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**COUNTY OF LOS ANGELES**  
**COMPREHENSIVE MULTI-AGENCY JUVENILE JUSTICE PLAN**

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FISCAL YEAR 2020-2021

**A Youth Development Mission, Continuum, and Funding Strategy**

**CMJJP Subcommittee Draft v.4**

**January 22, 2020**

## TABLE OF CONTENTS

<b>I. EXECUTIVE SUMMARY</b> .....	4
<b>II. JJCPA AND CMJJP BACKGROUND</b> .....	6
a. <b>Origins and Foundations of the JJCPA</b> .....	6
b. <b>History of the CMJJP (2001-2019)</b> .....	6
c. <b>CMJJP Requirements and Limits under Government Code Sections 30061 and 30062</b> .....	7
d. <b>JJCC’s Collaborative Approach to the CMJJP</b> .....	8
<b>III. ORGANIZATION AND IMPLEMENTATION OF THE CMJJP</b> .....	10
a. <b>Structure of the CMJJP</b> .....	10
b. <b>Key Stakeholders</b> .....	11
c. <b>FY 2021-22 CMJJP Planning, Development, and JJCPA Funding Allocation Approval Process</b> .....	11
<b>IV. MISSION AND GUIDING PRINCIPLES</b> .....	14
1. <b>CMJJP Mission Statement</b> .....	14
2. <b>CMJJP Guiding Principles</b> .....	14
3. <b>Growth Fund-Specific Goals and Guiding Principles</b> .....	15
<b>V. FRAMEWORK</b> .....	17
a. <b>Youth Development and Empowerment</b> .....	17
b. <b>Continuum of Services</b> .....	18
c. <b>Continuum-Based Funding Strategies</b> .....	20
<b>VI. SERVICE STRATEGY</b> .....	23
a. <b>Landscaping the Need</b> .....	23
c. <b>System, Service Delivery, and Youth/Family Outcomes</b> .....	27
<b>VII. CMJJP FUNDING ALLOCATIONS AND JJCPA FUNDING</b> .....	30
a. <b>Overview</b> .....	30
b. <b>Additional Funding Parameters</b> .....	30
c. <b>Model Base-Funding Allocation</b> .....	31
<b>Appendix A</b> .....	32
Recommended Format of Community Feedback on Programs and Projects .....	32
<b>Appendix B</b> .....	33
Recommended Format for Governmental Partner Funding Requests .....	33
<b>Appendix C</b> .....	34
Sample of Existing, Relevant Programs, Services and Initiatives .....	34

**Appendix D**..... 36  
    At-Risk Youth Demographic Data..... 36  
**Appendix E** ..... 42  
    Probation Youth Demographic Data..... 42

Draft V.4

## 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).<sup>1</sup> As mandated by the JJCPA, the CMJJP is to be developed by the local juvenile justice coordinating council (JJCC).<sup>2</sup> The CMJJP shall include, but not be limited to, all the following components:<sup>3</sup>

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

Since inception, the County’s CMJJP has developed programs and services to provide community-level prevention and intervention strategies that target high-risk neighborhoods and focuses on achieving school success for probationers and at-risk youth. These services have been and should continue to be provided through the collaborative efforts of governmental agencies and community-based organizations. Additionally, JJCPA funding provides specialized, services and supervision to high-risk youth who formerly could have received confinement in a state juvenile justice facility. Proper use of JJCPA funding and development of the CMJJP will continue to use an integrated and collaborative approach to reducing crime and delinquency by leveraging existing resources and best practices to provide for a continuum of evidence-based and promising programs to target youth in communities of high need.

The process to develop the annual CMJJP and JJCPA funding allocations 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

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<sup>1</sup> Government Code, section 30061

<sup>2</sup> See: Welfare and Institutions Code, section 749.22

<sup>3</sup> *Ibid.*

- 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 will ensure that:

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

The JJCC allocates JJCPA funds to:

1. Programs, which are ongoing services supporting at least one strategic goal with clearly defined objectives and outcomes, funded by ongoing revenues. Programs are selected by the JJCC based upon the CMJJP Mission and the Based Funded Goals and Guiding Principles, which may be found in *Section IV., Mission and Guiding Principles*, on pages 14-15 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 15-16 of this document.

