greatly appreciate your continued partnership in support of Juvenile Justice Crime Prevention Act's (JJCPA's) programs and services for our Los Angeles County's at-promise young people and youth on probation. During Fiscal Year (FY) 2024-25 **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, 2024.

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 2024 and between September – December 2024 to prepare recommendations for the FY 2024-25 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 2024-25 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 probjicpaadmin@probation.lacounty.gov
- ☐ and a subject line of: FY 2025-26 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 2025-26 New Program/Project, AGENCY NAME.
- ☐ **Email submissions are due by 5:00 PM on September 1, 2024.**

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 C

JJCPA Governmental Funding Request Form FY 2025-2026

FY 2025-26 JJCPA FUNDING REQUEST SUBMISSION FORM

PLEASE READ IMPORTANT INFORMATION	
Information to Complete Funding Request Form: Below is the guidance information (CMJJP Appendix B that lists Sections 1-8) to reference for the completion of the attached 2025-2026 funding request submission form. Included in this guidance is the foundation of the Guiding Principles and additional information regarding JJCPA Programming Alignment. Please review the information below to assist you in completing the form. Provide answers to <u>all</u> of the questions below. If the question is not applicable, please use "N/A" to answer the question.	
FY 2025-26 CMJJP APPENDIX B (FY 2025-26 CMJJP Page 43)	
Section 1.	CMJJP Guiding Principles from FY 2023-24 CMJJP (Page 16 (Character Limit: 650 per Guiding Principle)) CMJJP MISSION: Improve youth and family wellness and community safety by increasing access to opportunities to strengthen resiliency and reduce delinquency. 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. CMJJP GUIDING PRINCIPLE 3 (Character Limit Per Principle: 650) The following guiding principles were developed to drive the work of key partners in Los Angeles County to: 1. Align, coordinate, 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 (Character Limit: 750) • Trauma Informed Care • Vision for Supporting Family's Needs • Racial Equity Framework • Culturally Appropriate and Responsive Programming • Evidence Based Practices
Section 3.	Statement of Need (Character Limit: 1200 per Description) 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 a. Describe the program/project and provide information on how it will be implemented. Include specific approaches, modalities, and/or curricula used by your program/project, as applicable. Include information on what will be accomplished and the desired outcomes. b. Provide the evidence upon which the program/project is based; includes references to local outcome data and/or applicable research studies. c. How many young people will the program/project serve annually? d. What Service Planning Area(s) (SPA) does the program/project serve? http://publichealth.lacounty.gov/chs/SPAMain/ServicePlanningAreas.htm e. Which Supervisorial District(s) does the program/project serve? f. Which service strategies does the program/project supports (Primary Prevention, Focused Prevention/Early Intervention, Intervention, Capacity-Building of community-based organizations, JJCPA Evaluation and Infrastructure)? g. Include percentage of requested funding allocation designated for CBO contracts/subcontracts Service Strategies include the following: • Primary Prevention

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

*CMJJP Service Strategy category definitions are included for submitters to complete the applicable required information that align(s) with the program/project submitted. For Additional Information on Strategies, please see the end of this form.

Section 5: CMJJP Guiding Principles and Additional Questions:

- 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?
- 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, LGBTQ-2A youth, crossover/dually involved youth, youth who became parents, undocumented, and transitional age youth without family/caretakers/support systems?
- 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.
- Include any service delivery challenges the program/provider may experience (if applicable)
- Does the program reach target recipients? (Explain)
- Describe the return on investment of taxpayer money.
- What are your alternate sources of funding?

Section 6. Timeline and Milestones (e.g., contracting processes, when service delivery will begin, report submissions, etc.). (Limit : 2500)

Section 7. Budget by Service Strategy (Character Limit: 2500)

- 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, collection and submission of data, etc.).

Note: If your program supports more than one service strategy, it is recommended that you divide the administrative and overhead costs proportionally between the service categories. See pp.30-33 of the CMJJP for descriptions of the service strategies.

Note: It is recommended that you include a brief narrative of expenses along with a table of individual cost components.

- What is the cost per youth served?
- Is any portion of the programs funding included in your departmental budget?
 - Explain any departmental budget inclusion or omission.
 - Alternatively, list the amount of departmental funding or support the program/project will receive from other source(s)

Section 8. Evaluation Provide information through approved JJCPA Evaluation Process

(Note: The JJCPA Evaluator may provide limited technical assistance for data collection to programs/projects)

that receive JJCPA funding, however, preliminary plans for evaluation metrics should be in place at the time funds are requested).

Section 8. 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)

FY 2025-26 JJCPA FUNDING REQUEST SUBMISSION FORM

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 9.

FY 2025-26 JJCPA FUNDING REQUEST SUBMISSION FORM

AGENCY NAME			
PROGRAM NAME - SUBMIT ONE (1) FUNDING REQUEST FOR EACH PROGRAM			
Important Information: Every program must identify a Program Manager with contact information. The program manager will be the primary contact for the programs. The agency is responsible for coordinating internally within their organization. These include but are not limited to the following: Coordinate any MOU, Statement of Work; Budget modifications submissions and fiscal and funding tracking. If the submission is received from an agency that has a JJCC member, the agency must coordinate with the JJCC member regarding funding allocations and information regarding JJCC meetings. Additionally, the program manager and any identified team members should join JJCC meetings to receive updates and related information of the funding processes and the funding recommendation outcomes and JJCC annually adopted fiscal year funding.			
PROGRAM MANAGER NAME AND EMAIL ADDRESS			
Name and Telephone Contact:			
Email Address:			
LIST FUNDING ALLOCATION AMOUNT REQUEST BY STRATEGY			
(Below please provide funding amount per applicable Service Strategy. List zero in Categories that do not apply to your Program)			
Primary Prevention:	\$	Focused Prevention/Early Intervention:	\$
Intervention:	\$	Capacity-Building of CBO's:	\$
Total Requested Funding Amount (do not include potential carryover amount)		\$	
Target Population (Include ages to be served)			
Geographic Service Area (Supervision District(s))			
How Many Young People Will the Program Serve?			
Is the program a new program or an existing program?		NEW ☐ EXISTING ☐	
Percentage Funding Designated for CBOs and planned contract type period			
If the current funding request is an increase from the previous year, provide reason below:			

FY 2025-26 JJCPA FUNDING REQUEST SUBMISSION FORM

Provide the amount of the funding increase request	
\$	
1. What is your Carry-over Balance?	
2. Please provide your plan to spend down the carryover balance?	
SECTION 1 - GUIDING PRINCIPLES. 1. Check the box to indicate the specific principle it aligns with. 2. Using the text box, describe how the funding request of a program aligns with the Guiding Principles (See Page 3 (above) for more information regarding the CMJJJ's Guiding Principles)	
Principle 1: ☐ Align, coordinate, and oversee policies, practices, and services along a continuum of prevention and intervention programming focused on holistic youth development. (Character Limit 650)	
Principle 2: ☐ Drive decision-making about program design, evaluation and funding through a collaborative, multidisciplinary process (Character Limit 650)	

FY 2025-26 JJCPA FUNDING REQUEST SUBMISSION FORM

Principle 3: ☐ Recognize and reduce the disparities related to access to services and juvenile justice processing and the needs of special populations (Character Limit 850)
Principle 4: ☐ Ensure transparency and accountability from all partners (Character Limit 850)
SECTION 2 – Frameworks: 1. Check each box that applies 2. Describe how this framework is applied to the intervention. For specific framework information refer to the FY 2025-26 CMJJIP, Page 25
☐ Trauma Informed Care ☐ Vision for Supporting Family's Needs ☐ Racial Equity Framework ☐ Culturally Appropriate and Responsive Programming ☐ Evidence Based Practices
Trauma Informed Care (Character Limit: 750)
Vision for Supporting Family's Needs (Character Limit: 750)

FY 2025-26 JJCPA FUNDING REQUEST SUBMISSION FORM

Racial Equity Framework (Character Limit: 750)
Culturally Appropriate and Responsive Programming (Character Limit: 750)
Evidence Based Practices (Character Limit: 750)
Additionally, provide information on training and supervision/monitoring to support program implementation (Character Limit: 750)
SECTION 3: Statement of Need
1. Describe the problem that the program/project will attempt to address (Character Limit: 1000)

FY 2025-26 JJCPA FUNDING REQUEST SUBMISSION FORM

2. Describe the population that will be served (Character Limit:1000)
SECTION 4 - PROGRAM/PROJECT DESCRIPTION SUMMARY (Provide Answers to all questions)
a. Describe the program/project and provide information on how it will be implemented. Include specific approaches, modalities, and/or curricula used by your program/project, as applicable. Include information on what will be accomplished and the desired outcomes. (Character Limit 1000)
b. Provide the evidence upon which the program/project is based; include references to local outcome data and/or applicable research studies (Character Limit 1000)

FY 2025-26 JJCPA FUNDING REQUEST SUBMISSION FORM

c. How many young people will the program/project serve annually? (Character Limit: 100)				
d. What Service Planning Area(s) (SPA) does the program/project serve? (Character Limit: 100) http://publichealth.lacounty.gov/cha/SPA/Main/ServicePlanningArea.htm				
e. Which Supervisorial District(s) does the program/project serve?				
f. Which service strategies does the program/project support: ☐ 1. Primary Prevention ☐ 2. Focused Prevention/Early Intervention ☐ 3. Intervention ☐ 4. Capacity Building of CBOs				
g. Include percentage of requested funding allocation designated for CBO contracts/subcontracts service strategies include the following. Below provide the percentage of the strategy that apply to your program. Refer to the above Guide (Page 3 for additional information).				
Primary Prevention%		Focused Prevention/Early Intervention%		Intervention %
				Capacity Building of CBO %
What are your metrics of success?				
What are your program costs per capita of youth served?				
SECTION 5: CMJJJ® Guiding Principles 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?				

FY 2025-26 JJCPA FUNDING REQUEST SUBMISSION FORM

b. How does your program recognize and reduce the racial and ethnic and geographic disparities related to involvement 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, LGBTQIA youth, crossgenerationally involved youth, youth who became parents, undocumented, and transitional age youth without family/caretaker/support systems?
4. 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.

FY 2025-26 JJCPA FUNDING REQUEST SUBMISSION FORM

d. State any challenges or barriers service provider(s) may encounter (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 8: Timeline and Milestones (e.g., contracting processes, when service delivery will begin, report submissions, etc.). (Limit : 2500)

FY 2025-26 JJCPA FUNDING REQUEST SUBMISSION FORM

SECTION 7: Budget by Service Strategy (Character Limit: 2500)

- 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, ~~colleces~~ collection and submission of data, 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 strategies. See pp.30-32 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?
 d. Will this project/program be included in your Departmental budget?

SECTION 8: Evaluation Provide information through approved JJCPA Evaluation Process

The information is from the CMJJP regarding Strategies and can be found on pages 30-32

***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.

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 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.

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.²⁶ (This refers to the official JJCPA Evaluator that is contracted through JJCPA funding. All JJCPA funded programs shall be evaluated by the official JJCPA Evaluator).

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.²⁷

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-promise 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.
- 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.

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	<u>Cumulative</u> Enrollment	<u>Chronic</u> <u>Absenteeism</u> <u>Eligible</u> <u>Cumulative</u> Enrollment	<u>Chronic</u> <u>Absenteeism</u> Count	<u>Chronic</u> <u>Absenteeism</u> Rate (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>Chronic Absenteeism</u>			
	<u>Cumulative</u>	<u>Eligible</u>	<u>Chronic</u>	<u>Absenteeism</u>
	<u>Rate</u>	<u>Cumulative</u>	<u>Absenteeism</u>	<u>Absenteeism</u>
	<u>Enrollment</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

<u>District Name</u>	<u>Cumulative Enrollment</u>	<u>Total Expulsions</u>	<u>Expulsion Count Violent Incident (Injury)</u>	<u>Expulsion Count Violent Incident (No Injury)</u>	<u>Expulsion Count Violent Incident (Weapons Possession)</u>	<u>Expulsion Count (Illicit Drug Related)</u>	<u>Expulsion Count (Defiance Only)</u>	<u>Expulsion Count (Other Reasons)</u>
Whittier Union High	11,642	28	1	0	1	26	0	0
Antelope Valley Union High	22,534	30	9	7	6	5	0	3
Bellflower Unified	12,040	9	1	0	3	5	0	0
Alhambra Unified	16,804	12	2	7	1	1	0	1
Bassett Unified	3,575	4	0	2	0	2	0	0
Beverly Hills Unified	3,675	0	0	0	0	0	0	0
Bonita Unified								
Centinela Valley Union High	6,693	10	1	4	0	5	0	0
Covina Valley Unified	12,119	4	0	2	2	0	0	0
El Rancho Unified	8,571	7	0	5	1	1	0	0
El Segundo Unified	3,546	0	0	0	0	0	0	0
Las Virgenes Unified	11,144	2	0	1	0	1	0	0
Los Angeles County Office of Education	4,199	0	0	0	0	0	0	0
Torrance Unified	23,699	11	1	3	0	7	0	0
William S. Hart Union High	22,749	1	0	0	0	1	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 entity 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)
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	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

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%)	6 (0.4%)	17 (1.2%)	518 (36.7%)	278 (19.7%)	5 (0.4%)	3 (0.2%)	1410
Jan 2019 - Oct. 2019	272 (18.9%)	147 (10.2%)	7 (0.5%)	47 (3.3%)	476 (33.1%)	345 (24.0%)	16 (1.1%)	130 (9.0%)	1440
Nov. 2019- Jun 2020	219 (35.0%)	63 (10.1%)	1 (0.2%)	4 (0.6%)	206 (33%)	110 (17.6%)	16 (2.6%)	6 (1.0%)	625
Jul 2020- Jun 2021	66 (15.9%)	24 (5.8%)	0 (0%)	0 (0%)	135 (32.6%)	126 (30.5%)	8 (1.9%)	54 (13.0%)	413
Jul 2021- Jun 2022	225 (31.8%)	36 (5.2%)	0 (0%)	2 (0.2%)	245 (34.8%)	161 (22.8%)	3 (0.4%)	34 (4.8%)	706
Jul 2022- Jun 2023	313 (30.8%)	49 (4.8%)	2 (<1%)	1 (<1%)	360 (35.5%)	241 (23.8%)	0	46 (4.5%)	1012

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%).

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

Arrest Category	Nov 2017- Dec 2018	Jan 2019- Oct 2019	Nov 2019- Jun 2020	July 2020 - June 2021	July 2021 - June 2022	July 2022 - June 2023
Accessory After the Fact	0	1	0	0	0	0
Advise/Encourage Suicide	1	0	0	0	0	0
Aid in a Speed Contest/Participate in Speed Contest	0	0	1	3	5	1
Alcohol Related (Poss/Open Container)	0	0	2	2	10	3
Alcohol/Drug Related (DUI)	x	x	11	25	17	25
Allow/Cause Injury to Elder/Dependent Adult	1	3	0	0	x	3
Alter/etc Firearm Markings	x	x	x	x	2	0
Annoy/Molest Child	0	0	1	0	1	2
Arson Related Charges	6	1	2	4	1	0
Assault with Deadly Weapon	9	10	5	1	x	5
Assault-Related Charges	559	435	5	9	15	20
Battery Related	x	x	224	65	200	270
Begging	0	0	2	0	x	0
Bring into State Matter Depicting Minor in Sex Act/Indecent Exposure	13	14	0	0	4	2
Burglary Related Charges	93	59	23	14	13	15
Business & Professional (B&P) Code	10	8	0	0	x	0
Carjacking	0	4	0	3	x	5
Child Abuse/Assault	x	x	x	2	x	3
Civil Code Violation	1	5	0	1	x	0
Civil Rights Violation w/ Injury	0	1	0	0	x	0
Conspire to Commit Crime	3	8	2	4	3	6
Contempt of Court	0	3	0	2	x	2
Corporal Injury/Domestic Relations	3	9	3	4	1	x
Criminal Threat	57	37	20	3	34	18
Curfew	x	x	x	x	1	4
Defraud Innkeeper of \$950	4	3	0	0	x	1
Discharge Fireworks with Likelihood of Injury	x	x	x	2	x	x
Disobedience of Court Order	1	0	0	0	x	4
Disorderly Conduct	0	25	4	4	x	x
Disturbing the Peace	5	2	3	0	x	7
Distribute Private Images	x	x	4	0	1	3
Draw/Exhibit Imitation Firearm/Not a Firearm	x	x	x	x	11	0
Drug Related Charges	87	96	35	15	11	7
Education Code Violations	6	2	0	0	x	7
Electronically Distribute Harassing Material	1	0	0	0	x	0
Embezzlement	1	1	0	0	x	1
Engage/Solicit Lewd Conduct in Public Place	19	0	0	0	x	x
Endangerment	x	x	x	x	x	1
Evading a Peace Officer and/or Driving Reckless	x	x	3	13	7	20
Extortion	1	2	1	1	x	x
Fail to Obey Peace Officer	x	x	x	1	x	4
Fail To Present DI/Financial Responsibility Information	x	x	x	1	x	x
False Identity to a Peace Officer	0	4	1	3	1	4
False Imprisonment	2	0	0	0	x	x
False Report to a Peace Officer	0	2	2	1	1	6
Falsely Impersonate through Internet Website	1	0	0	0	x	x
Fight in a Public Place	x	x	1	0	1	2
Firearm/Weapons Related Charges	45	48	34	42	28	50
Forgery	0	1	2	0	3	0
Fraud Related Activity	0	4	0	0	x	1
Gambling	x	x	x	x	x	1
Give Tobacco/Smoking to Minor	x	x	x	x	1	x
Grand Theft (Over \$400) Charges	0	24	9	6	12	18
Harass by Telephone	3	1	0	0	x	0
Hit & Run (Property Damage)	x	x	4	1	1	3
Human Trafficking	x	x	x	x	x	1

Illegal Distribution of Electronic Identifying Information	x	x	4	1	x	4
Illegal Poss of Explosives/Fireworks	x	x	2	0	6	0
Illegal Possession of a False ID	0	3	0	0	x	0
Illegal Possession of Tear Gas	0	3	1	0	1	0
Illegal Speed Contest	x	x	x	x	5	3
Inhumane Tx/Torture/Kill Living Animal	0	4	0	0	2	0
Indecent Exposure	x	x	x	x	2	1
Injure/Remove Wireless Communication Device	1	0	0	0	x	x
Kidnapping	0	2	0	1	x	x
Lewd Act with Children Under 14/Aggravated Sexual Assault of Child Sex Penetration/Sex Penetration by Object by Force/Sodomy	33	21	14	14	14	6
Litter on Public/Private Property with 1 Prior	2	0	0	0	x	x
Lynching	0	2	0	0	x	x
Make Obscene/Threatening Phone Call	0	1	5	1	3	1
Make/Possess/Utter Fictitious Instruments	x	x	x	x	3	x
Municipal Code Violations	5	7	0	2	5	19
Obstruct/Resist Officer	0	5	0	2	x	x
Offensive Words	x	x	x	x	1	x
Oral Copulation	x	x	1	1	4	1
Participate in a Street Gang	0	3	0	1	x	x
Peeking in a Public Building/Inhabited Building	x	x	2	2	4	5
Petty Theft Related Charges	160	198	55	25	38	125
Promote Criminal Street Gang	x	x	x	0	x	0
Poisoning	0	1	0	0	x	0
Possess Bill/Note/Check (over \$950)	1	0	0	0	x	0
Possess Dangerous Fireworks	x	x	x	x	x	0
Possession of Illegal Substances	x	x	2	3	27	54
Possess Obscene Matter Depicting Minor	x	x	x	x	1	3
Property Theft Related Charges	28	17	3	5	35	3
Rape	x	x	x	x	1	x
Resisting Officer	60	50	20	26	33	56
Robbery/Attempted Robbery	17	33	10	18	15	12
Send/bring/Possess obscene matter	0	14	2	1	x	x
Sexual Battery	0	40	28	8	29	17
Shooting at Inhabited Building	x	x	x	x	1	x
Stalking/Follow Harass	0	1	0	0	1	0
Subordination of Perjury	0	1	0	0	x	x
Theft Related - Other	x	x	3	2	x	x
Threaten to Injure School/Public Employee	8	4	0	0	5	x
Trespass Related Charges	11	13	8	6	15	17
Unauthorized Computer Access or Fraud	1	1	0	0	x	x
Unauthorized Duplication of Keys to State Building	1	0	0	0	x	x
Unlawful 911 Call	x	x	x	x	1	x
Unlawful Remain after Told to Disperse	x	x	x	2	x	x
Unlawful Sexual Intercourse	9	10	4	1	6	6
Unlawful Damage of Wireless Device	x	x	x	x	1	x
Unlawful Discharge Of Fireworks W/O Permit	x	x	x	1	x	x
Unlawful Use Expired/Forged/Revoked Access Card	x	x	x	1	x	x
Vandalism/Destruction of Property	60	91	32	33	26	100
Vehicle Code Charges	66	95	20	20	27	39
Video Or Photograph Person In Undergarments	x	x	x	1	1	2
Weapon on School Grounds Related Charges	15	17	3	2	7	12
Willful Cruelty/Injury of a Child	0	3	0	0	0	0
Willfully Tamper with a Fire Equipment	0	2	0	0	0	1
Witness Tampering	x	x	1	0	0	x
Video/Photograph of Person inside a Room	x	x	1	1	1	x

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

3. School-based Probation

	2018 (Dec. Snapshot)	2019 (Dec. snapshot)	2020 (Oct. Snapshot)	2021 (Oct. Snapshot)	2022 (Oct. Snapshot)	2023 (Oct. Snapshot)
Number of Youth	1238	736	681	435	412	148
Number of Probation Officers	93 (65 funded by JJCPA)	46	43	41	41	21
Average Caseload	13.31	16	15	11	10	7
Number of Schools	111	71	75	72	82	54

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)
Active supervision	5098	4,412	3538	2286	1838	2197
- Hispanic	3035 (60%)	2643 (60%)	2140 (60%)	1326 (58%)	1111 (60%)	1346 (61%)
- Black	1571 (31%)	1342 (30%)	1074 (30%)	767 (34%)	537 (30%)	609 (28%)
- White	302 (6%)	257 (6%)	194 (5%)	111 (5%)	114 (6%)	145 (7%)
- API	36 (<1%)	30 (1%)	19 (1%)	14 (<1%)	21 (1%)	24 (1%)
- American Indian	7 (<1%)	2 (0%)	3 (<1%)	0	0	0
- Other	93 (2%)	88 (2%)	73 (2%)	43 (2%)	34 (2%)	39 (2%)
Unstated	54 (1%)	50 (1%)	35 (1%)	25 (1%)	21 (1%)	34 (1%)

	2018 (Oct. snapshot)	2019 (Dec. snapshot)	2020 (Oct. snapshot)	2021 (Oct. snapshot)	2022 (Oct. snapshot)	2023 (Oct. snapshot)
Camps	301	300	194	130	74	96
- Hispanic	181 (60%)	191 (63.7%)	123 (63.4%)	84 (65%)	45 (61%)	59 (62%)
- Black	107 (36%)	102 (34%)	56 (28.9%)	41 (32%)	24 (32%)	35 (36%)
- White	4 (2%)	4 (1.3%)	9 (4.6%)	2 (1%)	2 (3%)	1 (1%)
- API	2	0	0	1 (<1%)	0	0
- American Indian	0	0	0	0	0	0
- Other	4 (1%)	3 (1%)	6 (3.1%)	2 (1%)	3 (4%)	1 (1%)

	2018 (Oct. snapshot)	2020 (Jan. snapshot)	2020 (Oct. snapshot)	2021 (Oct. snapshot)	2022 (Oct. snapshot)	2023 (Oct. snapshot)
Halls	569	550	322	242	351	283
- Hispanic	319 (56%)	313 (56.9%)	208 (64.6%)	145 (60%)	221 (63%)	168 (59%)
- Black	218 (38%)	198 (36%)	101 (31.4%)	88 (36%)	109 (31%)	99 (35%)
- White	22 (4%)	31 (5.6%)	13 (4%)	7 (3%)	14 (4%)	13 (5%)
- API	2	1 (0.2%)	0	0	0	0
- American Indian	0	1 (0.2%)	0	0	0	0
- Other	5	6 (1.1%)	0	2 (1%)	6 (2%)	3 (1%)

	2018 (Dec. snapshot)	2019 (Dec. snapshot)	2020 (Oct. snapshot)	2021 (Oct. snapshot)	2022 (Oct. snapshot)	2023 (Oct. snapshot)
Active Supervision	5098	4,412	3538	2286	1838	2197
- Male	4047 (79%)	3,521 (80%)	2874 (81%)	1887 (83%)	1519 (83%)	1828 (83%)
- Female	1051 (21%)	891 (20%)	664 (19%)	399 (17%)	319 (17%)	369 (17%)

	2018 (Oct. snapshot)	2019 (Dec. snapshot)	2020 (Oct. snapshot)	2021 (Oct. snapshot)	2022 (Oct. snapshot)	2023 (Oct. snapshot)
Camps	301	300	194	130	74	96
- Male	252 (4%)	260 (87%)	165 (85.1%)	120 (92%)	71 (96%)	88 (92%)
- Female	49 (16%)	40 (13%)	29 (14.9%)	10 (8%)	3 (4%)	8 (8%)

	2018 (Oct. snapshot)	2020 (Jan. snapshot)	2020 (Oct. snapshot)	2021 (Oct. snapshot)	2022 (Oct. snapshot)	2023 (Oct. snapshot)
Halls	569	550	322	242	351	283
- Male	480 (64%)	465 (85%)	272 (84.5%)	218 (90%)	318 (90.6%)	260 (92%)
- Female	89 (16%)	85 (15%)	50 (15.5%)	24 (10%)	33 (9.4%)	23 (8%)

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

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

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

The CMJJP can be accessed at:

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

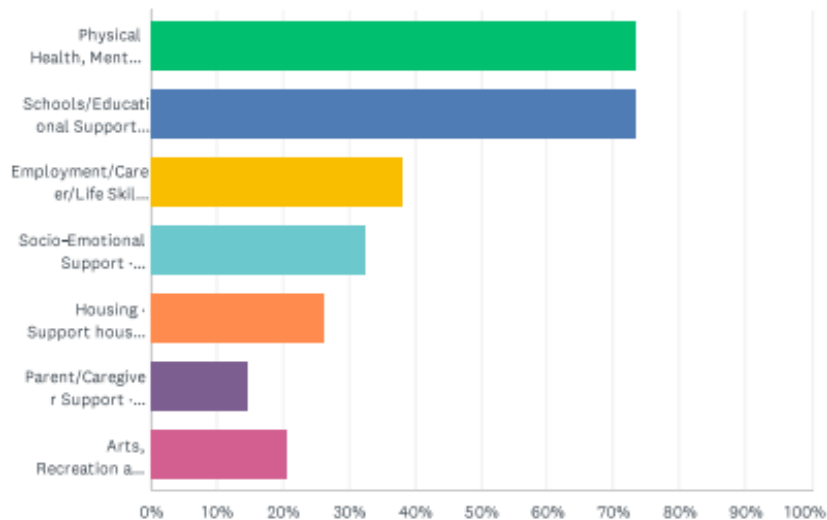
You will be asked about:

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

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

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

Answered: 34 Skipped: 0



Juvenile Justice Coordinating Council - Community Advisory Committee 2023 County of Los Angeles Youth Service Needs Assessment

ANSWER CHOICES	RESPONSES	
Physical Health, Mental Health, and Substance Abuse Treatment • Provide target youth populations with appropriate health, mental health, and substance abuse treatment that target their individual needs. Specifically, fund community-based, trauma informed behavioral health interventions and more community-based substance abuse treatment in neighborhoods with high density of youth on probation	73.53%	25
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	73.53%	25
Employment/Career/Life Skills • Increase focus on job development, including career readiness and professional skillbuilding, 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	38.24%	13
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	32.35%	11
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)	26.47%	9
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	14.71%	5
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	20.59%	7
Total Respondents: 34		

Q2 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, and/or what you feel is the greatest unmet need:Short answer, 500 character limit

Answered: 24 Skipped: 10

#	RESPONSES	DATE
1	Supporting educational initiatives for our incarcerated youth (Juveniles and older youth). This includes in school behavior health and Transition services. Housing for youth who can not be suitably placed and have no other place to go. Inpatient and out patient substance abuse.	10/2/2023 7:43 PM
2	Education support in and out of school. Job and career decision and planning. After school programs.	10/1/2023 4:48 PM
3	education helps create good job opportunities	10/1/2023 4:47 PM
4	programming that supports further education to allow youth opporutnities.	10/1/2023 7:52 AM
5	In school spportive services as well as work force exploration and opportunities and housing	9/8/2023 11:14 AM
6	I feel that youth in the County of Los Angeles who are at risk / are lacking motivation and support systems. In my experience, the youth who come to our facility do not like being at home, and speak of their parent's not caring about them at the least. I feel like they don't have people in their lives who want to see them succeed or who can show them different avenues to be successful. They do not have desires to graduate highschool, and don't believe they can ever go to college, even though California has made community college more accessible than ever. They are not receiving the information to help them to succeed from their teachers, and if they are, their day to day problems prevent them from applying it in a useful way.	8/22/2023 1:46 PM
7	All areas mentioned are important; however, our target youth have stressors and trauma that have greatly impacted their mental health and substance abuse.	8/10/2023 4:50 PM
8	Youth need free or low cost access to sports, extra curricular activities, employment training and these opportunities should be available within schools or within the local community to increase access. Youth have interests in joining programs but barriers include location, lack of transportation, high enrollment fees, space limits. Schools need improvement in tutoring, truancy and attendance support.	8/1/2023 10:18 AM
9	Afterschool programing , work incentives	7/31/2023 3:51 PM
10	The programing for mental health and substance abuse along with educational support and advocacy for youth and job resources is a great need for youth in LA county. Many youth do not have enough access to these services and the parents have limited resource to assist the youth in gaining access based on their lack of knowledge of the existing resources, advocacy skills, and the financial security to try and get the youth to these resources which are very scarce in these communities. Also, depending on where the schools and resources are located, due to past gang affiliation, some youth can not attend these services since they may become a target of other gangs and parents cannot always transport them to the services. Also, the type of jobs offered the youth need to be expanded (working with computers, culinary, machinery) where the youth would be able to make a decent living, with paid on the job training or apprenticeships. Some of these trainings should be incorporated into the local schools granting more access.	7/31/2023 11:53 AM
11	I think the programming most in need of funding is the Youth Justice Reimagined because even though the county is supposed to be committed to "care firs, and jail last" model, there's still more funding things that put jails first and care last.	7/31/2023 10:40 AM
12	A type of programming most need are programs who support the family as a whole. The reason behind of this need is because, once the child hits the adolescence stage. It's a constant battle between teen and parents. Parents needs assistance on how to approach their	7/31/2023 9:37 AM

Juvenile Justice Coordinating Council - Community Advisory Committee 2023 County of Los Angeles Youth Service Needs Assessment

teenager, On the same issue, teenagers needs to feel understand and not judge, At the adolescence stage most of them feel unwanted and judge especially for all adults, Programs that help both will help families stay strong, By creating, such support for parents and teenagers the y can have a better communication and family bounding that would prevent teenager to get in trouble.

13	if we keep kids busy they stay out of trouble. If we provide parents support, they can provide their children support, Mental health support is important as many of the children, youth and families have unresolved trauma due to many reasons which causes a domino effect,	7/28/2023 5:45 PM
14	mental health	7/27/2023 12:49 PM
15	Youth need to have the best quality education possible to become life-long learners and be able to compete in today's global economy. In order to acquire the necessary academic and social-emotional skills education needs to be funded adequately. At risk-youth need mental health services to learn healthy coping skills. Many are still impacted by the losses suffered during COVID19 shut downs, from losing a loved one, to missing out on important events such as graduation ceremonies and birthdays. Parents are still having a hard time coping with the fast-paced changes in our new "normal", therefore, we can rest assured that children and youth are still in need of support to learn how to cope with their pre-COVID and post-COVID challenges (financial, housing, access to healthcare, etc). Keeping in mind Maslow's hierarchy of needs, it is also crucial for our youth to have access to housing. Living on the streets will inevitably lead to contact with law enforcement, which impacts employment and educational opportunities (convictions exempt you from eligibility for educational grants for example, thus effectively reducing the chances of personal and professional growth).	7/26/2023 10:54 AM
16	Self esteem classes	7/25/2023 12:03 PM
17	Kids belong with their families, not in cages and not in other "suitable placement" facilities made up of paid staff who care more about a job than they do about the kids. A child should NEVER be in lock up longer because there is no where safe to house them. While our agency does not even work in housing, and it's not in our self interest, the NUMBER ONE thing we need to do is fix housing for kids. In most cases that means appropriate supports for their own family to be able to successfully keep that young person close and safe and on track. Investing in FAMILIES is the priority. And when the immediate and extended family really can't be there, then other forms of safe housing with as much supports as possible need to be created to keep our youth off of the streets and out of institutional facilities.	7/25/2023 9:59 AM
18	comprehensive approach that may involve programs such as: 1. Shelter and Housing Assistance: Establishing shelters, transitional housing, and supportive housing programs for homeless youth, 2. Outreach and Support Services: Creating outreach teams to connect with homeless youth and provide them with basic necessities, mental health services, and case management, 3. Education and Employment Programs: Offering educational support and job training to help homeless youth gain skills and secure stable employment, 4. Prevention and Early Intervention: Implementing programs to prevent homelessness among at-risk youth and intervene early to address underlying issues, 5. Family Reunification: Facilitating family reconciliation efforts when appropriate, to provide a stable environment for the youth, 6. Legal Support: Providing legal assistance to address any barriers or challenges homeless youth may face, 7. Youth-focused Health Services: Ensuring access to healthcare, including physical and mental health services, 8. Collaboration with Community Organizations: Partnering with local nonprofits, churches, and other organizations to extend support networks for homeless youth, 9. Youth Advisory Boards: Including homeless youth in decision-making processes to better understand their needs and perspectives, 10. Public Awareness and Advocacy: Raising awareness about youth homelessness and advocating for policy changes to address the issue effectively. Remember, a multi-faceted and collaborative effort is crucial to making a meaningful impact on youth homelessness in LA.	7/24/2023 5:40 PM
19	Have the youth able to be independent individuals with a well rounded skill set to become educated (provide opportunities for assistance if needed), seek gainful employment, and have the skills necessary to pursue healthy recreational pursuits,	7/8/2023 8:24 PM
20	Equity-centered wrap-around support for youth with complex needs and their families who are systems averse,	7/6/2023 11:48 AM
21	Kids that we see in the criminal juvenile justice system are often kids that just have no oversight, Parents are not active participants in their education and daily schedules, Parents are often busy working, afraid to discipline, missing in action, and or have their own mental	7/5/2023 2:59 PM

Juvenile Justice Coordinating Council - Community Advisory Committee 2023 County of Los Angeles Youth Service Needs Assessment

health and or substance abuse issues, Kids are left to their own devices with no guidance and no direction, Funding after school programming in the schools would make a huge difference to keep kids out of trouble, This could be sports, arts related, technology related, etc, Anything that gets kids involved in something other than standard schooling with zero extracurriculars. After school programming helps keeps kids too busy to get into trouble.

22	In my experience with the juvenile system, students have a serious lack of support when it comes to their overall wellbeing. I have heard about a rampancy of drugs behind the walls. I also believe a forward-looking, aspirational yet realistic model would serve the students, so they can best prepare for getting out and staying out,	7/5/2023 11:34 AM
23	mental health, education, and vocational training	7/5/2023 11:06 AM
24	Youth lack K-12 support. Need to help fill that gap	7/2/2023 2:43 PM

Q3 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 name of the program, organization, and/or area covered by the program: Short answer, 500 character limit

Answered: 20 Skipped: 14

#	RESPONSES	DATE
1	Transition services and Behavior support Counselors	10/2/2023 7:44 PM
2	I really liked talking with the probation officer at my school and he helped me a lot. I wish he could come back.	10/1/2023 4:49 PM
3	programs are needed that include chances to know options about education and trade schools,	10/1/2023 4:48 PM
4	any programming that includes tutoring, or allowing youth to be exposed to colleges and	10/1/2023 7:53 AM
5	Shields for Families, Brotherhood Crusade,	8/10/2023 4:51 PM
6	Students Run LA, Play LA, Inner City Arts,	8/1/2023 10:22 AM
7	There are a few but they are generally limited in scope such as offering construction, work at Parks, etc. such as -PV jobs and America's Job Center- Youth at Work. They sometimes focus on youth that have dropped out of school and offers summer jobs but we need more to work with youth that are still attending school and can work a few hours after school each day and on weekends.	7/31/2023 12:02 PM
8	The Los Angeles Youth Uprising is an anti-recidivism coalition that pushes for systemic change at the highest departmental level with the hope of moving LA county away from a system that punishes and incarcerates young people to a model that is committed to healing.	7/31/2023 10:46 AM
9	Yes, there are some programs that are doing those types of services. However, it should be supported more. The program MST is a multi systematic that give therapy to the parent with the purpose to give support to the parents,	7/31/2023 10:33 AM
10	None, that I can think of at this time. limited programs are available for older teens during the evenings/weekends, Summer & Winter breaks.	7/28/2023 5:46 PM
11	School Districts have existing mental health services and case management services in need of support and expanded collaborative networks. Some of the health and human services staff, and support staff (such as Pupil Services and Attendance, Psychiatric Social Workers, School-based clinics, Wellness Centers, and academic counselors) at school sites are already reaching out to and working with at-risk youth to alleviate some of the challenges keeping students and their caregivers in the bottom level of Maslow's hierarchy (basic needs, housing, food, healthcare, education). Local healthcare providers need training to identify at-risk youth and to learn about local resources and how to connect youth and caregivers to resources to support their needs.	7/26/2023 1:54 PM
12	Unsure	7/25/2023 12:03 PM
13	I'm not sure...what does the research say about programs like Boys Town? Are they getting positive behavior changes and keeping kids safe? There are so many bad group homes that just call police on kids constantly. We need safe and supportive housing.	7/25/2023 10:00 AM
14	1. Transitional Housing Programs: Strengthening and expanding transitional housing options for homeless youth, providing a safe environment while they work towards long-term stability. 2. Wraparound Support Services: Bolstering support services that offer comprehensive assistance, including mental health counseling, substance abuse treatment, and life skills training. 3. Employment Training and Internship Opportunities: Increasing access to job training programs and partnering with local businesses to provide internships and job opportunities for homeless youth. 4. Education Support Programs: Expanding educational	7/24/2023 5:41 PM