## **II. JJCPA AND CMJJP BACKGROUND<sup>4</sup>**

### **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, 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.”<sup>5</sup>

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 (2001-2019)**

Since 2001, the County has received approximately \$28 million each year in base funding, in addition to variable growth funds since 2015. 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, the Board also directed the CMJJP be revamped to reflect best practices, incorporate evaluation findings, and be informed by the needs of youth. In response, on March 28, 2018 the JJCC created a 13-member ad hoc CMJJP Taskforce (Taskforce) composed of nine community representatives and four County agency representatives. In November 2018 a community representative and a FUSE Executive Fellow were selected to co-lead the Taskforce.

The Taskforce was charged to update and revise the CMJJP and to make recommendations as to the spending of fiscal year 2019-2020 JJCPA funds. The updated CMJJP was to include a

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<sup>4</sup> Juvenile Justice Crime Prevention Act Landscape Analysis Report, prepared by RDA on 12/22/2017.

<sup>5</sup> Juvenile Justice Crime Prevention Act Gap Analysis Report, prepared by RDA on 4/30/2018.

formalized ongoing planning process to 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.<sup>6</sup>

On November 16, 2018 the Taskforce proposed and the JJCC adopted a mission and set of guiding principles for the CMJJP. Building on the mission and principles, the Taskforce worked to propose a set of strategies for an updated CMJJP. The Taskforce engaged the JJCC, Community Advisory Committee, and other key stakeholders in the planning process, including identifying and addressing the needs of and gaps in services to youth and families throughout the county, including those resulting from eliminating WIC 236 voluntary supervision.

The revised CMJJP<sup>7</sup> was 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 revised 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. The CMJJP also includes a formalized process for annual planning, development, and spending plan approval of JJCPA funds by the JJCC.<sup>8</sup>

On March 18, 2019, the JJCC bifurcated the CMJJP and the 2019-2020 spending plan, unanimously approving the updated CMJJP. A March 26, 2019 Board motion praised the 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."<sup>9</sup>

On April 5, 2019 the Taskforce finalized the 2019-2020 spending plan, 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 87% of the funding through community-based organizations, reversed from previous spending plans where funds were 80%+ spent by county agencies. The 2019-2020 spending plan was approved by the JJCC on April 15, 2019 and then by the Board on April 30, 2019. Growth Fund Goals and Guiding Principles were adopted by the JJCC on September 6, 2019.

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

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<sup>6</sup> 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.

<sup>7</sup> 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"

<sup>8</sup> *Id.* P.9.

<sup>9</sup> Motion by Supervisors Janice Hahn and Mark Ridley-Thomas: "Supporting a Revamped Comprehensive Multi-Agency Juvenile Justice Plan and Improved JJCPA Grant Administration"

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

Specifically, the law requires:

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

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

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

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

#### **d. JJCC’s Collaborative Approach to the CMJJP**

The approach to annually revise the CMJJP in Los Angeles recognizes that there has already been a wealth of collaboration and coordination across City and County agencies, researchers, advocates, and community-based organizations to develop strategies and recommendations to improve youth, family and community well-being, and that there is increasingly so. The JJCC aims to capture, adopt and build on – and not recreate – the frameworks and recommendations already proposed through existing and prior cross-agency and community collaborations, including:

- Resource Development Associate reports: *Juvenile Justice Crime Prevention Act Landscape Analysis Report* (December 2017), *Juvenile Justice Crime Prevention Act Gap Analysis Report* (April 2018) and *Juvenile Justice Crime Prevention Act Program Effectiveness Report* (April 2018)



- Denise Herz and Kristine Chan, *The Los Angeles County Probation Workgroup Report* (March 2017)
- Los Angeles County Office of Child Protection, *Paving the Road to Safety for Our Children: A Prevention Plan for Los Angeles County* (June 2017).

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

### III. ORGANIZATION AND IMPLEMENTATION OF THE CMJJP

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

#### a. Structure of the CMJJP

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



**b. Key Stakeholders**

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

**c. FY 2021-22 CMJJP Planning, Development, and JJCPA Funding Allocation Approval Process**

Step 1: JJCPA Evaluation Report Presented to the JJCC (August 2020)

Throughout the year, a contracted research organization will conduct process and outcome evaluation of JJCPA funded programs and services. For FY 2020-21, the research organization is the RAND Corporation (RAND). RAND will develop the methodologies for evaluation to include literature reviews of effective programs and provide an annual gap analysis. The evaluation process should include input from members of the private and public sectors that do not receive JJCPA funding and do not have a conflict of interest or biases.