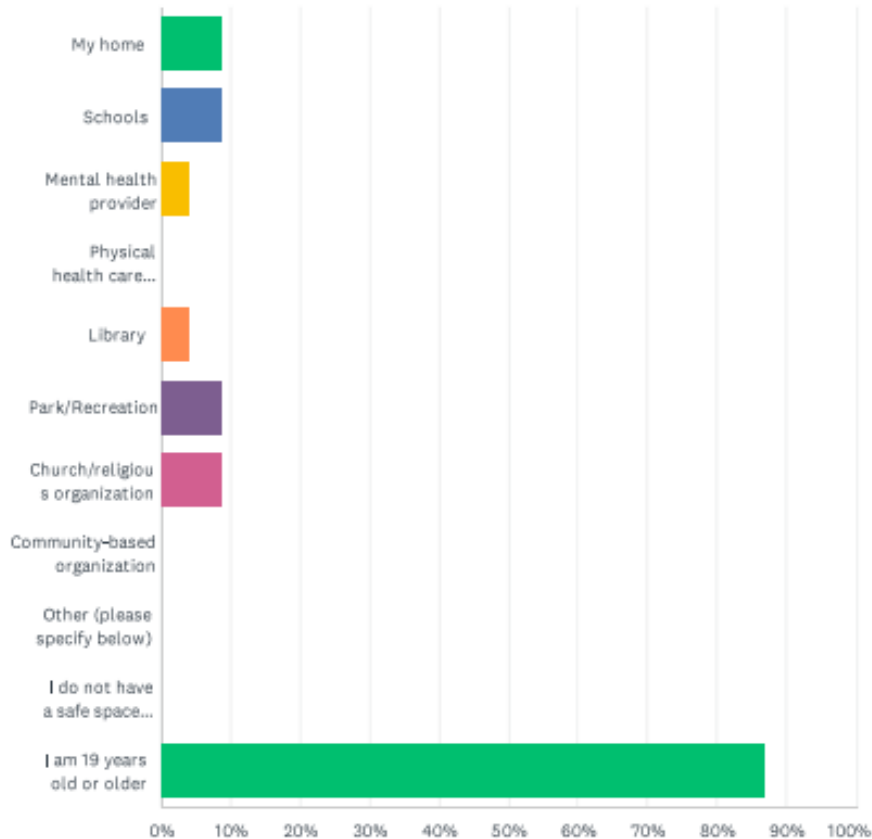
Juvenile Justice Coordinating Council - Community Advisory Committee 2023 County of Los Angeles Youth Service Needs Assessment

support services, such as tutoring, scholarships, and resources to help homeless youth stay in school and pursue higher education, 5, Homeless Prevention Programs: Investing in prevention efforts that identify at-risk youth early and provide them with resources and support to prevent homelessness, 6, Housing Voucher Programs: Increasing the availability of housing vouchers to help homeless youth secure stable housing in the private rental market, 7, Mobile Outreach Teams: Strengthening mobile outreach teams to reach more homeless youth on the streets and connect them with services, 8, LGBTQ+ Youth-Specific Support: Tailoring programs to address the unique challenges faced by LGBTQ+ homeless youth, including safe spaces and specialized services, 9, Foster Care and Juvenile Justice System Support: Improving coordination between the foster care and juvenile justice systems to prevent youth from falling into homelessness upon leaving these systems, 10, Data and Research: Investing in data collection and research to better understand the factors contributing to youth homelessness and to inform evidence-based solutions, By reinforcing and expanding these programs, LA can make progress in addressing the root causes of youth homelessness and providing necessary support to vulnerable young individuals in the community.

15	Yes, the Job Center of America assists youth with employment, Perhaps provide them with more training on what to expect with a job so they are better prepared.	7/8/2023 8:25 PM
16	Only one.	7/6/2023 11:49 AM
17	Many schools throughout LAUSD offer after school programming that keep kids busy and off the streets in the afternoons, such as: Orchestra, theater programming, dance, cheer, computer coding classes, cooking classes, chess, etc.	7/5/2023 3:01 PM
18	I am unaware of any programs that serve the youth in the ways I believe they are best needing to be served, Our program, The Advot Project, provides artistic, social, emotional support for the students, We are currently serving in the halls and camps.	7/5/2023 11:38 AM
19	Yes, more free afterschool programs, such as the ones provided by SBCC and El Santo Nino Community Center	7/5/2023 11:07 AM
20	Need more	7/2/2023 2:43 PM

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

Answered: 23 Skipped: 11



Juvenile Justice Coordinating Council - Community Advisory Committee 2023 County of Los Angeles Youth Service Needs Assessment

ANSWER CHOICES		RESPONSES
My home	8.70%	2
Schools	8.70%	2
Mental health provider	4.35%	1
Physical health care provider	0.00%	0
Library	4.35%	1
Park/Recreation	8.70%	2
Church/religious organization	8.70%	2
Community-based organization	0.00%	0
Other (please specify below)	0.00%	0
I do not have a safe space to access services	0.00%	0
I am 19 years old or older	86.96%	20
Total Respondents: 23		
#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

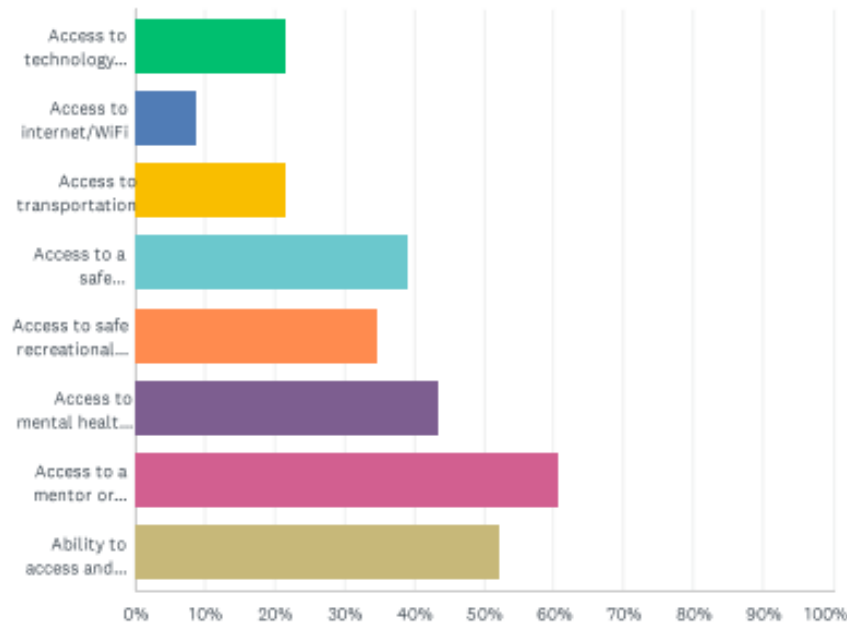
Q5 You said that you feel most safe and comfortable receiving services in a community-based organization, please specify.

Answered: 0 Skipped: 34

#	RESPONSES	DATE
	There are no responses.	

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

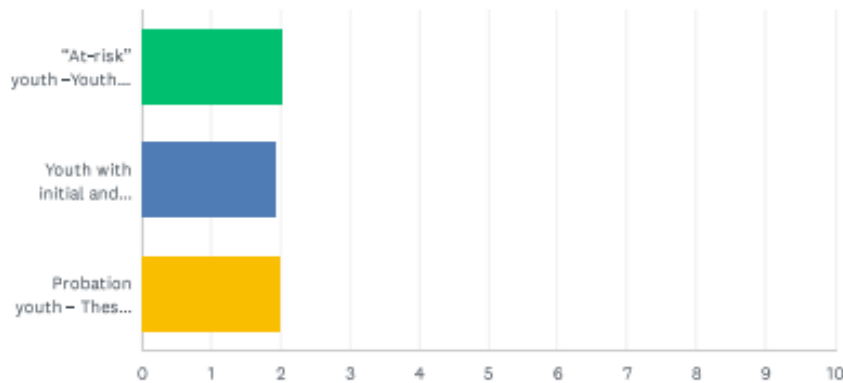
Answered: 23 Skipped: 11



ANSWER CHOICES	RESPONSES	
Access to technology (e.g. computer or phone)	21.74%	5
Access to internet/WiFi	8.70%	2
Access to transportation	21.74%	5
Access to a safe educational space to learn and do homework	39.13%	9
Access to safe recreational spaces	34.78%	8
Access to mental health services	43.48%	10
Access to a mentor or caring adult	60.87%	14
Ability to access and navigate government and community-based services	52.17%	12
Total Respondents: 23		

Q7 Which category of youth do you feel are in most need of services?
Please rank the categories below by which group of youth you feel is most in need of the services. 1=highest need, 2=second highest need, 3=third highest need Expanded definitions of these categories can be found on pages 19-20 of the CMJJP.

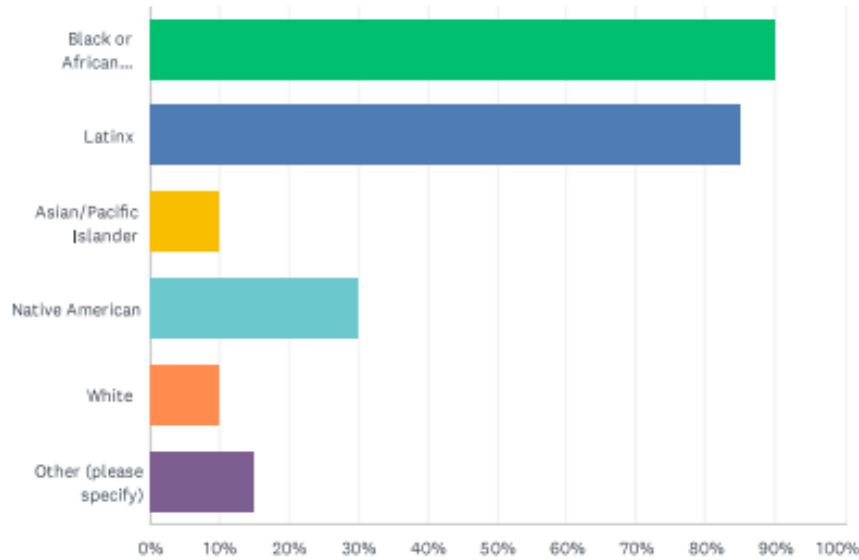
Answered: 22 Skipped: 12



	1	2	3	TOTAL	SCORE
"At-risk" youth —Youth who have not yet had contact with the juvenile justice-system but who face an array of internal and/or external circumstances which make it likely they will have future contact with the system. Primary prevention programming.	31.82% 7	40.91% 9	27.27% 6	22	2.05
Youth with initial and early contacts with law enforcement — Youth who have had initial and early contacts with law enforcement, These youth need greater upfront support, such as services accessed through pre-arrest diversion programs, Focused prevention programming.	27.27% 6	40.91% 9	31.82% 7	22	1.95
Probation youth — These youth have been sentenced to community supervision or detention in a juvenile hall or camp. Intervention programming.	40.91% 9	18.18% 4	40.91% 9	22	2.00

Q8 Racial/Ethnic Identities:

Answered: 20 Skipped: 14



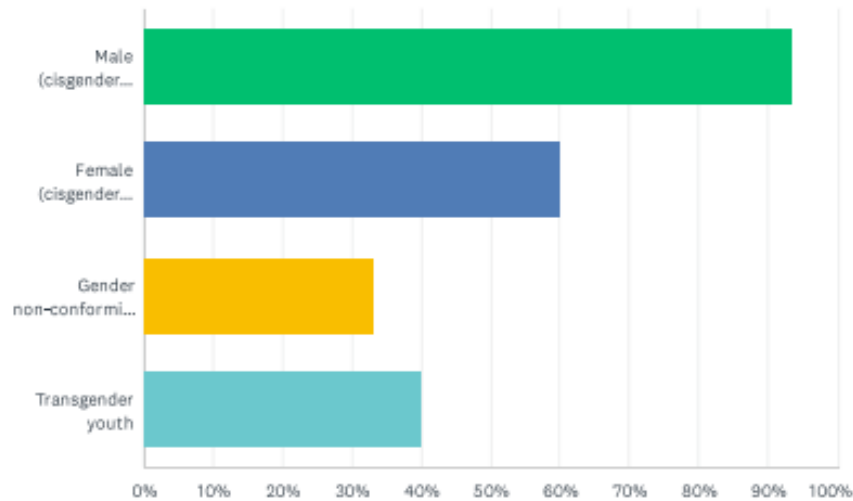
ANSWER CHOICES	RESPONSES	
Black or African American	90.00%	18
Latinx	85.00%	17
Asian/Pacific Islander	10.00%	2
Native American	30.00%	6
White	10.00%	2
Other (please specify)	15.00%	3
Total Respondents: 20		

#	OTHER (PLEASE SPECIFY)	DATE
1	we shold all have the same care	10/1/2023 4:52 PM
2	Any & all youth	7/8/2023 8:28 PM
3	All the unrecognized ethnicities and biracial/bicultural youth	7/6/2023 12:00 PM

Juvenile Justice Coordinating Council - Community Advisory Committee 2023 County of Los Angeles Youth Service Needs Assessment

Q9 Gender:

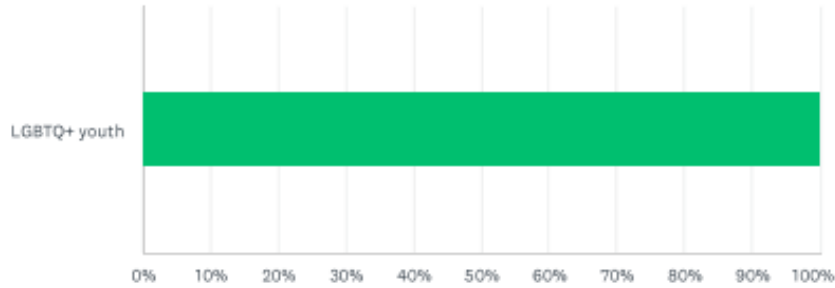
Answered: 15 Skipped: 19



ANSWER CHOICES	RESPONSES	
Male (cisgender male)	93.33%	14
Female (cisgender female)	60.00%	9
Gender non-conforming and/or two-spirit	33.33%	5
Transgender youth	40.00%	6
Total Respondents: 15		

Q10 Sexual Orientation:

Answered: 8 Skipped: 26

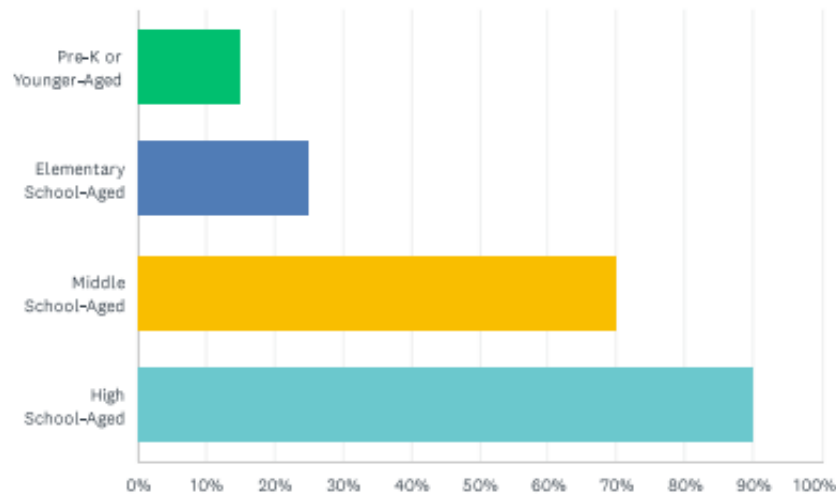


ANSWER CHOICES	RESPONSES
LGBTQ+ youth	100.00% 8
Total Respondents: 8	

Juvenile Justice Coordinating Council - Community Advisory Committee 2023 County of Los Angeles Youth Service Needs Assessment

Q11 Age Groups:

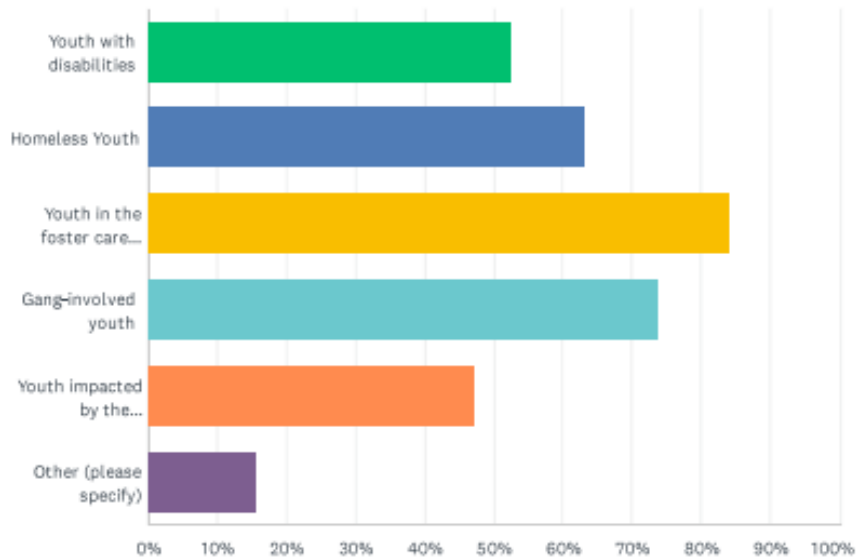
Answered: 20 Skipped: 14



ANSWER CHOICES	RESPONSES	
Pre-K or Younger-Aged	15.00%	3
Elementary School-Aged	25.00%	5
Middle School-Aged	70.00%	14
High School-Aged	90.00%	18
Total Respondents: 20		

Q12 Additional challenges:

Answered: 19 Skipped: 15



ANSWER CHOICES	RESPONSES	
Youth with disabilities	52.63%	10
Homeless Youth	63.16%	12
Youth in the foster care system	84.21%	16
Gang-involved youth	73.68%	14
Youth impacted by the immigration system	47.37%	9
Other (please specify)	15.79%	3
Total Respondents: 19		

#	OTHER (PLEASE SPECIFY)	DATE
1	all of us	10/1/2023 4:52 PM
2	Recent arrivals from other countries.	7/26/2023 1:57 PM
3	Youth whose families have had DCFS referrals but are not receiving services	7/6/2023 12:00 PM

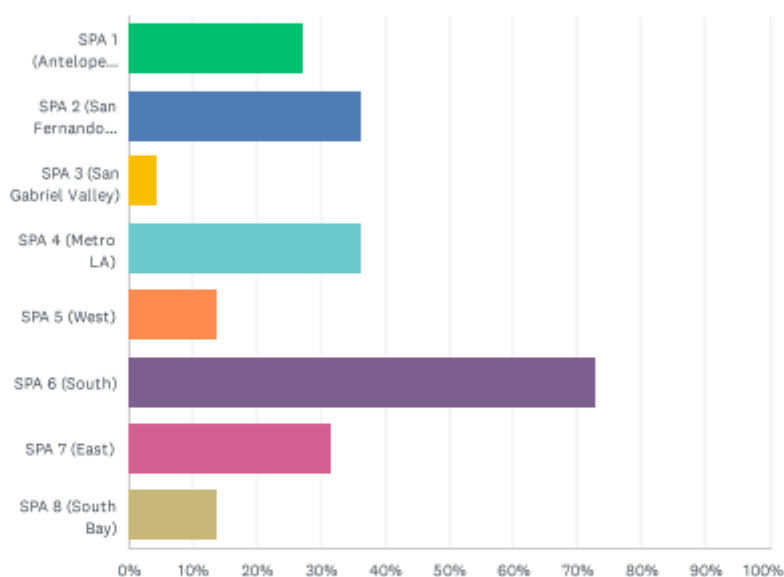
Q13 Would you like to further clarify what group you feel is most in need of the services listed above? Short answer, 300 character limit