RAND will provide the JJCC with an analysis of target population and community needs in addition to reports that document the outcomes of JJCPA funded programs and services with recommendation 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 CMJJP and JJCPA Spending Allocation Ad Hoc Subcommittee (CMJJP Subcommittee) to develop a draft of the following fiscal year's CMJJP and JJCPA Funding Allocation for JJCC consideration and approval.

Step 2: JJCC Adopts a Resolution to Create the CMJJP Subcommittee (August 2020)

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

Step 3: JJCC-CAC Community Survey (September)

The JJCC-CAC shall engage the community in identifying needs, proven strategies, and systemic issues of JJCPA operations by means of a survey. The survey is meant to gather information from stakeholders connected to or impacted by the juvenile justice system (e.g. community members, governmental agencies, and community-based organizations) about the unmet needs of

justice-involved and at-risk youth in the County of Los Angeles. This information will provide insight and guidance to the JJCC-CAC and the JJCC on how JJCPA funding can better support young people and close gaps in the services provided to them. The survey should at minimum be designed to solicit answers to the following questions:

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

#### Step 4: JJCC-CAC Community Feedback on Programs and Projects (September 2020)

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.<sup>10</sup> The purpose of this feedback process is informational only. See *Appendix A* recommended submission format.

#### Step 5: Governmental Requests for Funding (September 2020)

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.

#### Step 6: CMJJP Subcommittee Meetings (September through December 2020)

The CMJJP Subcommittee is formed by the JJCC to utilize the data and recommendations prepared by the JJCC, the JJCC-CAC, and RAND to draft an annual update to the CMJJP and JJCPA Funding Allocation for the ensuing fiscal year.

#### Step 7: CMJJP Subcommittee Presents Draft CMJJP and Annual JJCPA Funding Allocation to the JJCC-CAC (October 2020)

The CMJJP Subcommittee presents a draft of the CMJJP and Annual JJCPA Funding Allocation to JJCC-CAC approximately half-way through the subcommittee’s allocated meeting time. The JJCC-CAC holds a public meeting to receive input on the drafts. Feedback from the JJCC-CAC is considered and incorporated into the draft CMJJP and Annual JJCPA funding allocation by the CMJJP Subcommittee.

#### Step 8: JJCC Approves the CMJJP and Annual JJCPA Funding Allocation (December 2021)

The CMJJP Subcommittee presents its findings and recommendations as well as a draft CMJJP and Annual JJCPA funding allocation for the JJCC’s consideration. To ensure adequate time for JJCC member review, the drafts should be submitted to the JJCC seven calendar days before the JJCC meets. After the adoption of the CMJJP and JJCPA funding allocation, the CMJJP Subcommittee is dissolved and the JJCC approved version of the CMJJP and the Annual JJCPA

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<sup>10</sup> 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).

funding allocation is 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 9: Los Angeles County Board of Supervisors Approves CMJJP and Annual JJCPA Funding Allocation (January 2021)

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

Step 10: Annual JJCPA Funding Allocation Submitted to Board of State and Community Corrections (February 2021)

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

## IV. MISSION AND GUIDING PRINCIPLES

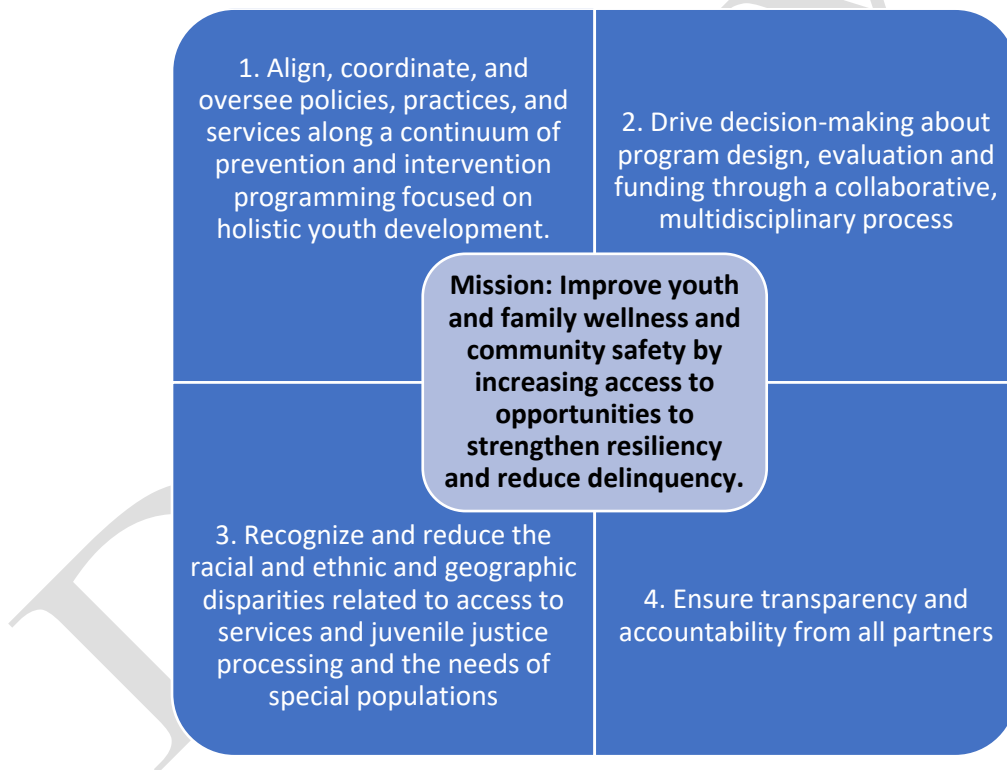
### 1. CMJJP Mission Statement

The mission of the Comprehensive Multi-Agency Juvenile Justice Plan is to improve youth and family wellness and community safety by increasing 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.

### 2. 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 the 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 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.

### **3. Growth Fund-Specific Goals and Guiding Principles**

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

The Guiding Principles for Growth Funds are to:

1. Provide financial support across the continuum of youth development prevention, intervention, and diversion.
2. Support innovative projects, including pilot projects or one-time costs (consistent with County Board policy that ongoing costs be funded by ongoing revenues/continuing expenditures with continuing revenues, in compliance with *Board Policy 4.030 - Budget Policies and Priorities*). Examples of these include:
  - a. Training and capacity building to improve organizations in more effective and efficient programming
  - b. One-time events/programs
  - c. Enhancements to and evaluations of existing programming and employment opportunities for youth (enhanced arts programming, tutoring, sports, internships, and activities that allow youth to connect with natural and cultural resources in the LA area)
  - d. Improvements to environments where youth programming is provided
  - e. Technology, art supplies, books, etc.
  - f. Improvements for energy efficiency and environmental sustainability and long-term cost savings
  - g. Youth emergency funds, such as for:
    - i. Life necessities (housing, food, clothing, etc.)
    - ii. Transportation
    - iii. Counseling
3. Prioritize funding for community-based service provision, including:
  - a. By community-based service providers with less access to funding and potential to provide and scale up services effectively
  - b. In areas with high levels of youth arrest (based on up-to-date data) and/or under served
  - c. Organizations who target programming to youth with highest needs
  - d. May support JJCC infrastructure, evaluation, juvenile justice cross-system collaboration and coordination development (including both County agencies and CBOs), and governance beyond base-fund allocations, as deemed appropriate by the JJCC.



## V. FRAMEWORK

Based on the mission and guiding principles, the CMJJP uses the following definitions for Youth Development and model for a continuum of services, to outline five funding strategies: primary prevention, focused prevention/early intervention<sup>11</sup>, intervention, capacity-building, and evaluation and infrastructure.

### a. Youth Development and Empowerment

Youth Development has become recognized both as theoretical framework and practice based on adolescent stages of development. In theory, Youth Development supports research that youth are continuing to change and develop; and as practice, Youth Development programs prepare youth to meet the challenges of adolescence by focusing and cultivating their strengths to help them achieve their full potential. For systems including justice, child welfare and education, Youth Development approaches can serve “as an alternative approach to community health and public safety that builds on the strengths of youth, families and communities, addresses the root causes of crime and violence, prevents youth criminalization, recognizes youth leadership and potential, and turns young people’s dreams into realities.”<sup>12</sup> 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.<sup>13</sup> 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.