Answered: 9 Skipped: 25

#	RESPONSES	DATE
1	any one having trouble in school	10/1/2023 4:52 PM
2	Homeless youth	8/10/2023 4:55 PM
3	Youth whose parents are not willing to support them due to severity of behaviors and want social systems to take over which would include gang involved youth and in the foster care system,	8/1/2023 10:27 AM
4	The gang involved youth and the youth with disabilities appear to be the youth that are most often overlooked for services due to fear and or stereo-types of the providers	7/31/2023 12:16 PM
5	Lack love	7/25/2023 12:05 PM
6	To be clear, services should be community based and directly serving those that would otherwise be at highest risk of being locked up, so we can get them help without their having to touch the justice system,	7/25/2023 10:03 AM
7	The health and welfare of our children is a clear indication of our society and its goals,	7/24/2023 5:44 PM
8	Youth with "special health care needs" inclusive of youth experiencing emotional, mental health, physical, and developmental disabilities in all demographic categories.	7/6/2023 12:00 PM
9	No	7/5/2023 11:40 AM

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

Answered: 22 Skipped: 12

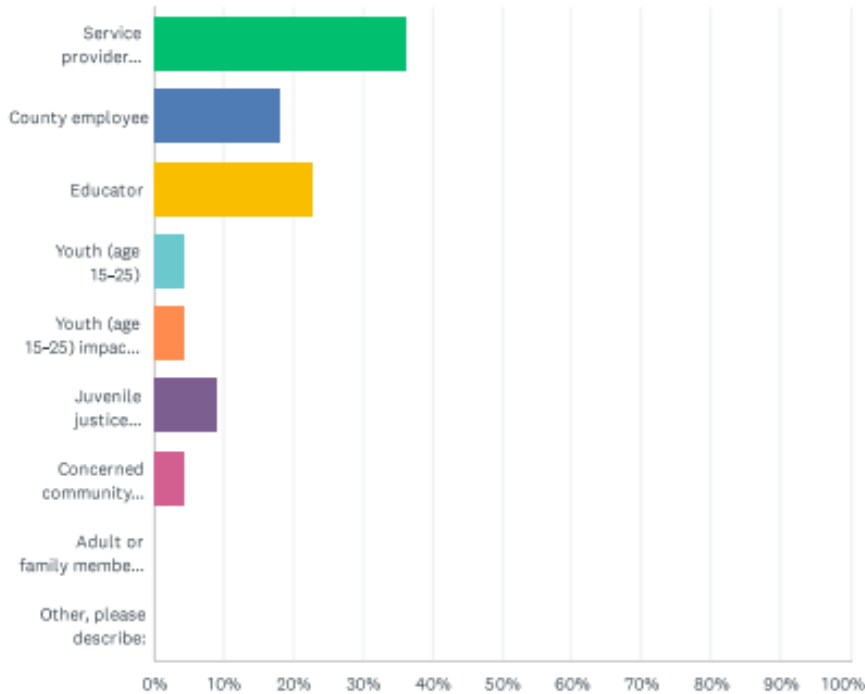


Juvenile Justice Coordinating Council - Community Advisory Committee 2023 County of Los Angeles Youth Service Needs Assessment

ANSWER CHOICES	RESPONSES	
SPA 1 (Antelope Valley)	27.27%	6
SPA 2 (San Fernando Valley)	36.36%	8
SPA 3 (San Gabriel Valley)	4.55%	1
SPA 4 (Metro LA)	36.36%	8
SPA 5 (West)	13.64%	3
SPA 6 (South)	72.73%	16
SPA 7 (East)	31.82%	7
SPA 8 (South Bay)	13.64%	3
Total Respondents: 22		

Q15 What best describes you? What best describes you?

Answered: 22 Skipped: 12



ANSWER CHOICES		RESPONSES	
Service provider working directly with youth		36.36%	8
County employee		18.18%	4
Educator		22.73%	5
Youth (age 15-25)		4.55%	1
Youth (age 15-25) impacted by the justice system		4.55%	1
Juvenile justice advocate		9.09%	2
Concerned community member		4.55%	1
Adult or family member impacted by the justice system		0.00%	0
Other, please describe:		0.00%	0
TOTAL			22

#	OTHER, PLEASE DESCRIBE:	DATE
There are no responses.		

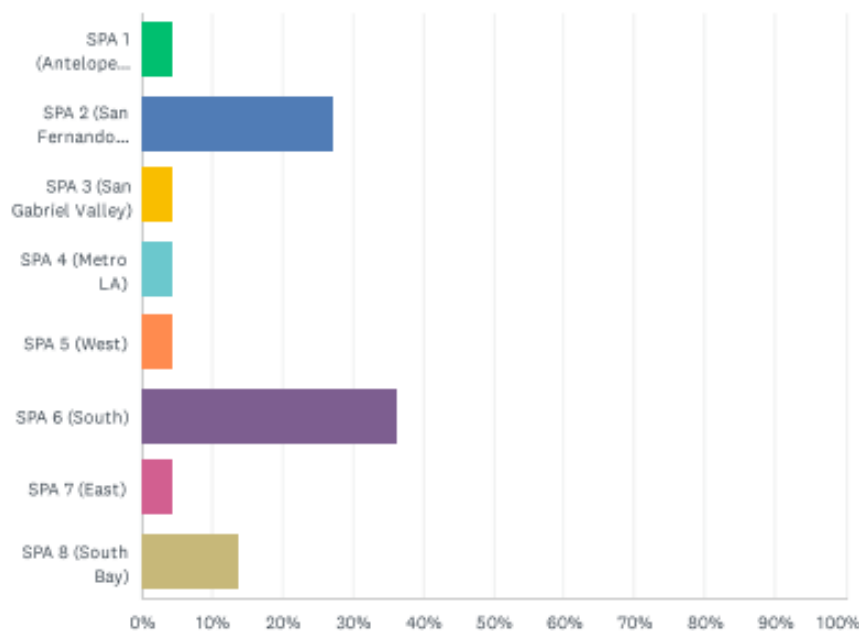
Q16 If applicable, please name the agency, department or organization that you work with, or please briefly describe it:Short answer, 300 character limit If applicable, please name the agency, department or organization that you work with, or please briefly describe it:

Answered: 13 Skipped: 21

#	RESPONSES	DATE
1	I liked working with the probation officer that was at my school.	10/1/2023 4:52 PM
2	Shields for Families	8/10/2023 4:57 PM
3	Shields for Families - Behavioral Health - Family Services : The family services program provides two evidence-based programs to youth who are referred by DCFS, schools, and probation. These EBP's are MST and FFT.	8/1/2023 10:31 AM
4	A community based organization working with in the SPA 6 area of Los Angeles County. My agency provides behavioral health services for families with at-risk and probation youth.	7/31/2023 12:22 PM
5	Shield for Families, Multisystemic therapy program,	7/31/2023 10:52 AM
6	I currently work for Shields for families. In the department of BHT in the programs of MST.	7/31/2023 10:41 AM
7	Shields for Families, Inc - we provide so many services to the community: adult mental health services, children mental health services, substance abuse counseling, case management, psychiatric etc the list goes on and on	7/28/2023 5:50 PM
8	School District	7/26/2023 1:58 PM
9	Dpss	7/25/2023 12:06 PM
10	Chris Baker The Advot Project Visionary Trainer	7/24/2023 5:45 PM
11	LA County Parks & Recreation	7/8/2023 8:29 PM
12	LA County Public Defender	7/5/2023 3:08 PM
13	The Advot Project creates possibility by using art-based curriculums to teach communication and relationship skills. Empowering participants to find their voice and use it. Through our work, we will empower a generation of youth who knows their voices matter and that they are worthy to create equality and equity, that will change the systems that affect them,	7/5/2023 11:41 AM

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

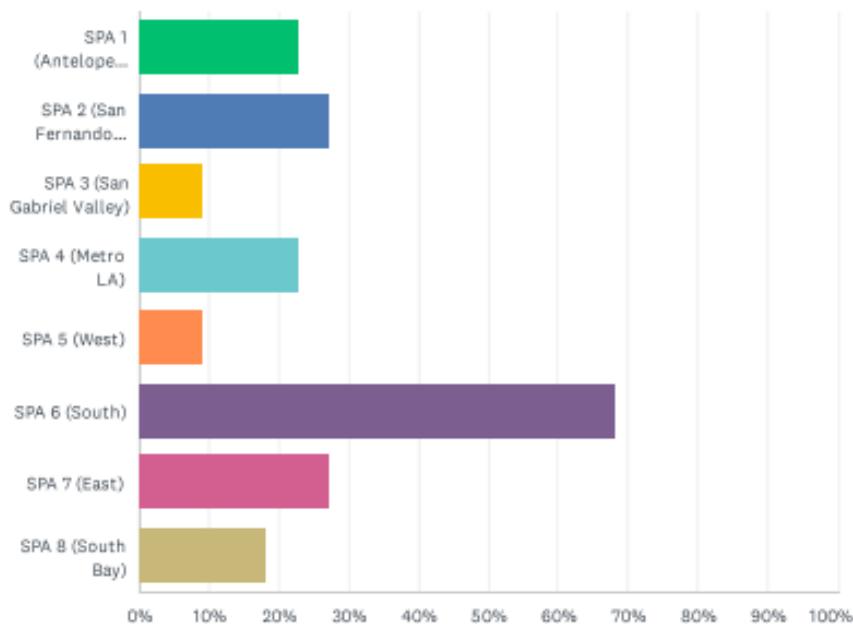
Answered: 22 Skipped: 12



ANSWER CHOICES	RESPONSES	
SPA 1 (Antelope Valley)	4,55%	1
SPA 2 (San Fernando Valley)	27,27%	6
SPA 3 (San Gabriel Valley)	4,55%	1
SPA 4 (Metro LA)	4,55%	1
SPA 5 (West)	4,55%	1
SPA 6 (South)	36,36%	8
SPA 7 (East)	4,55%	1
SPA 8 (South Bay)	13,64%	3
TOTAL		22

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

Answered: 22 Skipped: 12



ANSWER CHOICES	RESPONSES	
SPA 1 (Antelope Valley)	22.73%	5
SPA 2 (San Fernando Valley)	27.27%	6
SPA 3 (San Gabriel Valley)	9.09%	2
SPA 4 (Metro LA)	22.73%	5
SPA 5 (West)	9.09%	2
SPA 6 (South)	68.18%	15
SPA 7 (East)	27.27%	6
SPA 8 (South Bay)	18.18%	4
Total Respondents: 22		

Q19 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
Is there anything else you would like us to know about yourself or the project or program you have described?

Answered: 7 Skipped: 27

#	RESPONSES	DATE
1	No.	8/10/2023 4:58 PM
2	I live, work, and serve people within my community. I see the need for sports, extra curricular activities, tutoring, transportation, arts and crafts, etc. that can serve as protective factors to outweigh the violence and crime (risk factors) in the community.	8/1/2023 10:34 AM
3	no	7/31/2023 12:26 PM
4	This survey should be extended to faith-based leaders and parent grassroots groups in LA County.	7/26/2023 1:59 PM
5	Willing to help	7/25/2023 12:06 PM
6	Nope	7/24/2023 5:46 PM
7	No	7/5/2023 11:41 AM

Juvenile Justice Coordinating Council - Community Advisory Committee 2023 County of Los Angeles Youth Service Needs Assessment

Q20 If you would like us to have the ability to contact you with any additional questions, please provide your name, email, and phone number below: Short answer, 300 character limit

Answered: 7 Skipped: 27

#	RESPONSES	DATE
1	Deborah Robinson drobinson@shieldsforfamilies.org 310-422-9080	8/10/2023 4:59 PM
2	No, thank you.	8/1/2023 10:34 AM
3	Erika Rizo erizo@shieldsforfamilies.org 3235583609	7/31/2023 10:43 AM
4	323-243-0268	7/26/2023 1:59 PM
5	Ms. K. Miles Kellyemiles@dpss.lacounty.gov 3237886202	7/25/2023 12:08 PM
6	Chris@theadvotproject.org	7/24/2023 5:47 PM
7	Annie Kee annie@theadvotproject.org	7/5/2023 11:41 AM

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 FY 2024-2025 County of Los Angeles CMJJP

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.

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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.

(2024-2025) ANNUAL PLAN

Date: 4/24/2024

County Name: Los Angeles

Contact Name: Sharon Harada

Telephone Number: 562 940-2506

E-mail Address: **Sharon.harada@probation.lacounty.gov**

Instructions:

Government Code Section 30061(b)(4) and Welfare and Institution 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 following is a standardized template for a consolidated county plan. If you find it helpful to use this template, please do so. Each field must be completed before submitting your plan to the BSCC. If you have nothing to report for a field, please indicate 'N/A'. At the end of the template please press the 'Submit' button to be recorded with the BSCC. Your work will be saved each time you log in, if you need to make any edits.

Your Submission will be posted, as submitted, to the BSCC website. Sharon.harada@probation.lacounty.gov

If you have any questions on completing your annual plan, or wish to use your own plan, please email:

JJCPA-YOBG@bscc.ca.gov

Juvenile Justice Plan

Part I. Countywide Service Needs, Priorities and Strategy

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

Part II. Juvenile Justice Crime Prevention Act (JJCPA)

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

Part III. Youthful Offender Block Grant (YOBG)

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

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

A. Assessment of Existing Services

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

Since its inception, the County's 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 pass through 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

*OCP prevention plan.

relationships in turn create trusting environments that encourage parents to disclose family needs and access appropriate services earlier, as family stressors occur.*

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.**
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

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

- Communities in Schools of the SanFernando
- 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 CommunityCenter
- 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 ValleyConservation 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 BoardCity of LA
- Youth Advocate Programs, Inc.
- Youth Incentive Programs, Inc.
- Youth Policy Institute

Describe what approach will be used to facilitate collaboration among 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* (March 2020)
- Los Angeles County: Youth Justice Reimagined, W. Hayward Burns Institute (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)

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.

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 the CMJJP.
2. Projects, which are temporary endeavors undertaken to create a unique product, service, or result in support of a strategic goal. Projects are considered based upon the CMJJP Mission and the Growth Funded Goals and Guiding Principles, which may be found *Section IV., Mission and Guiding Principles*, on pages 21-22 of the CMJJP.

The Fiscal Year 2023-2024 CMJJP may be found in its entirety at: [FY 2024-25 CMJJP Ad-Hoc Subcommittee \(adopted 11-17-23\) Final- \(Adopted by JJCC 1-25-24\)](#)

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-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?” *See Appendix C for a list of Sample, Existing, Relevant Programs, Services and Initiatives.

[FY 2024-25 CMJJP Ad-Hoc Subcommittee \(adopted 11-17-23\) Final- \(Adopted by JJCC 1-25-24\)](#)

i. At-Promise Youth (See Appendix D for At-Promise Youth Demographic Data)

	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 SESdisadvantaged 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)

Identifying at-promise youth is not a straightforward process, as the definition is expansive and there are limited data sources available that provide information about relevant risk factors. Some potential

indicators are more widely available, such as those related to poverty and suspensions. Others are difficult to estimate at the population level, such as family violence, parental psychopathology, and association with deviant peers. Moreover, available data come from a variety of sources, which use different methods and have different operational definitions of some constructs (e.g., poverty), making it difficult to synthesize estimates while accounting for duplicates (as some youth are likely to be identified as “at-risk” based on multiple indicators). However, estimates based on available data provide some guidepost as to the size of this population, which in turn helps to inform funding levels across categories (i.e., prevention, intervention).

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

	2012	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.cjci.org/news/11883>).

iii. Probation Youth (See Appendix E for Probation Youth Demographic Data)

[FY 2024-25 CMJJP Ad-Hoc Subcommittee \(adopted 11-17-23\) Final- \(Adopted by JJCC 1-25-24\)](#)

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)
Active Supervision	5,098	4,412	3,538	2,281	1838	2197
Supervision Dispositions						
• 654	448	306	125	68	195	234
• 654.2	247	169	145	95	93	182
• 725(a)	299	285	222	143	141	197
• 727(a)	1	0	0	0	0	0
• 790	277	246	197	108	56	79
• Home on Probation	2162	1992	1,746	1029	707	871
• Suitable Placement	646	631	435	301	214	203
• DJJ/SYTF Transition	61	60	35	56	37	88
• Bench Warrant	760	607	549	423	314	296
• Out-of-State/ Courtesy Supervision/ Intercounty Transfer to Los Angeles	25	23	11	52	20	47

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)*
Intercounty Transfer to LA	79	67	56	39	46	*
Pending	118	26	17	6	15	
Juvenile Halls	538	550	325	248	351	290**
-On psychotropic meds	149 (27.7%)	160 (29.1%)	132 (40.6%)	99 (38.9%)	165 (47.0%)	134 (46.2%)**
Camps	259	300	133	79	88	104**
-On psychotropic meds	93 (35.9%)	124 (41.33%)	72 (54.1%)	50 (63.3%)	36 (40.9%)	42 (40.38%)**
Dorothy Kirby Center	48	53	58	50	40	55**
-On psychotropic meds	37 (77%)	42 (79.25%)	46 (79.3%)	43 (86.0%)	27 (67.5%)	34 (61.82)**

* Chart- See above regarding Intercounty Transfer

**Chart - Information included in BSCC Application

*The number of youth on out-of-state/courtesy supervision also declined substantially 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 zip codes:

2023

- 90044 Athens City (City of LA)
- 93535 Lancaster/Quartz Hill
- 90003 South Central (City of LA)
- 90011 South Central (City of LA)
- 93550 Palmdale

2022

- 93535 Lancaster/Quartz Hill
- 90044 Athens (City of LA)
- 90003 South Central (City of LA)
- 90037 South Central (City of LA)
- 90011 South Central (City of LA)

2021

- 93535 Lancaster/Quartz Hill
- 90044 Athens (City of LA)
- 90003 South Central (City of LA)
- 90037 South Central (City of LA)
- 93550 Palmdale

2020

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

2019

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

For heatmap/graphical representation of the youth on probation in Los Angeles County please see Pg. 40 of the Fiscal Year 2024-25 CMJJP:

[FY 2024-25 CMJJP Ad-Hoc Subcommittee \(adopted 11-17-23\) Final- \(Adopted by JJCC 1-25-24\)](#)

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 implementation a system of swift, certain, and graduated responses for a-risk youth and juvenile offenders.

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

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

a. Youth Development and Empowerment

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

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

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

*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.

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.

a. 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*** – 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 family and large family size. Peer-related risk factors include of association with deviant family and large family size. Peer-related risk factors include of association

* 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.”

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.**

- **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

- **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).

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

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. *

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

c. Continuum-Based Funding Strategies

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

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

*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 directed to youth at risk of becoming delinquent to prevent them from entering the juvenile justice system or to intervene with first-time and non-serious offenders to keep them out of the juvenile justice system.. This program area excludes programs targeted at youth already adjudicated delinquent, on probation, and in corrections.: - Intervention:" Programs or services that are intended to disrupt the delinquency process and prevent a youth from penetrating further into the juvenile justice system.:

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

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

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

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

d. 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.