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<sup>11</sup> 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.

<sup>12</sup> 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).

<sup>13</sup> *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:

- **“At-risk” youth<sup>14</sup> & <sup>15</sup>** – Risk or “risk factors” are considered alongside strengths or “protective factors” in determining what responses should happen to prevent or reduce the likelihood of further delinquency. The CMJJP adopts the definition of risk from a 2011 guidebook on delinquency intervention and prevention by the National Conference of State Legislators:

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

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

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<sup>14</sup> 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.”

<sup>15</sup> In 2019 California Assembly Bill No. 413 removed the term “at-risk” and replaced it with “at-promise” in the Education and Penal Codes. For purposes of the Codes, “at-promise” has the same meaning as “at-risk.”

Many of these risk factors overlap. In some cases, existence of one risk factor contributes to existence of another or others.<sup>16</sup>

LAC Departments that have funding for this population include:

LAC Department of Children and Family Services  
LAC Department of Public Social Services  
LAC Department of Mental Health  
LAC Department of Parks and Recreation  
LAC District Attorney's Office  
LAC Public Library  
LAC Workforce Development and Aging Community Services  
LAC Office of Education  
Los Angeles Unified School District  
LAC Chief Executive Office  
My Brother's Keeper  
City of Los Angeles Gang Reduction Youth Development  
LAC Department of Health Services  
LAC Office of Violence Prevention  
LAC Department of Public Health

- **Youth with initial and early contacts with law enforcement** – These youth have had initial and early contacts with law enforcement or would likely otherwise have had law enforcement contacts through referrals, such as from communities, education or other systems. NOTE: THIS SECTION IS PENDING UPDATE TO REFLECT A DEFINITION INCLUSIVE OF FACTORS BEYOND LAW ENFORCEMENT CONTACT.

Departments that have funding for this population include:

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

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

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

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<sup>16</sup> National Conference of State Legislators, *Delinquency Prevention and Intervention: Juvenile Justice Guidebook for Legislators* (2011).

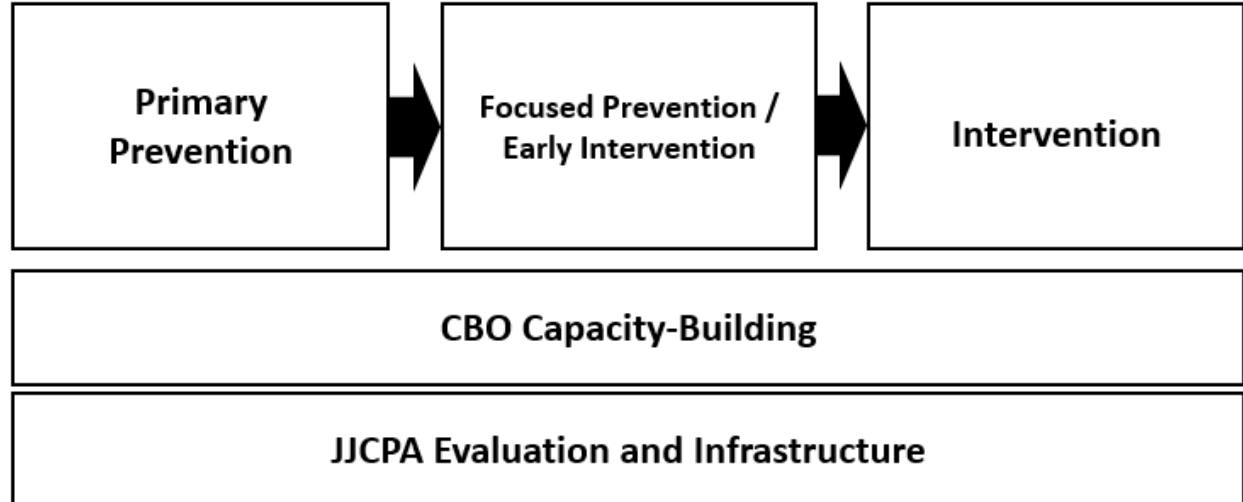
further defines these terms in the next section, adopting the holistic, health-oriented terms that the field of juvenile justice has increasingly embraced.<sup>17</sup>