* 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, 3.13.17

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/Education 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
-

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

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

System Level

Refer to the CMJJP Guiding Principles

Service Provider Level

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

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 undersupervision
- 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 caseplan 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
- 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

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
- Sustained Petitions

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 implementation a system of swift, certain, and graduated responses for a-risk youth and juvenile offenders.

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 2024-2025 CMJJP that was adopted by the JJCC during the January 25, 2024, JJCC Meeting.

FY 2024-2025 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 Ad-Hoc Subcommittee's Report remains true as we continue with youth justice reimagined and the introduction of the new Youth Development Department. This, with priorities from the Board, such as the "Anti-Racism, Diversity & Inclusion (ARDI) (articulates an anti-racist agenda that will guide, govern and increase the County's ongoing commitment to fighting racism in all its dimensions), the "Better Reaching the 95%" (for individuals who have substance use disorders), the implementation of the Countywide Cultural Policy (that provides direction and guidelines for how the County and its Departments will ensure that every resident has meaningful access to arts and culture), Youth@Work "Reinvesting in Our Youth" (supports youth ages 16 to 24 in gaining work experience and employment as part of healing and recovery from COVID-19), continues to inform the funding recommendations of the Ad-Hoc Subcommittee.

Additionally, the Ad-Hoc Subcommittee continues to enhance the JJCPA funding request proposal and evaluation process to reflect the evolving landscape of juvenile justice programming, while creating a more defined process in reporting justice outcomes among service providers across the continuum. It is very important to the Ad-Hoc Subcommittee to ensure the processes for review of carryover funds is continuously improved to further assist with making informed funding recommendations to the JJCC. Additionally, the Ad-Hoc Subcommittee worked with several agencies to reimagine the implementation of their interventions and service delivery models to evolve juvenile justice initiatives to meet the needs of today's youth, families, and communities.

As a continued part of the process, the Ad-Hoc Subcommittee reviewed prior Fiscal Year (FY) expenditures, carryover history and impacts from the COVID-19 pandemic and considered program implementation/service delivery methods since 2019-2020. Current FY estimated expenditures and the addition of new programs/services was carefully deliberated upon considering shifting and emerging needs of youth, families, and communities. While this review created a more protracted timeline, these highlights capture the depth of work performed by the Ad-Hoc Subcommittee. which built upon previous years' work and demonstrates a commitment to continuous improvement in administering this program.

The Ad-Hoc Subcommittee was intentional in continuing to support funding recommendations for the Public Private Partnerships (which includes Fiscal Intermediary Services and Capacity Building). This was further supported by the incorporation of the Department of Youth Development's (DYD's) leadership and oversight of at-promise youth data collection determination, process for submission and evaluation of these, and other at-promise youth related JJCPA funded programs.

Finally, last year the Ad-Hoc Subcommittee included an opening statement in the CMJJP that underscores "WHY" the Ad-Hoc Subcommittee begins with reviewing this document annually. The CMJJP guides the overall process for making funding recommendations. The focus of this work continues to keep LA County youth at the center, and in the forefront of all our collaborations to build and sustain a continuum of care services model to foster positive youth development. The Ad-Hoc Subcommittee took great care in updating the FY 2024-25 CMJJP to inform funding recommendations, while also setting the direction for future improvements, which is described in the co-chairs annual final report

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 reimaged 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 carryover balances. The Ad-Hoc Subcommittee deliberated extensively on how to manage carryover balances with new funding requests 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 reimaged to address the developmental needs for youth. The work to update the CMJJP continues to strengthen the continuum of care. Below includes information regarding significant updates for FY 2024-25 CMJJP.

Funding Review and Allocation Process

- Revised the 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 proposal scores.
- Applied the new youth development frameworks outlined in the CMJJP to proposal review, which informed funding considerations.
- A new level of review was created this year to enhance Ad-Hoc Subcommittee members' processes in the review and evaluation of 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. Last year carryover was reviewed, and some funding requests be granted to retain carryover amounts, rather than recommending the addition of new funding. Because some carryover balances are persisting, it was determined that additional review FY 2024-2025 County of Los Angeles Page 14 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.

More importantly, meetings coordinated with organizations/departments with large carryover balances to obtain their potential plan to spend down carryover amounts. The engagement with these organizations/departments provided, the Ad-Hoc Subcommittee members with the opportunity to ask direct questions. It was determined to be a successful process that included agencies who were willing to return some unspent funds. This process will continue as it provided an opportunity for the Ad-Hoc Subcommittee members to engage with the agencies far beyond reviewing their submissions and pursuing back-and-forth emails, which did not get at the root cause. This engagement occurred prior to deliberations, and the information was utilized by the Ad-Hoc Subcommittee in their recommendations for FY 2024-25.

Updates to the CMJJP

- Met with the JJCPA Evaluator RAND in evaluation and applied Gap Analysis findings to update the CMJJP.
- Aligned the proposal with the evaluation form to strengthen the proposal review and evaluation, which encouraged more depth review and discussions among the Ad-Hoc Subcommittee.
- Continued to monitor and document the shifting context of Juvenile Justice and actively engaged in discussion with other Departments on best practices.
- Continued with the bifurcated process of the CMJJP update in Spring 2023 and followed-up with additional work to the CMMJP in the Fall of 2023.
- The Ad-Hoc Subcommittee met with Chief Executive Office's Anti-Racism, Diversity, and Inclusion (ARDI) Executive Director. The funding recommendations include a first-year allocation amount to begin to explore working in collaboration with ARDI to determine parameters and set up a new way of analyzing data.
- Enhanced Step 1 by adding to the FY 2025-26 JJCC-CMJJP Ad-Hoc Subcommittee Resolution to enhance the previously adopted version. The new language includes there shall be a minimum of two (2) JJCC Community Members (Non-Permanent JJCC Members) based upon self-nomination. Should the self-nomination process not yield two (2) JJCC Community Members, 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.
- Additionally, enhanced Step 1 to indicate that the funding request submission review process will include JJCC-CMJJP Ad-Hoc Subcommittee members assignment to teams of (2) by utilizing a random drawing process. Once teams are established, the total funding request submissions are divided and evenly distributed among the assigned teams, based upon a random number process. A review is completed to ensure no JJCC-CMJJP Ad-Hoc Subcommittee members are assigned their own funding request submission(s). For any found, a random drawing process is utilized to revise the assignment; this process has been in effect and repeated annually since the FY 2020-21 JJCC-CMJJP Ad-Hoc Subcommittee.
- A New Step has been added based to include the invitational meeting process with agencies regarding carryover balances. Additionally, carryover amounts for all agencies will be considered when new funding requests are received requesting additional funding beyond carryover amounts that remain. The goal is to reduce carryover by having agencies prioritize 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 these consideration.

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 30061 (b)(4))**

A. Information Sharing and Data

Describe your information system 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 Council

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

Yes

If no, please list the current vacancies that exist on your JJCC, when those vacancies occurred and your plan for filling them.

N/A

C. Funded Programs, Strategies and/or System Enhancements

JJCPA Funded Programs(s), Strategy and/or System Enhancement

Below are JJCPA funded Programs reported by the county.

Program Name:

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

Evidence Upon Which It is Based:

Best practices for detention facilities, the National Commission on Correctional Health Care Standards, Title VX, along with other applicable standards of care, identify screening and assessment of new admissions for mental health issues as an integral part of the necessary array of services and supports. Equally critical is the provision of follow-up care and aftercare planning. Without the services provided under the MHSAT, youth would have to be experiencing a crisis in order to be identified as needing services. This is far from best practice and does not comply with State and Federal regulations. The earlier that youth are identified as needing mental health treatment the better their opportunity to avoid further involvement in the justice system and the better their changes for positive health and life outcomes.

This program shares many components with the successful Linkages Project in Ohio (Cocozza and Skowrya, 2000). In that project, the Ohio County of Lorain created the Project for Adolescent Intervention and Rehabilitation, which targeted youth placed on probation for the first time for any offense. The project screens and assesses youth for mental health and substance abuse disorders, then develops individual treatment plans. In conjunction with treatment providers, probation officers and case managers supervise the youth. An evaluation of the program found that it provides an important service and coordinating function for youth, the courts, and the service systems involved (Cocozza and Stainbrook, 1998; Skowrya and Cocozza, 2007). However, success in this context means the coordination of the agencies and does not imply an outcome evaluation. In addition, given the high rates of mental health concerns among juvenile justice-involved youth (e.g., Wasserman et al., 2010), having a mechanism for systematically identifying those youth and addressing their needs while in custody and as they prepare for release is critical. The most recent evaluation of this program found that although rates of arrest and incarceration following program completion could be high, youth receiving services did have significantly lower scores on the Brief Symptom Inventory, a mental screening measure, after receiving services (Fain et al., 2018).

Cocozza, Joseph J., and Kristin A. Stainbrook, The Ohio Linkages Project: Final Evaluation Report, Delmar, N.Y.: Policy Research Associates, 1998.

Skowrya, Kathleen R., and Joseph J. Cocozza, Blueprint for Change: A Comprehensive Model for the Identification and Treatment of Youth with Mental Health Needs in Contact with the Juvenile Justice System, Delmar, N.Y.: National Center for Mental Health and Juvenile Justice, 2007.

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

Fain, Terry, Susan Turner, and Nima Shahidinia, Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2016–2017 Report. Santa Monica, CA: RAND Corporation, 2018. https://www.rand.org/pubs/research_reports/RR2401.html.

Wasserman, G. A., McReynolds, L. S., Schwalbe, C. S., Keating, J. M., & Jones, S. A. (2010). Psychiatric disorder, comorbidity, and suicidal behavior in juvenile justice youth. Criminal Justice and behavior, 37(12), 1361-1376.

Description:

The MHSAT program, for the past 22 years, has screened and assessed all newly admitted youth by a mental health professional. Those youth identified as needing on-going care are assigned to a treating clinician and where clinically appropriate are assessed and treated by a mental health psychiatrist. Depending upon the level of need, youth may also be treated on one of the five (5) specialized units. The overarching goal of the MHSAT program is to timely identify youth with mental health needs, address those needs during the course of incarceration and appropriately link to care in the community following release.

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. DHM currently provides mental health services provided by MHSAT program to youth at County Juvenile Hall, Probation Camps and Dorothy Kirby Center.

Program Name:

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

Evidence Upon Which It is Based:

Juvenile Mental Health Courts (JMHCs) reflect a long history of problem-solving courts that center treatment as the primary foundation to prevent recidivism and facilitate rehabilitation and integration into the community. JMHCs, like juvenile drug courts, operate under a paradigm of therapeutic jurisprudence where the main purpose of mental health courts is to treat and rehabilitate youth (i.e., treating mental health issues, reducing recidivism). Studies consistently show that up to 65-70 % of youth held in American juvenile detention centers have a diagnosable mental illness. Increasing awareness of the number of detained youth with serious unmet mental health needs increases the need for effective treatment programs. A recent meta-analysis provides evidence that persons participating in mental health courts exhibit a 74% decrease in recidivism rates. This research found that 'mental health courts have a sizeable and significant effect on future recidivism among justice-involved people with mental health issues' (Fox, Miley & Kortright, 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 and Russell (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 higher recidivism rates (38%) during the intervention than those on minimum (6.7%) and medium (22.9%) community supervision, and lower recidivism than those on intensive supervision (54%).

In Los Angeles, a report by RAND focused on FY 2016-2017 found that, compared to youth who were near misses for JMHC eligibility, comparison group youth had lower rates of rearrest, although it is possible that this may reflect in part to additional monitoring of program participants.

Fain, Terry, Susan Turner, and Nima Shahidinia, Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2016–2017 Report. Santa Monica, CA: 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.

Description:

The Juvenile Mental Health Court (JMHC) is a collaborative justice court with the goal of lowering the rate of recidivism amongst our most vulnerable youth

Led by a multidisciplinary team comprised of a consulting child psychiatrist and psychologist, judge, prosecutor and defense counsel, specially trained probation officers, psychiatric social worker and educational advocate, the JMHC's overarching mission is to provide appropriate, comprehensive, and multi-modal rehabilitation plans that facilitate healthy trajectories for justice-involved youth with mental health (MH) disorders and developmental disabilities (DD). We are committed to supporting

these youth to nurture their ability to function as productive members of the community with an improved quality of life.

The JMHC consists of a collaborative group of service providers from both government and community-based organizations. The team works collaboratively and are able to hold one another accountable for follow-up while also supporting one another in ensuring the youth's needs are addressed as effectively as possible.

The JMHC provides youths and families an opportunity to access specific and comprehensive services that target the underlying needs rather than focusing on the charges alone. Having an entire team that understands mental health needs and is able to support those needs collaboratively can change the long-term outcome for youths coming through the juvenile justice system.

Program Name:

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

Evidence Upon Which It is Based:

The Los Angeles County Public Defender's Client Assessment Recommendation and Evaluation (CARE) Project provides holistic legal services to youth involved in the juvenile delinquency system. The CARE Project was launched in 1999 and has served Public Defender juvenile clients for the past 20 years. In 2008, The California Council on Mentally Ill Offenders, presented CARE with one of its five Best Practices Awards. In 2016, Resource Development Associates Research (RDA), an 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.

CARE's effectiveness is also backed by more-recent data. For FY 2021–22, the six PSWs served 394 clients, made 291 referrals, and, of 163 opportunities, helped secure an improved disposition for 101 clients. For FY 2021–22, the RAs represented 581 clients. Overall, while CARE continued to provide robust services in FY 2021–22, during the pandemic, there was a decrease in the crime rate and case filings and consequently fewer clients compared to FY 2020–21.

Rabinowitz, M., McCahon, D., Garmisa, S., Ndubuiza, C., Gonzalez, S. (2017) Los Angeles County Public Defender CARE Project Evaluation Report.

Collins, P., and Strand, D. (2013) Team Child Evaluation Study 2012-2013; Final Report, and the improvement of representation

Kramer, K., (2014) Legal Advocacy Program Report. See, also, 2018 RAND Corporation Study 'Redefining Public Defense.'

Description:

The CARE Project provides holistic representation to youth justice system-involved youth. The CARE team consists of two (2) Mental Health Clinical Supervisors, fourteen Psychiatric Social Workers (PSW/PSWs) and thirteen Resource Attorneys (RA/RAs), who collaborate with the juvenile Delinquency trial attorneys. CARE aims to achieve the least restrictive dispositional outcome for their clients. Juvenile trial attorney initiates CARE services by referring a client with signs of mental illness, learning or developmental disabilities to PSWs and Ras. PSWs provide specialized services to the youth, including clinical assessments, interviews, treatment recommendations, mitigation reports and case testimony. The CARE Mental Health Clinical Supervisor provides administrative and clinical supervisor to the PSWs. The RAs advocate for education, mental health and developmental disability services. CARE has expanded its portfolio of services to include post-dispositional casework. CARE strives to identify and advocate for youth with mental illness, trauma, intellectual, developmental, and learning disabilities. CARE will:

- Thoroughly interview youth to identify and assess their strengths and weaknesses; analyze psychiatric, special education and dependency records.
- Arrange service linages and advocate for eligibility

- Represent youth In Regional Center and school-related proceedings
- Appear in court to help develop appropriate case dispositions
- Ensure continuous delivery of services.

Juvenile trial attorney initiates CARE services: they refer a client who displays signs of mental illness to a PSW; they refer a client with learning or developmental disabilities to a RA.

PSWs provide forensic mitigation and specialized services to the youth. Their work includes performing clinical assessments, reviewing records, conducting interviews, recommending clinical treatment for detained and non-detained youth, supporting youth and their families, writing mitigation reports, providing background information to the court, and testifying in cases.

The CARE Mental Health Clinical Supervisor provides administrative and clinical supervision to the Psychiatric Social Workers. The Mental Health Clinical Supervisor must comply with the County MOU with AFSME, 3511, 724 MAS, Article 40, Section 2, which requires a psychiatric social worker to supervisor ratio of 10:1.

RAs advocate for education, mental health, and developmental disability programs. To offer this enhanced advocacy, RAs receive specialized training in the areas of special education and the Regional Center.

CARE recently expanded its portfolio of services to include post-dispositional casework. This continuity of care ensures that youth services are available and utilized during the probationary period. Desired outcomes include:

- Linkage of youth to services that ameliorate risk factors having a nexus with justice system involvement, including mental illness and developmental and learning disabilities.
- Improved adjudication and dispositional outcomes.

Program Name:

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

Evidence Upon Which It is Based:

SUD in Los Angeles include early intervention and treatment services 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 placed into a specific level of care based on a comprehensive and individualized assessment using a youth-focused tool based on the ASAM criteria that explores patient risks, needs, strengths, skills, and resources. SUD 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 will be adjusted to reflect the severity and nature of the patient's SUD.

Youth Substance Abuse services are based on research which indicates that substance abuse is a risk factor for delinquency. According to the U. S. Department of Justice's Office of Justice Programs, 77 percent of criminal justice-involved youth reported substance use (mainly marijuana) in the past 6 months, and nearly half of male and female juvenile detainees had a substance use disorder (McClelland et al, 2004a; McClelland etl al. 2004b). A recent review by RAND Corporation found that some residential and outpatient substance use services can reduce substance use among justice-involved youth, and in some cases also reduce risk of arrest (Applegarth, Jones, and Holliday, 2023).

American Society of Addiction Medicine (2022). ASAM Criteria. Rockville, MD: Author.

<https://www.asam.org/asam-criteria/about-the-asam-criteria>

Applegarth, D. Michael, P'trice Jones, and Stephanie Brooks Holliday, Promising Services for Justice-Involved Youth: A Scoping Review with Implications for the Los Angeles County Juvenile Justice Crime Prevention Act. Santa Monica, CA: RAND Corporation, 2023. https://www.rand.org/pubs/research_reports/RRA1663-2.html.

Description:

Provides Substance Use Disorder (SUD) treatment services to Probation youth who are referred for services. Additionally, youth who reside in Los Angeles County may also be referred by other county Departments, or they may receive services through a self-referrals. 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 patient based on results from a comprehensive assessment process that consider the unique needs, strengths, and challenges of each patient. 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 ASAM criteria that explores patient risks, needs, strengths, skills and resources.

Program Name:

County of Los Angeles District Attorney's Office - Youth Diversion/Restorative Enhanced Diversion for Youth (R.E.D.Y) (#5)

Evidence Upon Which It is Based:

An abundant body of literature, including by the California Department of Education and the Office of Juvenile Justice and Delinquency Prevention, has found that truancy has been linked to juvenile delinquency, and associated with other unmet needs, including for instance, economic challenges, mental health issues or familial conflict. However, prosecuting parents of youth who are chronically truant, without promoting corrective action, has been associated with only modest impacts (Sutphen, Ford, and Flaherty, 2010; Maynard et al., 2013). Some research suggests that truancy interventions should be school-based (Dembo & Gullede, 2009; McKeon and Canally-Brown, 2008). Los Angeles County previously had a school-based truancy program, Abolish Chronic Truancy; however, Resource Development Associates suggested replacing it “with an asset-based, family and community centered approach to truancy reduction that helps families address issues that limit regular school attendance” (Juvenile Justice Crime Prevention Act: Gap Analysis Report, 2018). This program will students and families through school-initiated intervention with the additional resource of referrals through the Youth Diversion and Development Program. A recent review conducted by RAND found that youth diversion programs using a restorative justice approach can effectively reduce future justice system contact (Applegarth, Jones, and Holliday, 2023).