<b>Target Population</b>	<b>Estimated Numbers<sup>18</sup></b>	<b>Continuum of Youth Development services</b>	<b>Service categories (discussed further in the sections below)</b>
At-risk youth	735,008	Primary Prevention	-Behavioral Health Services -Education/Schools
Youth with initial and early contacts with law enforcement	9,000	Focused Prevention/Early Intervention	-Employment/Career/Life Skills -Socio-emotional supports
Probation youth	6,000	Intervention	-Housing -Parent/caregiver support -Arts and recreation

**c. Continuum-Based Funding Strategies**

NOTE: THIS SECTION IS PENDING UPDATE TO REFLECT FLUIDITY IN THE APPLICATION OF THE DEFINITIONS.

The following funding strategies for the CMJJP correspond with the continuum of services – which must adhere to the CMJJP guiding principles and youth development framework:



<sup>17</sup> The U.S. Department of Justice Office of Juvenile Justice and Delinquency Prevention’s definitions also provide helpful context when considering the development of a continuum of services:

-Prevention: “Programs, research, or other initiatives to prevent or reduce the incidence of delinquent acts and directed to youth at risk of becoming delinquent to prevent them from entering the juvenile justice system or to intervene with first-time and non-serious offenders to keep them out of the juvenile justice system. This program area excludes programs targeted at youth already adjudicated delinquent, on probation, and in corrections.”

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

<sup>18</sup> See Section VI., Service Strategy for data supporting these estimates.

- **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.<sup>19</sup>
- **Strategy 2: Focused Prevention/Early Intervention:** Provide children and families identified as having greater risk of becoming delinquent with the upfront supports and services they need to prevent them from entering the juvenile justice system and/or limit their involvement with the system once they are known to it.<sup>20</sup>
  - 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.<sup>21</sup>

Departments or agencies that may refer youth to diversion programs include, but are not limited to, schools, service organizations, police, probation, or prosecutors.<sup>22</sup>

- **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.<sup>23</sup>
  - 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.

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<sup>19</sup> Adapted from definition in OCP Prevention Plan; Denise Herz, Probation Workgroup Report, 3.3.17.

<sup>20</sup> *Ibid.*

<sup>21</sup> A Roadmap for Youth Diversion in Los Angeles County.

<sup>22</sup> Definition from Board of State and Community Corrections, *Youth Reinvestment Grant Program: Request for Proposals* (2018).

<sup>23</sup> Denise Herz, Probation Workgroup Report, 3.3.17.

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

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## VI. SERVICE STRATEGY

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

### a. Landscaping the Need

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

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

The information presented in the CMJJP are consolidated from available and accessible sources; they do not reflect a comprehensive mapping, only an attempt to be more informed about how JJCPA is situated in a broader context. Ultimately, the question that should drive the CMJJP and funding allocation is: “how should JJCPA funds best serve at-risk and probation youths’ needs in Los Angeles County given its available programs and funding resources?”<sup>24</sup>

### i. At-Risk Youth<sup>25</sup>

	Estimated Number
Estimated Total Youth in Los Angeles County (under age 18)	2,192,897
Estimated risk groups	
-Number of youths living below poverty line	526,295
-Number of chronically absent youth, minus those in the SES disadvantaged group	33,570
-Number of unduplicated suspensions	29,819
-Number of youths using substances, above poverty threshold	145,324
Total in risk groups	<b>735,008 (34% of youth)</b>

<sup>24</sup> See Appendix C for a list of Sample Existing, Relevant Programs, Services and Initiatives.

<sup>25</sup> See Appendix D for At-Risk Youth Demographic Data

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

	2012	2013	2014	2015	2016	2017	2018
Total Juv. Pop. <sup>26</sup>	2,342,708	2,318,007	2,295,315	2,274,801	2,253,113	2,221,435	2,188,893
Total Arrests <sup>27</sup>	25,581	20,076	17,279	13,237	11,399	9,788	8,133
Felony arrests	9,271	7,806	6,906	5,224	4,827	4,538	3,943
Misdemeanor arrests	12,362	9,702	8,184	6,716	5,709	4,636	3,843
Status Offense arrests	3,948	2,568	2,189	1,277	863	614	347