Applegarth, D. Michael, P'trice Jones, and Stephanie Brooks Holliday, Promising Services for Justice-Involved Youth: A Scoping Review with Implications for the Los Angeles County Juvenile Justice Crime Prevention Act. Santa Monica, CA: RAND Corporation, 2023. https://www.rand.org/pubs/research_reports/RRA1663-2.html.

Description:

Los Angeles District Attorney's (LADA) Restorative Enhanced Diversion for Youth (R.E.D.Y.) program focuses on diverting more serious felony and misdemeanor sexual battery cases; assist with assessing immediate needs of eligible youth; and liaise with the Department of Youth Development (DYD) and service provided to effectively support youth's development and avoid justice system involvement. LADA will make referrals to and collaborate with service providers to serve all eligible youth ages 12-17. LADA will then serve to maintain ongoing communication and collaboration with service providers to:

- Monitor the status of the program and identify opportunities to improve;
- Maintain a database with relevant data points to measure success and increase equity;
- Assist with supplemental support for gang involved and gang impacted youth;
- Consult on ways to improve efficiency and equity in referrals and communication;
- Clarify the use of diversion with law enforcement and justice system partners, including LADA staff.

Key activities supported by JJCPA funds include:

- 1) Non-lawyer District Attorney staff (5.5) who serve as liaisons with schools and service providers, referring appropriate youth and helping to strengthen supports for youth. Staff will continue to attend School Attendance Review Team meetings and School Attendance Review Board hearings to offer additional resources and support for youth and families.
- 2) Training for staff and deputy District Attorneys to collaborate with service providers to gather information and conduct initial emergency assessments (for example, in the case of a mental health crisis that requires expedited processing faster than a normal referral process).
- 3) Additional resources for consultations and collaborations between diversion providers and gang intervention workers where gang issues arise.

Program Name:

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

Evidence Upon Which It is Based:

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

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.

Ezell & Levy (2003) "An Evaluation of an Arts Program for Incarcerated Juvenile Offenders." *Journal of Correctional Education* 54(3): 108-14.

Lazzari, M. M., Amundson, K. A., & Jackson, R. L. (2005). "We are more than jailbirds": an arts program for incarcerated young women. *Affilia*, 20(2), 169-185.

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.

Description:

Arts in the Community includes contracting with CBOs to provide year-round arts and cultural activities at 13 County parks. It engages 3 Community Arts Liaisons (in East LA, South LA, and Antelope Valley) to: serve as credible messengers; foster collaborative relationships among County staff, CBOs, and community members; coordinate on-site instruction; produce family engagement events; monitor programs; and assess the individual needs of youth. Additionally, Community-Defined Arts Projects contracts with CBOs to lead arts-based youth development projects in 10 neighborhoods participating in LA County's Trauma Prevention Initiative (TPI), designed in partnership with the communities to be served (e.g., oral histories; youth-led arts initiatives; projects that promote community safety and help communities heal.

Arts in Institutions includes Arts and Culture contracting with CBOs to provide year-round, healing-informed arts instruction for youth in detention facilities, Juvenile Day Reporting Centers (JDRC), and Continuation high schools. Services will take place during and after school hours, arts instruction strengthens and supports youth development outcomes through interdisciplinary project-based learning. The number of youths, duration of classes, and topics vary across venues and arts partners. Generally, classes run year-round, 1 to 2 hours per day, up to 3 times per week, and include 2 teaching artists serving 12–15 youths per session.

Program Name:

County of Los Angeles Probation Department - Educational Enhancements and Cognitive Behavioral Treatment at Juvenile Day Reporting Centers (#7)

Evidence Upon Which It is Based:

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

Aggression Replacement Training is an Office of Juvenile Justice and Delinquency Prevention model program which has proven to be effective for the juvenile population (e.g., Washington State Institute for Public Policy, 2004; Gunderson et al., 2006). A recent systematic review summarized findings from across 16 studies. Though these studies varied with respect to methods and level of rigor and several studies found non-significant effects of ART, there were some studies that found favorable associations between Aggression Replacement Training and reductions in rearrest, improvements in interpersonal skills, reductions in aggressive incidents, and more positive parent ratings of child functioning.

Washington State Institute for Public Policy. 2004. Outcome Evaluation of Washington State's Research-Based Programs for Juvenile Offenders. Olympia, Wash.: Washington State Institute for Public Policy. <http://www.wsipp.wa.gov/rptfiles/04-01-1201.pdf>

Gunderson, Knut K., and Frode Svardal. 2006. "Aggression Replacement Training in Norway: Outcome Evaluation of 11 Norwegian Student Projects." Scandinavian Journal of Education Research 50(1):63-81.

Brännström, L., Kaunitz, C., Andershed, A. K., South, S., & Smedslund, G. (2016). Aggression replacement training (ART) for reducing antisocial behavior in adolescents and adults: A systematic review. Aggression and violent behavior, 27, 30-41.

Description:

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

Program Name:

County of Los Angeles Probation Department - Commercially Sexually Exploited Children (CSEC) Prevention and Education (#8)

Evidence Upon Which It is Based:

Sex exploitation of at-promise youth is a prevalent and persistent problem that is expanding throughout the nation. Vulnerable youth are being trafficked at an alarming rate, especially by gangs who are actively recruiting, kidnapping and victimizing children. The "Word on the Street" prevention curriculum was developed by the Department in collaboration with the survivors, mental health professionals, and community-based organizations who provide direct services to youth who are victims of sex trafficking. It is designed to educate, equip, and empower youth by providing them with tools and opportunities for discussion to prevent them from unknowingly becoming victims of commercial sexual exploitation. Some of the identified strengths of this curriculum include its gender-specific focus on female youth; that individuals with lived experience were involved in development; and that it can be facilitated in both English and Spanish (Child and Family Policy Institute of California, n.d.) The curriculum is promising practice that will be evaluated for treatment efficacy (pre/post test measurements).

Child & Family Policy Institute of California (n.d.) *Prevention Resource Guide*.
https://pact.cfpic.org/wp-content/uploads/2021/12/Prevention-Curriculum-Resource-Guide-9_21.pdf

Description:

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

Program Name:

County of Los Angeles Parks and Recreation - Parks After Dark (PAD) (#9)

Evidence Upon Which It is Based:

The services being funded to the Department of Parks and Recreation is based on the Protective Factors, Social Learning and Social Control theories. Research of these theoretical frameworks indicates youth can learn from pro-social peers, teachers and family and develop positive attachments that lead to adherence of positive pro-social behaviors which prevent delinquent behaviors (Development Services Group, Inc., 2015). An evaluation of 2018-2019 PAD programming found that most participants believed PAD improved relationships with Deputy Sheriffs, and most reported that the program makes it easier to get services that they need, helps them get to know their neighbors better, and makes it easier to spend time with family (UCLA Luskin Social Welfare). A more recent report indicated that PAD attendees felt safe at PAD even when they did not feel safe in their neighborhoods where PAD parks were usually located. The overwhelming majority of attendees reported that PAD increased quality time with family members (94%), provided a sense of belonging within the community (93%), and improved their relationship with their neighbors (91%) (Pourat et al., 2023).

Development Services Group, Inc. 2015. "Protective Factors for Delinquency. " Literature review. Washington D.C.: Office of Juvenile Justice and Delinquency Prevention.

UCLA Luskin Social Welfare. Parks After Dark Evaluation Brief 2018-2019. Los Angeles, CA: Author. <http://ph.lacounty.gov/ovp/docs/PAD%20documents/2018%20PAD%20Brief%20FINAL.pdf>

Pourat N, Haley LA, O'Masta B, Chen X. 2023. Parks After Dark Evaluation Report, July 2022. Los Angeles, CA: UCLA Center for Health Policy Research.

Description:

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

Program Name:

County of Los Angeles Department Mental Health - Early Intervention and Diversion Program (EIDP) (#10)

Evidence Upon Which It is Based:

The theoretical frameworks for developing the early intervention and diversion program is predicated on the labeling theory and differential association theory. More recent practices include providing services in a different setting (community) to minimize the impact of potential dampening of positive effects of treatment and services in an institutional setting and to include direct therapeutic services based on risk, need and responsivity model

EIDP began as a pilot with outcome measurements in mind since the inception. The EIDP utilized the youth Outcome Questionnaire (YOQ) to determine the impact of the program on youth and families. The YOQ is designed to assess the effectiveness of youth therapies. The YOQ has favorable psychometric properties in terms of internal consistency, test-retest reliability, and validity. It is a valid and reliable self-report measure of psychosocial distress in youth psychotherapy research. Measurement of psychosocial distress consists of six subscales scores which are equated to construct a total score. Lower scores indicate higher functioning, and higher scores indicate higher dysfunction. A recent evaluation of the EIDP program found that program participation was associated with improvements in GPA, reductions in unexcused absences and suspensions, a decrease in mental health symptoms and behavioral dysfunction, and a lower rate of rearrest. (Los Angeles County Probation Department Systems Accountability Bureau, 2019).

Development Services Group, inc. 2017. "Division Programs." Literature Review. Washington, D.C.: Office of Juvenile Justice and Delinquency Prevention.

Los Angeles County Probation Department Systems Accountability Bureau (2019). *Early Intervention Diversion Program (EIDP) Outcomes Report*. Los Angeles, CA: Author.

Description:

The Early Intervention and Diversion Program is designed to provide first time youthful offenders and their families with the coordinated supportive services necessary to decrease the likelihood of ongoing delinquency and increase the potential for keeping these youth and families from progressing further into the delinquency system. This program provides a full array of individualized services as needed by youth and families. These interventions and supports potentially also impact other youth in the home who have not touched the justice system. This approach strengthens families. EIDP utilizes a multi-agency approach to support youth and families and a plan is developed through a thorough assessment and the use of an MDT process which is fundamental to the program. EIDP recognized family strength, diversity and reduces barriers to care. The primary goal is to reduce recidivism by coordinating services that support educational outcomes and improve overall mental health. The program is available county-wide to ensure services are geographically accessible.

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

Program Name:

City of Los Angeles Gang Reduction Youth Development (GRYD) (#11)

Evidence Upon Which It is Based:

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

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

The GRYD/Probation Juvenile Reentry Evaluation Report (GRYD Office 2016) measured the outcomes for clients based on data collected from the inception of the program through 2016 and reassessment information after provision of services took place. About 53% of youth lived at home with one biological parent, 82% of youth continued to demonstrate a need for enrollment in a high school program, 65% of clients gained employment during enrollment, and 83% of clients traveled outside of a three-mile radius to engage in prosocial activities (GRYD Office 2016). In regards to recidivism, enrollment in the program demonstrated a 12% re-offense rate and low to no probation violations during the evaluation period. More recent GRYD evaluation data also suggested positive outcomes of the program; for example, when the GRYD Incident Response (IR) Program Triangle Partnership took any action, it reduced gang-related retaliations by 41.2% (Brantingham, Yuan, & Herz, 2020). Another study found that participation in GRYD Prevention services increased participants' internal resilience by 28%, external resilience by 19%, and family norms by 9%, while decreasing their participation in gang social activity by 61% and peer gang activities by 17% (Brantingham, Herz, & Kraus, 2022). Finally, they found evidence that participation in family case management services increased decision-making independence and reduced risk-taking, gang embeddedness, and involvement in crime (Brantingham, Herz, & Kraus, 2022).

Brantingham, P. J., Yuan, B., & Herz, D. C. (2020). The impact of the GRYD incident response program on gang retaliations. GRYD Research & Evaluation Brief No. 2.

Brantingham, P. J., Herz, D. C., & Kraus, M. (2022). THE IMPACT OF GRYD INTERVENTION FAMILY CASE MANAGEMENT (FCM) SERVICES ON INCREASING DECISION-MAKING INDEPENDENCE. GRYD Research & Evaluation Brief No. 10.

Brantingham, P. J., Herz, D. C., & Kraus, M. (2022). INCREASING RESILIENCE TO PREVENT ASSOCIATION WITH GANGS: ASSESSING THE IMPACT OF GRYD PREVENTION SERVICES. GRYD Research & Evaluation Brief No. 12.

Description:

The City of Los Angeles, Mayor's Office of Gang Reduction and Youth Development (GRYD) and Probation Juvenile Reentry partnership is a joint effort between GRYD and the Los Angeles County Probation Department. This program provides GRYD Reentry Services to gang-involved youth who are in the process of exiting Probation camp and returning to their communities in Los Angeles.

GRYD oversees a Comprehensive Strategy aimed at reducing gang-related crime within the City of Los Angeles communities that contain the highest concentrations of gang activity. This strategy provides gang prevention and intervention services to gang-involved individuals, which includes, but is not limited to: FCM Services for youth and families. GRYD's FCM Services model has been adapted to meet the needs of the juvenile reentry population (GRYD Reentry Services). It is designed to facilitate successful reentry into their community by increasing pro-social behavior and decreasing gang-identity and violence.

The Primary goals of this program are to:

- Decrease the youth's gang identify, involvement in violence, and recidivism
- Shift the youth's attachment from gangs to positive activities/pro-social connections
- Reunify the youth with their family and reintegrate the youth into their home environment.

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 and two (2) Community-Based Organizations – After School Enrichment (#12)

Evidence Upon Which It is Based:

Research indicates that after-school programs "have the potential to impact a range of positive learning and development outcomes, specifically in the areas of academic achievement, social/emotional development, delinquency prevention, and health and wellness" (Little et al., 2008). These after-school programs draw from a positive youth development framework that uses a strength-based approach to engaging youth from vulnerable communities. Youth get to explore their unique and collective life experiences through various forms of recreation programming, cultural arts, and youth leadership development activities. The principles of a trauma informed approaches are also embedded in programming, staff training and the physical environment where activities are offered, including safety, trustworthiness, collaboration, empowerment, voice, and cultural issues (SAMSHA's Concept of Trauma and Guidance for a Youth Trauma-Informed Approach to Youth Settings, 2015). Programming is also designed to target the vulnerable time between school dismissal and when parents and guardians return home – an unsupervised period that can be critical for prevention of delinquent behavior, which is more common when youth are unsupervised (Apsler, 2009). A recent evaluation of OUR SPOT providing findings related to youth self-reported outcomes (Center for Nonprofit Management, 2022). Most youth reported that they are optimistic about their future, have role models, have a sense of belonging, and have a positive self-image, though this was largely based on post-program ratings. A small number of youth completed outcome measures before and after participating in the program, and there was evidence that youth felt more strongly about having people that they look up to, finishing what they start, and having opportunities to develop skills that will be useful later in life. Qualitative findings suggested additional benefits of the program, such as the opportunity to connect with peers, opportunity to connect with a consistent and caring adult, and ability to learn life skills.

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

Apsler, R. (2009). After-school programs for adolescents: A review of evaluation research. *Adolescence*, 44(173), 1-19.

Center for Nonprofit Management (2022, June). *Los Angeles County Parks and Recreation: Our Spot Social Places & Opportunities for Teens*

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.

Program Name:

Youth and Family Services (#13)

Evidence Upon Which It is Based:

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

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

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

To engage youth and families, it may also be valuable to address structural barriers to accessing services. For example, one study of Probation-involved youth in a large city (Baltimore, MD), found that youth lived in areas of the city with limited vehicle access and low household income, and where accessing services could require long commutes on public transit (Fountain & Mahmoudi, 2021). This is consistent with other studies highlighting lack of transportation as a barrier to engaging in services for both youth and families (e.g., Korchmaros et al., 2017; Zajac et al., 2015)

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

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

Fountain, E. N., & Mahmoudi, D. (2021). Mapping juvenile justice: Identifying existing structural barriers to accessing probation services. *American Journal of Community Psychology*, 67(1-2), 116-129.

Korchmaros, J. D., Thompson-Dyck, K., & Haring, R. C. (2017). Professionals' perceptions of and recommendations for matching juvenile drug court clients to services. *Children and Youth Services Review*, 73, 149-164.

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 US. *Children and youth services review*, 56, 139-148.

Description:

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

Program Name:

Public Private Partnerships (#14)

Evidence Upon Which It is Based:

Public-Private-Partnerships (PPPs) are joint ventures, in which business and government cooperate; each applying its strengths to develop a project to deliver public services more quickly, more efficiently or otherwise better than a government could accomplish on its own. In Los Angeles County, PPP funds Ready To Rise, which combined capacity building services for CBOs to support service provision to at risk and justice-involved youth. Evaluations of this program have suggested that youth served by these programs experiences increases in supportive relationships that provide kindness, advice, and stability. Youth also made progress toward personal goals, which included goals related to skill development, personal identity, and academic and vocational achievement. Moreover, CBOs reported improvements in their organization capacity in several domains, especially with respect to human resources and organizational structure and culture (Imoyase Community Support Services, n.d.).

Imoyase Community Services (n.d.) Ready to Rise (R2R): Year 2 Evaluation Report. Los Angeles, CA: Author.

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.

Program Name:

County of Los Angeles Department of Public Health - Positive Youth Development Evaluation/ Capacity Building Project and Capacity Building Training and Technical Assistance (CBTTA) for Violence Intervention Agencies (#15)

Evidence Upon Which It is Based:

Positive Youth Development Evaluation

Though many programs serving at-risk and justice involved youth in Los Angeles operate from a positive youth development approach, there is not currently a consistent approach to measuring outcomes across these programs. In the initial phase of this work, a revised PYD development framework was developed, and through interviews with staff of youth-serving agencies, was determined to be consistent with their approach to providing services. In addition, standardized tools developed by the evaluator to measure short term impacts of this effort on youth were pilot tested during FY21-22 across the eight participating county programs, and pilot data suggested that youth were experiencing significant improvements across six facets of positive youth development (Harder+Company, 2022). Lessons learned from this fiscal year will be applied to the proposed FY22-23 PYDE project. Additionally, the evaluator will establish a Youth Advisory Group that engages youth and youth-serving community-based organizations to refine evaluation plan and metrics and co-develop recommendations for a positive youth development framework. The evaluation will provide a baseline understanding of the impact of various youth development programs, as well as an accounting of successes and challenges with respect to the implementation of youth development initiatives funded by JJCPA; and, will include recommendations to inform the LA County Youth Networking Group of needed countywide systems change.

Capacity Building Training and Technical Assistance

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

However, given the operational capacity challenges of many of these small grass root organizations, the capacity to effectively address issues in the community is severely compromised. With major stakeholders lacking the capacity to address key issues, outcomes for low-income families decline. A lack of living wage paying jobs, lack of access to healthy food, under resourced schools, high levels of involvement with the justice system are just a few of the many factors that impact quality of life in many communities throughout Los Angeles County. These factors are further exacerbated by systemic barriers which require cross-sector collaboration to address--The Capacity Building Training and Technical Assistance strategy will build upon lesson learned from the Department of Public Health's (DPH) Trauma Prevention Initiative's (TPI) Training and Technical Assistance pilot. An evaluation of the pilot program demonstrated that all participating organizations were able to receive technical assistance in their top three content areas, which included data and evaluation, fund development and grant resources, organizational and operational development, and marketing and communication. Moreover, 87% of participating organizations reported that their issue was resolved, and 99% would participate in future trainings (Center for Nonprofit Management, 2021). For the present effort, the Capacity Building Training and Technical Assistance efforts will be

adapted to focus on school climate and safety practices. Capacity building can be an important part of efforts to improve school climate (e.g., Pearce et al., 2024), and DPH will be able to build on their prior experiences implementing capacity building efforts to avoid the pitfalls that other capacity building programs in school settings have encountered (Solomon et al., 2022).