**iii. Probation Youth<sup>28</sup>**

**1. Probation Youth – Snapshot by Disposition and Psychotropic Medications**

<b>Youth in probation system (Dec. 31 Snapshot)</b>	<b>2018</b>	<b>2019</b>
Active supervision	5,098	4,412
Supervision dispositions		
- 654	448	306
- 654.2	247	169
- 725(a)	299	285
- 727(a)	1	0
- 790	277	246
- Home on probation	2162	1992
- Suitable Placement	646	631
- DJJ	61	60
- Bench warrant	760	607
- Out-of-state/courtesy supervision	25	23
- Intercounty transfer to LA	79	67
- Pending	118	26
Halls (Dec. 15, 2018 & Dec. 31, 2019)	538	550
- On psychotropic meds	149 (27.7%)	160 (29.1%)
Camps (December 15)	259	300
- On psychotropic meds	93 (35.9%)	124 (41.33%)
Dorothy Kirby (December 15)	48	53
- On psychotropic meds	37 (77%)	42 (79.25%)

<sup>26</sup> [https://www.ojjdp.gov/ojstatbb/ezapop/asp/profile\\_display.asp](https://www.ojjdp.gov/ojstatbb/ezapop/asp/profile_display.asp)

<sup>27</sup> <https://openjustice.doj.ca.gov/crime-statistics/arrests>

<sup>28</sup> See Appendix E for Probation Youth Demographic Data



## 2. Youth on Probation by Geography

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

### 2019

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

### 2018

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

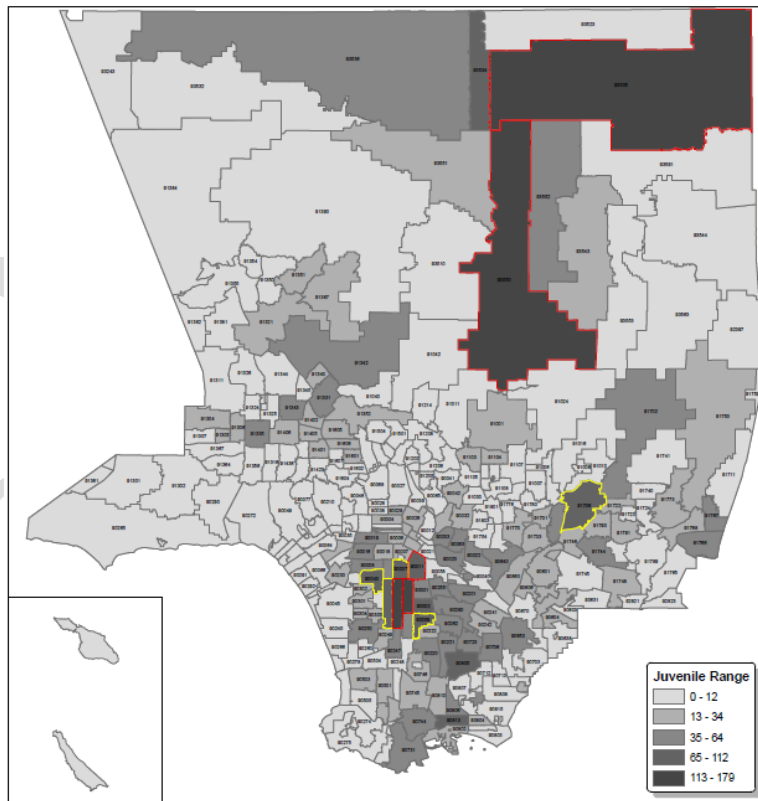
### PENDING 2019 PROBATION DATA MAP



County of Los Angeles Probation Department

#### Juveniles by Zip Code

10/22/2018



**b. Recommended Service Categories and Approaches**

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

<p><b>Behavioral Health Services</b></p> <ul style="list-style-type: none"> <li>• Provide target youth populations with appropriate health, mental health, and substance abuse treatment that target their individual needs<sup>29</sup></li> <li>• Specifically, fund community-based cognitive behavioral interventions and more community-based substance abuse treatment in neighborhoods with high density of youth on probation<sup>30</sup></li> </ul>
<p><b>Schools/Education</b></p> <ul style="list-style-type: none"> <li>• Fund educational advocacy and system navigation for parents</li> <li>• Fund an asset-based, family and community centered approach to truancy reduction that helps families address issues that limit regular school attendance<sup>31</sup></li> <li>• Fund community-based providers in schools to provide tutoring/academic support for youth, and educational advocacy and system navigation for youth and families.<sup>32</sup></li> <li>• Fund intervention workers to facilitate violence prevention and safe neighborhoods</li> </ul>
<p><b>Employment/Career/Life Skills<sup>33</sup></b></p> <ul style="list-style-type: none"> <li>• Increase focus on job development, including career readiness and professional skill-building, vocational training, creative and alternative career training</li> <li>• Support access to community college courses</li> <li>• Providers should be able to subsidize employment for up to 6-months to increase the likelihood that employers will hire youth</li> <li>• Increase opportunities for vocational skill development, and align vocational training with career opportunities</li> <li>• Loosen the restrictions on the type of accepted employment opportunities to support internships, seasonal employment, and subsidized employment that support career pathways. [SEP]</li> <li>• Leverage and align HRHN Employment with existing LA County youth employment programs, such as Youth Workforce Innovations and Opportunity Act-funded YouthSource Centers. [SEP]</li> <li>• Support financial literacy components to employment and educational programs</li> </ul>