Pearce, N., Monks, H., Alderman, N., Hearn, L., Burns, S., Runions, K., ... & 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.

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.

Harder+ Company Community Research (2022). Los Angeles Department of Public Health (LADPH) Positive Youth Development Evaluation (PYDE) Pilot Study: Final Report. Los Angeles, CA.

Description:

Positive Youth Development Evaluation

PYDE project will work with up to five school districts, currently funded or partnering with JJCPA, serving youth and young adults in high need communities including probation youth to identify additional needs and factors to implement positive youth development and enhance school safety and climate. Through participating school districts, programs will be identified for evaluation. These programs may be run by the school or community or county partners and may include during and out of school time programs. To address youth most at risk, this evaluation will prioritize middle and high school populations, where possible.

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

OVP will partner with LACOE to convene a Learning Community for up to 20 school districts, including those that received School Safety Transformation Grant funding via OVP. The Learning Community will share best practices and address challenges school districts face around school climate and school safety. OVP will leverage existing LACOE meetings to recruit school districts for the Learning Community. Based on input from LACOE and stakeholder sessions, initial priorities for the Learning Community will include:

- Trainings on topics such as trauma informed practices, restorative approaches, youth development and leadership, and effective parent engagement.
- Technical assistance for the development of mandated Comprehensive School Safety Plans and meeting other federal and state mandates such as SB906 to address gun safety.
- Assistance with developing basic threat assessment, conflict mediation, youth suicide prevention, mental health literacy, and crisis response.
- Peer learning exchange across school districts to share best practices.

This collaborative space will provide a forum for the professional development of participants and facilitate peer learning across school teams to better improve school climate and safety practices. Through the Learning Community, OVP will offer up to 20 participating school districts an opportunity to apply for mini grants to improve school safety. Mini-grants will range from \$5,000-\$10,000 each, with the total grant amount not to exceed \$150,000 per year of the pilot. Additionally, the Learning

Community will provide opportunities to identify and lift up promising and best practices, and recommendations for countywide systems change.

Capacity Building and Training and Technical Assistance for Violence Intervention Agencies

The Capacity Building project provides intensive Training and Technical Assistance (TTA) to a small cohort of grassroots violence prevention and intervention agencies with a goal to help organizations build their infrastructure and obtain funding needed to effectively serve 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, providing fund management experience via mini grants, and connecting to other county initiatives and funding opportunities. Capacity building efforts toward leadership development and the provision of mentoring opportunities are included.

Twenty-five (25) CBOs will be selected using a short application process, from the 9 TPI communities. Intensive one-on-one TTA will be provided around operations and organizational development, focusing on strengthening the capacity of these agencies to deliver effective services while building on their ability to manage “back office” operations. A lead agency with experience in violence intervention and capacity building and a track record of managing funding will manage the project. They will manage agency selection and assessments, provide leadership development and mentoring services to the CBOs leaders, conduct bi-monthly one-on-one consultations specific to operations and organizational development, and facilitate monthly peer-to-peer networking opportunities among the CBOs. The peer-to-peer workshops will integrate trauma-informed approaches and opportunities for staff self-care.

Program Name:

Evidence Upon Which It is Based:

MST is an evidence-based intervention with one of the most strongly proven and researched track records of efficacy. 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. MST is one of the strongest programs in terms of tracking outcomes for clients/families receiving their services.

Outcomes for MST are proactively monitored by MST, LLC., a consultant firm contracted to train and license all MST DMH contract providers. The MST, Inc. also provides ongoing consultation on cases and close supervision to ensure adherence to the MST model. Clinicians and supervisors are regularly supervised and provided training on a consistent basis. The careful implementation of this model helps to ensure the impressive MST outcomes.

Consistent with social-ecological models of behavior and findings from causal modeling studies of delinquency and drug use, MST posts that multiple factors determine youth antisocial behavior, which is linked with characteristics of the individual youth and his or her family and peer group, school, and community contexts (Henggeler et al., 1998). As such, MST interventions aim to attenuate risk factors by building youth and family strengths (protective factors) on a highly individualized and comprehensive basis. MST practitioners are available 24 hours per day, seven days per week, and provide services in the home at times convenient to the family. This approach attempts to circumvent barriers to service access that families of serious juvenile offenders often encounter. An emphasis on parental empowerment to modify children's natural social network is intended to facilitate the maintenance and generalization of treatment gains (Henggeler et al., 1998). One meta-analysis of studies of multi-systemic therapy indicated that the program has small but significant outcomes on delinquency and psychopathology, substance use, family functioning, and peer relationships (Van der Stouwe et al., 2014). A more recent review highlighted the positive effects of MST on outcomes such as recidivism, family and school functioning, out-of-home placements, and mental health symptoms and substance use (Applegarth, Jones, and Holliday, 2023). Another study that used eight years of data from Los Angeles County found that Hispanic participants in the MST program had significantly lower rates of arrest (23.7 percent versus 37.2 percent for comparison-group youth) and incarceration (10.7 percent versus 25.5 percent), as well as significantly higher rates of completion of probation (7.0 percent versus 3.3 percent), than Hispanic comparison-group youth (Fain, Greathouse, et al., 2014).

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

Applegarth, D. Michael, P'trice Jones, and Stephanie Brooks Holliday, Promising Services for Justice-Involved Youth: A Scoping Review with Implications for the Los Angeles County Juvenile Justice Crime Prevention Act. Santa Monica, CA: RAND Corporation, 2023. https://www.rand.org/pubs/research_reports/RRA1663-2.html.

Description:

Multi-Systemic Therapy (MST) services were part of the Comprehensive Juvenile Justice Plan authored in 2001 and have continue to be provided through JJCPA funding. MST is a proprietary evidence-based intervention that has some of the best outcomes with justice involved youth. MST provides services and supports to the youth and family in the community with a highly effective intervention that improves and strengthens the family long-term, which benefits the youth, their families. Access to care and individualized treatment addresses the needs of the youth.

Multi-Systemic Therapy services is comprised of service providers delivering evidence-based intensive family and community-based treatment that focuses on addressing all environmental systems that impact chronic and violent juvenile offenders, their homes and families, schools and teachers, neighborhoods and friends. There are three (3) MST teams operated by providers and the MST therapist work in the client's home, school, and community and are on call 24/7 to report to youth and families at any place and at any time.

Program Name:

Parent/Guardian/Caregiver Engagement and Support (#17)

Evidence Upon Which It is Based:

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

Research indicates that programs which include behavioral parent training, parent education, parent support groups, in-home parent support and parent involvement in youth groups are most effective (Development Services Group, 2010). Similarly, a recent review (Whitaker, Smucker, and Holliday, 2022) highlighted that a best practice for juvenile justice systems is to promote family engagement (Luckenbill and Yeager, 2009; Osher et al., 2012; Pennell, Shapiro, and Spigner, 2011; Shanahan and diZerega, 2016), as 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

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

Brook, Judith S, Martin Whiteman, Steven Finch, and Patricia Cohen, "Mutual Attachment, Personality, and Drug Use: Pathways from Childhood to Young Adulthood," Genetic, Social, and General Psychology Monographs, Vol. 124, No. 4, 1998, p. 492.

Luckenbill, Wendy, and Clay Yeager, "Family Involvement in Pennsylvania's Juvenile Justice System," Models for Change-Pennsylvania and Family Involvement Workgroup of the Pennsylvania Council of Chief Juvenile Probation Officer's Balanced & Restorative Justice Implementation Committee, Harrisburg, Pa., 2009.

Osher, Trina, Barbara Huff, G. D. Colombi, and Makeda Amelga, *Facility Toolkit for Engaging Families in Their Child's Education at a Juvenile Justice Facility*, Washington, D.C.: National Evaluation and Technical Assistance Center for the Education of Children and Youth Who are Neglected, Delinquent, or At Risk, 2012

Pennell, Joan, Carol Shapiro, and Carol Spigner, *Safety, Fairness, Stability: Repositioning Juvenile Justice and Child Welfare to Engage Families and Communities*, Washington, D.C.: Center for Juvenile Justice Reform, 2011

Shanahan, Ryan, and Margaret diZerega, *Identifying, Engaging, and Empowering Families: A Charge for Juvenile Justice Agencies*, Washington, D.C.: Center for Juvenile Justice Reform, McCourt School of Public Policy, Georgetown University, 2016

Whitaker, Laura, Sierra Smucker, and Stephanie Brooks Holliday, A Gap Analysis of the Los Angeles County Juvenile Justice Crime Prevention Act Portfolio. Santa Monica, CA: RAND Corporation, 2022. https://www.rand.org/pubs/research_reports/RRA1663-1.html.

Description:

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

Program Name:

Employment Services (#18)

Evidence Upon Which It is Based:

Employment has been identified as a key individual factor that may reduce the likelihood that justice-involved youth will recidivate (Ashford & Gallagher, 2019; Bullis et al, 2002; Mathur et al, 2023). However, at-risk youth are also more likely to face challenges to successfully obtaining employment due to disrupted educational time (Zajac, Sheidow, & Davis, 2015), limited opportunity to develop job related skills (Dworsky & Gitlow, 2017), or employers' unwillingness to hire individuals involved in the justice system (Duane et al, 2017; Pager & Quillian, 2005; Kirk & Sampson, 2013). Though studies of the actual impact of employment among youth is mixed, there is some evidence that workforce-focused programs can benefit youth. Schaeffer et al., 2014, found that justice-involved youth who participated were more likely to be employed and attend general education development (GED) program and those in the control group. However, there were no significantly different results in arrest records or self-reported criminal activity. Other programs have been more successful in their goals of reducing criminal justice contact and employment outcomes (Bullis & Yovanoff, 2006; Cramer et al, 2019). Researchers have suggested that employment in youth can promote other positive outcome as well, such as social connectedness, and can be beneficial for juvenile justice-involved youth in that way as well (e.g., Ameen & Lee, 2012).

Ameen, E. J., & Lee, D. L. (2012). Vocational training in juvenile detention: A call for action. *The Career Development Quarterly*, 60(2), 98-108.

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.

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.

Cramer, L., Lynch, M., Goff, M., Esthappan, S., Reginal, T., & Leitson, D. (2019). Bridges to Education and Employment for Justice-Involved Youth. *Urban Institute*

Duane, M., Reimal, E., & Lynch, M. (2017). Criminal background checks and access to jobs. *Washington, DC: Urban Institute*.

Dworsky, A., & Gitlow, E. (2017). Employment outcomes of young parents who age out of foster care. *Children and Youth Services Review*, 72, 133-140

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

Pager, D., & Quillian, L. (2005). Walking the talk? What employers say versus what they do. *American sociological review*, 70(3), 355-380.

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

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 US. *Children and youth services review*, 56, 139-148

Description:

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

Program Name:

County of Los Angeles Department Youth Development's Youth Diversion and Development (#19)

Evidence Upon Which It is Based:

Youth Diversion and Development strategies are being developed based on research which indicates involvement in the justice system is costly, harmful, and ineffective (Centers for Disease Control and Prevention. The Public Health Approach to Violence Prevention), and a public health approach can improve outcomes for youth. 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 (e.g., Dalve & Cadoff, 2019), though more systematic research is needed. Moreover, 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, Jones, and Holliday, 2023).

(Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development. Coalition for Juvenile Justice.)

Kimberly Dalve and Becca Cadoff (2019). Evaluation of a Pre-Arrest Diversion Program in New York City. New York, NY: Center for Court Innovation.

Applegarth, D. Michael, P'trice Jones, and Stephanie Brooks Holliday, Promising Services for Justice-Involved Youth: A Scoping Review with Implications for the Los Angeles County Juvenile Justice Crime Prevention Act. Santa Monica, CA: RAND Corporation, 2023. https://www.rand.org/pubs/research_reports/RRA1663-2.html.

Description:

DYD's Youth Diversion and Development (YDD) countywide program seeks to divert youth under the age of 18 from entering or deepening their involvement with the justice system. The intent includes improving their social, academic, economic and health outcomes. DYD funds a countywide coordinator and oversight for implementation of YDD model. DYD contracts with community-based organizations (CBOs) to fund a growing network of youth development services. DYD provides coordination and program management support to partnerships between CBOs and eleven (11) law enforcement agencies, Probation Department and District Attorney's Office.

Program Name:

City of Los Angeles and County of Los Angeles - Housing Opportunities for Mentoring and Education (HOME) (#20)

Evidence Upon Which It is Based:

Initially, H.O.M.E. was based only on the causal model of delinquency. The 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 targeting public housing neighborhoods can improve school attendance and reading skills and reduce school disciplinary actions (e.g., suspensions, expulsions) (Jenson et al., 2018).

Over the past few years, the ecological systems theory and the Positive Youth Development model (PYD) have informed the strategy of this program on productive youth engagement in programs in their communities, schools, organizations, peer groups, and families. PYD is an intentional, pro-social approach that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances young people's strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strength. Use of a youth development approach has been identified as a best practice for juvenile justice systems (Whitaker, Smucker, and Holliday, 2022), and a formal framework for evaluating this program with respect to PYD dimensions is in development.

As part of a recent evaluation using a PYD framework, youth in this program completed the Positive Youth Development Sustainability Scale (PYDSS), which measures core positive youth development assets or characteristics. The Positive Youth Development Sustainability Scale detected positive changes in all the 5C internal assets for the HACLA HOME program, with the largest positive change taking place.

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

Whitaker, Laura, Sierra Smucker, and Stephanie Brooks Holliday, A Gap Analysis of the Los Angeles County Juvenile Justice Crime Prevention Act Portfolio. Santa Monica, CA: RAND Corporation, 2022. https://www.rand.org/pubs/research_reports/RRA1663-1.html.

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.

Program Name:

JJCPA Evaluation and Infrastructure (#21)

Evidence Upon Which It is Based:

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

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

Best practices for juvenile justice systems include the importance of using evidence-based programs and practices, as well as attending to program implementation and fidelity to ensure high-quality implementation of programs (Whitaker, Smucker, and Holliday, 2022). Conducting process and outcome evaluations of JJCPA-funded programs is one key way to ensure that funded programs are effective and implemented with fidelity.

Whitaker, Laura, Sierra Smucker, and Stephanie Brooks Holliday, A Gap Analysis of the Los Angeles County Juvenile Justice Crime Prevention Act Portfolio. Santa Monica, CA: RAND Corporation, 2022. https://www.rand.org/pubs/research_reports/RRA1663-1.html.

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

Description:

The infrastructure and Evaluation strategy will support the annual evaluation and ongoing training and advisement for the Juvenile Justice Coordinating Council (JJCC) the JJCC, the JJCC-Community Advisory Committee (CAC) (Standing Subcommittee) and the annual JJCC-CMJJP 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.

Program Name:

California State University, Los Angeles - Activating Intentional Youth Development Approach (AIYDA) (#22)

Evidence Upon Which It is Based:

Existing research suggests that highly trained staff is critical to maintaining high quality programming (Kratochwill et al., 2007). Enhanced staff competence and confidence through training can also lead to lower staff retention rates which has been an issue in juvenile correctional facilities (Matz et al., 2013). Investing in staff training can help mitigate the rate of staff turnover in LA county and ensure continuity of programming for youth involved in the programs (Kaye & Evans, 2000). Activating Intentional Youth Development Approach (AIYDA) is an evidence-based approach to positive youth development that incorporates best practices in a). developmental psychology, b). adolescent brain development, and c). pedagogy (learning). Research (pre-post surveys) of AIYDA training indicates clear evidence that the approach is well received by providers and the training conveys the framework and mechanics for how to use the approach.

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

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

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

Description:

AIYDA is grounded in evidence-based research and best practices in the design and delivery of positive youth development. Probation Department personnel will develop the capacity to frame their programming and practice around this approach that makes it most likely that youth will foster the key skills that lead to thriving along a continuum that ranges from resiliency, wellbeing, flourishing to thriving. The capacity for personnel to manage differing levels of risk is intentionally and inherently included in this approach.

Program Name:

County of Los Angeles Department of Mental Health - Community in Schools Initiative, MST (LACOE) (#23)

Evidence Upon Which It is Based:

MST is an evidence-based intervention with one of the most strongly proven and researched track record of efficacy. 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, and this is a metric that MST actively tracks. MST is one of the strongest programs in terms of tracking outcomes for clients/families receiving their services.

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

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

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

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

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

Description:

The program provides intensive in-home services and is available 24/7. These supports strengthen families and impacts other youth in the home that may not be justice involved. The MST approach uses a multi-agency approach to youth, including their schools, peers, home and community. By working with youth and families in all of these settings, MST reduces disparities and access to treatment and serves families in multiple geographic communities.

The current MST contract providers to allow for the pairing of MST teams with the LACOE Community Schools Initiative. The benefit of the LACOE Community Schools Initiative is that referrals to MST providers will come directly from the resource hubs at the school via the dedicated

LACOE coordinator. This will allow for a more direct and earlier referral for at-risk youth and their families.

MST providers are inclusive and culturally sensitive providing services in the home, school and community in a way that addresses barriers to care and disparities. Access to care and individualized treatment addresses the needs of specialized populations. The program collects meaningful outcomes and these outcomes have established the program as one of the strongest evidence-based practices for justice involved youth. Where eligible, services are claimed to Medi-Cal. As more specifically under the program outcomes, MST demonstrates a solid return on the investment.

Program Name:

Los Angeles County office of Education and County of Los Angeles Parks and Recreation – Safe Passages (#24)

Evidence Upon Which It is Based:

Research demonstrates that creating safe routes to school can increase walking and cycling to school among youth which can, in turn, foster community, increase exercise, and improve physical health (Stewart, Moudon, and Claybrooke, 2014; Henderson et al., 2013). There is also evidence that these initiative may be associated with improved school attendance – and it may be that creating similar safe walking paths to local parks can similarly improve engagement in activities that are located at these parks. The Safe Routes Partnership has highlighted the need for safe routes to local parks – they suggest that, although 2/3 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 to overcome those concerns.

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

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.

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

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

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

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 (2018). *Why Safe Routes to Parks: Stories, Data, and Resources to Illustrate the Mission*. <https://saferoutespartnership.org/blog/why-safe-routes-parks-stories-data-and-resources-illustrate-mission>

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

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

Description:

The Community Safe Passages (Safe Passages) program is a Primary Prevention program and will be co-located at Our SPOT teen after-school program parks that are most impacted by violence based on a violence score of 20 or greater, as identified by the LA County Office of Violence Prevention. The program will cover 6 locations and serve over 12,960 (duplicated) youth. Safe Passages Our SPOT programs are tailored for youth between 6th and 12th grade, and each location services between 15 to 50 participants per day location. Locations include the following parks: Mona, Roosevelt, Belvedere, Earvin Magic Johnson, Obregon, and Jackie Robinson in SPA's 1,6,7, 8 and Supervisorial Districts 1, 2 and 5. Safe Passages will build on existing intervention efforts to provide gang intervention services in the most needed areas. For the children living in gang violence “hot zones,” the daily walk to and from parks can feel like a war zone. The routes to parks frequently cross gang territory lines and there is fear of gang harassment, intimidation, or recruitment. These barriers can lead many children and families to miss park activities, programs, sporting events and to avoid coming to parks and open spaces after school, evenings, and weekends. Safe Passage provides safety curriculum to adults and youth at the parks which may include conflict resolution, safety, trauma-informed care education and workshops as well as community workshops, service projects and gatherings to support social cohesion that is drawn from input by the local community. One hundred percent of the funding allocation will be designated to CBO contracts/sub-contracts. There is a growing body of research that identifies the interactions between youth and interventionists, as leading factors in promoting better developmental outcomes for youth, particularly in communities of concentrated poverty where parks and recreation is the primary provider of low-and no-cost activities/programs/services. DPR aims to, provide children and families and the identification of conditions that contribute to the occurrence of delinquency with an array of upfront supports.

Program Name:

County of Los Angeles Homeless Services Authority – Coordinated Entry Services (Family Housing) (#25)

Evidence Upon Which It is Based:

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

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

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

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

Description:

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

Program Name:

County of Los Angeles Beaches and Harbors – Ocean Safety Day (#26)

Evidence Upon Which It is Based:

This program based on the Protective Factors, Social Learning and Social Control theories. Research of these theoretical frameworks indicates youth can learn from pro-social peers, teachers and family and develop positive attachments that lead to adherence of positive pro-social behaviors which prevent delinquent behaviors. The WATER Program offers various opportunities that contribute to healthy youth development, such as skill building through constructive recreational activities, positive interaction with adults, a sense of belonging and a connection to nature which can naturally relieve stress levels.

Development Services Group, Inc. 2015. "Protective Factors for Delinquency. " Literature review. Washington D.C.: Office of Juvenile Justice and Delinquency Prevention.

Description:

The WATER Program offers Los Angeles County youth coastal recreational and educational opportunities, with a focus on ocean safety. Activities are instructed by Ocean Lifeguards and occur on public beaches and the Marina del Rey harbor. Ocean Safety Days involve rotations in kayaking, paddle boarding, surfing, etc. Summer programs that include weeklong camps and engage system-involved youth add coastal hikes, visits to aquariums, bluffs, tide pools, and piers, and guest speakers. All activities are tailored to participant abilities. Equipment, transportation, and lunch are provided. Sailing Camps are instructed across five days where students learn sailing skills in Capri and Laser boats. Program objectives: Youth to receive ocean safety education; Promote health/fitness in a safe and fun environment through water recreational activities; Youth to experience accomplishment and increased self-esteem by acquiring new skills; Exposure to lifeguarding profession and other career paths connected to the ocean.

The WATER Program will serve system-involved youth referred by the Children and Family Services and Probation Departments, participants from the Department of Parks and Recreation, students from schools in high-risk areas, and other at-risk youth from community-based organizations.

Program Name:

Los Angeles Unified School District - Diversion Coordination of Services (#27)

Evidence Upon Which It is Based:

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

This program will focus on middle school students. Middle school may also be the place in schooling where students may fall off the path and become an eventual dropout. Research has shown that students involved in the juvenile justice system are at greater risk for dropping out (e.g., Esthappan & Lee, 2018). This program will utilize early tiered prevention models and social and emotional learning programs to identify risk factors, decrease a variety of negative behaviors, and provide students with the strategies they need for success.

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

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

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

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

Esthappan, S. & Lee, V. (2018). Incarcerated youth deserve a quality education, and many don't get one . *Urban Wire, Urban Institute, Washington, DC*. <https://www.urban.org/urban-wire/incarcerated-youth-deserve-quality-education-and-many-dont-get-one>

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), programing will divert middle school students from initial contact with the juvenile justice system using approaches that are evidence-based, culturally relevant, trauma-informed, and developmentally appropriate. For those who have already had contact with law enforcement, the goal is to prevent recidivism and divert students from further arrests and/or petitions filed.

Program Name:

Los Angeles Unified School District – Mentorship for Students (#28)

Evidence Upon Which It is Based:

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

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

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

Description:

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

Program Name:

County of Los Angeles Department of Children and Families – Los Angeles County LGBTQ Youth Strategy (#29)

Evidence Upon Which It is Based:

LGBTQ youth experience a number of key challenges (The Trevor Project, 2020; Human Rights Campaign, 2012; Kociw et al., 2010; Ray, 2006; Ryan, 2009). They are more likely than non-LGBT youth to report that they are unhappy, less likely to have an adult to talk to about personal problems, and more likely to use drugs and alcohol. Mental health concerns can be common, including anxiety, self-harm, and suicidal ideation. LGBTQ youth are more likely to experience homelessness, where they are at risk for victimization, substance use, and participation in risky sexual behavior. Data also indicate that these youth are overrepresented within the juvenile justice system – and once involved in the system, there is some evidence that they face additional challenges, such as being housed in more restrictive environments by staff (Youth.gov) and victimization (Jones), 2021. This highlights a need for programming that is responsive to the needs of these youth.

Youth.gov (no date). Juvenile justice. <https://youth.gov/youth-topics/lgbtq-youth/juvenile-justice>

Jones, A. (2021). *Visualizing the unequal treatment of LGBTQ people in the criminal justice system*. Prison Policy Initiative.

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

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

Kosciw, J. G., Greytak, E.A., Diaz, E.M., and Barkiewicz, M.J. (2010). *The 2009 National School Climate Survey: The experiences of lesbian, gay, bisexual and transgender youth in our nation's schools*. New York: GLSEN. The 2009 National School Climate Survey: The experiences of lesbian, gay, bisexual and transgender youth in our nation's schools. New York: GLSEN.

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

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

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

Description:

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

Program Name:

Credible Messenger/Mentorship in Custody (#30)

Evidence Upon Which It is Based:

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

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

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

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

Description:

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

Program Name:

County of Los Angeles Public-Library – Library Programs and Services for Probation Involved and At-Promise Youth (#31)

Evidence Upon Which It is Based:

There is evidence that after school programs that include tutoring support can increase school attendance, independent reading, and lower suspension rates among at risk youth (Jenson et al., 2018). A decrease in school suspensions is particularly relevant for this population as evidence suggests that suspensions are linked to contact with the criminal justice system (Fabelo et al., 2011). Libraries can be an ideal setting to address the needs of at-risk and justice-involved youth, given evidence that 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, Young, & Wong, 2021).

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

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

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. Chicago, IL: Young Adult Library Services Association, American Library Association. https://www.ala.org/yaforum/sites/ala.org.yaforum/files/content/YALSA_nationalforum_final.pdf

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 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. Through reference and reader's advisory librarians will provide At-Promise Youth connections to library resources that support their educational and developmental pursuits.

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 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.

Program Name:

County of Los Angeles Workforce Development Aging and Community Services – Internships (#32)

Evidence Upon Which It is Based:

Work-based learning can provide a bridge into careers for youth at risk of become justice involved. A randomized controlled trial evaluation of a similar program in Washington DC, Baltimore, Virginia, and Chicago found that an internship program increased educational attainment and job preparation for male participants (Theodos et al., 2016). The program also increased the probability that students would enroll in a two-year degree among men. There is also some limited data to suggest that youth internships can have benefits for youth beyond the work experiencing, perhaps increasing academic skills and supporting them in the development of positive relationships (Pierpont, 2008).

Pierpont, W. W. (2008). The veterinary preparatory program: An alternative education program for youth in the juvenile justice system. University of California, Berkeley ProQuest Dissertations Publishing, 2008. 3353079.

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

Description:

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

Program Name:

County of Los Angeles Chief Executive Office's SEED School (Board-Directed MTA Partnership) (#33)

Evidence Upon Which It is Based:

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

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

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

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

Description:

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

Program Name:

County of Los Angeles Department Public Health - Youth Substance Abuse Client Engagement Navigations Systems (CENS) and Support Services (#34)

Evidence Upon Which It is Based:

Youth substance use has been identified as a risk factor for delinquency. According to the U. S. Department of Justice's Office of Justice Programs, 77 percent of criminal justice-involved youth reported substance use (mainly marijuana) in the past 6 months, and nearly half of male and female juvenile detainees had a substance use disorder (McClelland et al, 2004a; McClelland et al. 2004b). A recent review by RAND Corporation found that some residential and outpatient substance use services can reduce substance use among justice-involved youth, and in some cases also reduce risk of arrest (Applegarth, Jones, and Holliday, 2023). However, this review also found evidence from at least one study (Mears and Kelly, 2002) that youth who are more engaged in treatment may have better outcomes, highlighting the importance of finding ways to meaningfully connect youth with treatment and ensure their participation.

Mears, Daniel P., and William R. Kelly, "Linking Process and Outcomes in Evaluating a Statewide Drug Treatment Program for Youthful Offenders," *Crime and Delinquency*, Vol. 48, No. 1, January 2002, pp. 99–115.

Description:

To ensure timely access to developmentally appropriate SUD treatment services and to maximize treatment admission and retention and enhance the likelihood of positive treatment outcomes, the CENS program will continue to facilitate access to SUD services for youth (ages 12-17) and young adults (ages 18-24) at juvenile halls in Los Angeles County, and connect the population to a network of 26 specialized youth SUD providers across Los Angeles County as well as a specialized network that serves young adults involved in the criminal justice system. Services provided to youth and young adults by CENS will include: outreach and engagement; eligibility determination, benefits enrollment; educational sessions; early intervention services, screening, appointment scheduling, service navigation, ancillary referrals and linkages; documentation and reporting; and agency community education, as well coordination to a continuum of community-based SUD treatment providers upon release from custody primarily supported by Drug Medi-Cal program.

The Department of Public Health (DPH) Substance Abuse Prevention and Control (SAPC) manages its Client Engagement and Navigation Services (CENS) countywide to assist with comprehensive screenings and post-release treatment referrals based on the American Society of Addiction Medicine (ASAM) criteria. The ASAM Criteria is the most widely used and comprehensive set of standards for placement, continued stay, transfer, or discharge of patients with addiction and co-occurring conditions, and reentry linkages to substance use treatment post-release. To ensure equity of care, SAPC implemented its CENS services for incarcerated youth and young adults housed in Los Padrinos Juvenile Hall to increase access to care and reduce repeated encounters with the juvenile justice system related to substance use.

CENS serves as a resource hub for participating youth while in-custody and as they return and reintegrate into the community by providing on-site SUD screenings and connecting youth to a continuum of SUD treatment services including prevention, early intervention, outpatient, intensive outpatient, residential treatment programs, and recovery services in the community. CENS will be

co-located in the juvenile hall location and will provide in-person services and warm handoffs to treatment services as appropriate. Linkages to post-release services are provided using a patient-centered approach to ensure the receiving treatment provider will best meet the cultural, age appropriate proximity to place of residence and language preference of the patient. By ensuring patients are linked to the appropriate care, patients may strengthen resiliency and ultimately deter from future acts of delinquency.

Program Name:

County of Los Angeles Department Mental Health - Multi-Systemic Therapy (MST) Training and Consultation (#35)

Evidence Upon Which It is Based:

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

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

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

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

Consultation has been identified as an effective implementation strategy for evidence-based practices (Edmunds, Beidas, & Kendall, 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.

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.

Description:

MST LLC contract has been in place for roughly 20 years. Researchers developed the MST treatment model, an evidence-based practice 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. Providing services and support to the youth and family in the community with a highly effective intervention such as MST improves and strengthens the family long-term, which benefits the youth and parents, as well as younger siblings. MST is a highly effective intervention which cannot be practiced without the oversight and direct ongoing involvement of MST LLC. The training, licensure, consultation and tracking of adherence to the MST model is intended and required for any provider delivering MST.

Program Name:

County of Los Angeles Probation Department - In-Home Services to Prevent Detention via Community-Based Organizations (CBOs) (#36)

Evidence Upon Which It is Based:

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

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

In addition to the benefits that can accumulate from an in-home placement, data from Los Angeles suggest that youth who are home on probation have a lower likelihood of recidivism than those assigned to camps or group homes (Ryan et al., 2014), suggesting the value in providing services that may increase the chances that youth remain at home.

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

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

Joseph P. Ryan, Laura S. Abrams, Hui Huang, First-Time Violent Juvenile Offenders: Probation, Placement, and Recidivism, *Social Work Research*, Volume 38, Issue 1, March 2014, Pages 7–18, <https://doi.org/10.1093/swr/svu004>

Description:

This program provides intensive family-centered, home-based family support services to probation youth, ages 10-18 and their families across the County of Los Angeles, within the five Supervisorial Districts. Services are intended to avert an ongoing escalation of criminal and delinquent behavior (e.g., including domestic violence, high family conflict/dysfunction and related offenses) at the time of detention and promote school success. Successful delivery of the home-based family support services focuses on strengthening the family unit, foster parenting practices, promoting responsible youth behavior, and decreasing delinquent activities and recidivism. The services are delivered in the participant's home and shall support/develop effective parenting, promote responsible youth behavior and decrease delinquent activities. Adjustments will be made to this model based upon the pandemic recommendations.

Program Name:

County of Los Angeles Youth Commission (#37)

Evidence Upon Which It is Based:

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

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

When they work well, these types of youth commissions may improve relationships between groups (e.g., youth and the group that they are advising), provide an avenue by which services can become more responsive to the needs of youth, and help challenge the status quo (Burns, 2019).

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

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

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.

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.

Program Name:

Los Angeles County Office of Education (LACOE) - Tutoring in the Camps and Juvenile Halls (#38)

Evidence Upon Which It is Based:

There is evidence that afterschool programs that include tutoring support can increase school attendance, independent reading, and lower suspension rates among at risk youth (Jenson et al., 2018). This type of support may be especially helpful in custody settings, as there can be challenges to maintaining the quality and continuity of educational service (e.g., movements of youth across facilities, potential for poorer quality of education preceding custody) (Mathur & Schoenfeld, 2010).

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

Mathur, S. R., & Schoenfeld, N. (2010). Effective instructional practices in juvenile justice facilities. Behavioral Disorders, 36(1), 20-27.

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.

Program Name:

Conflict Resolution in Institutions and Restorative Justice (#39)

Evidence Upon Which It is Based:

OJJDP and the Safe and Drug-Free Schools Program's "Conflict Resolution Education: A Guide to Implementing Programs in schools, Youth -Serving Organizations , and Community and Juvenile Justice Settings Program Report" states that the effective implementation of conflict resolution processes of negotiation, mediation or consensus decision making requires understanding of four essential principles: 1) separate people from the problem, 2) focus on interests, not positions, 3) invent options for mutual gain and 4) use objective criteria. In addition, a recent meta-analysis highlighted effective and promising restorative justice practices for juvenile justice settings (Wilson, Olaghere, & Kimbrell, 2017). This study found that restorative justice programs and practices were associated with a "moderate reduction in future delinquent behavior" (pg. 2), with promising approaches including "victim-offender conferencing, family group conferencing, arbitration/mediation programs, and circle sentencing programs" (pg. 2). This is consistent with findings of a recent review of promising programs for juvenile justice-involved youth, which found that restorative justice practices may be effective in the context of diversion and psychoeducational interventions with this population (Applegarth, Jones, and Holliday, 2023).

Wilson, D. B., Olaghere, A., Kimbrell, C. S. (2017). *Effectiveness of Restorative Justice Principles in Juvenile Justice: A Meta-Analysis*. Fairfax, VA: George Mason University, Department of Criminology, Law and Society.

<https://www.ojp.gov/pdffiles1/ojjdp/grants/250872.pdf>

Applegarth, D. Michael, P'trice Jones, and Stephanie Brooks Holliday, Promising Services for Justice-Involved Youth: A Scoping Review with Implications for the Los Angeles County Juvenile Justice Crime Prevention Act. Santa Monica, CA: RAND Corporation, 2023. https://www.rand.org/pubs/research_reports/RRA1663-2.html.

Description:

Conflict Resolution in Institutions

Utilize Community-Based organizations to provide conflict resolution for youth on youth and youth on staff assaults within the facility, using mediation. Addressing assaults through mediation and restorative justice will improve relationships between youth and staff.

Addressing trauma caused by violence will help youth practice empathy, and boost social and emotional competence. Social Emotional Learning is part of positive youth development, one of the guiding principles of the CMJJP. Community engagement and restoration is also a tenant of positive youth development.

This program will support the Intervention service strategy. Services will be delivered across SPAs and Supervisorial Districts where Probation facilities are located.

Restorative Justice

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.

Program Name:

County of Los Angeles Probation Department - Economic Stability for Youth Reentering the Community from Halls (#40)

Evidence Upon Which It is Based:

Youth can experience several types of stressors or reintegration challenge as they reenter the community after a period of incarceration. One challenge can include returning to an unstable living situation or family setting (Altschuler & Brash, 2004). Providing supports to stabilize the family and housing situation for a returning youth can help ease their reintegration to the community. Efforts to support the youth and their family may also help youth more easily reconnect with family; moreover, providing support to youths' family members has been cited as a trauma-informed care strategy (Dempsey et al., 2021). Ensuring youth have stable housing may also decrease the risk of future juvenile justice involvement (Walker et al., 2018).

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.

Walker, S. C., Valencia, E., Bishop, A., Irons, M., & Gertseva, A. (2018). Developing a coordinated youth housing stability program for juvenile courts. *Cityscape*, 20(3), 117-138.

Dempsey, M. P., Davis, W. M., Forbes, P., Penkoff, C. B., Gonsoulin, S., & Harris, P. W. (2021). Juvenile Justice Administrator Perspectives: Reframing Reentry Around Positive Youth Outcomes. *Behavioral Disorders*, 46(3), 187-196.

Description:

Economic Stability for Youth Reentering the Community from Halls

Provide youth and family with referral to community-based organization to provide systems navigation, peer support, and auxiliary funds (rental assistance, clothing, beds, etc.) to stabilize the family to reunify youth.

Coordinated Entry Services for families has wait lists and a significant percentage of youth lack stability to reunify with their families upon exit. Current housing opportunities are predicated on need and geared towards the individual and not the family.

The programming supports the Intervention service strategy. Youth and families may reside across the SPAs and Supervisorial Districts.

Program Name:

Los Angeles County Office of Education - Education Programs (#42)

Evidence Upon Which It is Based:

Youth who are involved in the juvenile justice system are often at risk for poor educational outcomes. 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 (Leone & Weinberg, 2012). 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 supports they need at their home school (Leone & Weinberg, 2012). 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.

Leone, P., & Weinberg, L. (2010). Addressing the Unmet Educational Needs of Children and Youth in the Juvenile Justice and Child Welfare Systems. Washington, DC: Center for Juvenile Justice Reform, Georgetown University.

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 student s 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-risk 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.

**Part III. Youthful Offender Block Grant (YOBG)
(Welfare and 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

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

Below are YOBG funded programs reported by the county.

Program Name:

Risks and Needs Assessment (#1)

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.

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 by utilizing two (2) dedicated assessment DPOs, one (1) dedicated DMH Masters in Social Work (MSW) and Los Angeles County Office of Education (LACOE) pupil student advisor at the Camp Assessment Unit (CAU). These multi-faceted assessments assist in identifying appropriate youthful offender dispositions, programs, goals and re-entry plans, and include the use of a validated and normed risk assessment instrument, the Los Angeles Risk and Resiliency Checkup (LARRC). Assessment information is compiled by partner agencies and interested parties, at which time a Multi-Disciplinary Assessment (MDA) conducted prior to the youth's transfer to camp. Participants in the MDA include the youth, parent/caregiver, Probation staff, LACOE personnel, and Department of Mental Health (DMH) staff. The MDA is provided to the Multi-Disciplinary

Team (MDT) Coordinators at each facility to be utilized to develop the initial case plan and transitional case plan which begins at disposition.

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 medical. 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 JJCPA to provide case management support and supervision in the community upon release.

Program Name:

Residential Treatment (Camp) Programs (#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.

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.

Program Name:

Substance Use Disorder Treatment Services (#3)

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.

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.

Program Name:

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

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).

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.