<p><b>Socio-emotional support<sup>34</sup></b></p> <ul style="list-style-type: none"> <li>• Contract with community-based organizations to provide programming focused on personal growth and expression, including creativity, mindfulness, and spirituality – including programs that cultivate leadership and empowerment, and conflict resolution such as restorative and transformative justice,</li> </ul>

<sup>29</sup> OCP Plan

<sup>30</sup> RDA

<sup>31</sup> *Ibid.*

<sup>32</sup> *Ibid.*

<sup>33</sup> *Ibid.*

<sup>34</sup> *Ibid.*

<ul style="list-style-type: none"> <li>• Provide peer and adult mentoring services, particularly for young men of color</li> <li>• Provide gender-specific, culturally-responsive services for males</li> <li>• Partner with schools or CBOs to provide restorative justice models in schools</li> <li>• Provide CBOs discretionary funding that can be used for supplemental services to support youth and their families (e.g., incentives, household goods, field trips).</li> <li>• Increase services that serve youth and families together, as well as those specifically for parents/caregivers</li> <li>• Support community-based programs with a focus on racial equity, historical trauma, and racism</li> <li>• Prioritize providers who work across the continuum to provide continuity of services for youth</li> </ul>
<b>Housing<sup>35</sup></b>
<ul style="list-style-type: none"> <li>• Support housing linkage assistance for youth and families with unstable housing</li> <li>• Support alternative housing for youth who cannot live at home</li> <li>• Partner with the LA County Homeless Initiative, particularly housing navigation and housing problem-solving for TAY<sup>36</sup></li> <li>• Establish pathways to LA County’s Coordinated Entry System (CES)<sup>37</sup></li> </ul>
<b>Parent/caregiver support<sup>38</sup></b>
<ul style="list-style-type: none"> <li>• Fund wraparound services that include the family</li> <li>• Support with basic needs, homelessness</li> <li>• Fund individual and group mental health support to parents/caregivers</li> <li>• Fund family liaisons into existing services</li> </ul>
<b>Arts and Recreation<sup>39</sup></b>
<ul style="list-style-type: none"> <li>• Support arts-focused programming in the areas of employment/career and socio-emotional development</li> </ul>

**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

<sup>35</sup> RDA

<sup>36</sup> In response to LA’s homeless crisis, BOS created LACHI in 2015. In 2016, BOS approved 47 strategies that reach across government and community boundaries to forge effective partnerships and get results. In 2017, voters approved Measure H, which provides an estimated \$355 million per year for ten years to fund services, rental subsidies and housing. <http://homeless.lacounty.gov/wp-content/uploads/2017/01/HI-Report-Approved2.pdf>. There is an in-depth budget and funding process on the website. <http://homeless.lacounty.gov/wp-content/uploads/2019/02/FY-2018-19-Measure-H-Funding-Recommendations-.pdf>.

<sup>37</sup> CES aligns the Single Adult, Family, and Youth Systems into a seamless, collaborative, county-wide platform for housing and service delivery to homeless households. The main objectives of the system are to:

- Reduce the length of time a family is homeless and permanently house them as quickly as possible, using Rapid Re-housing and linkages to supportive services.
- Build upon existing community-based infrastructures to serve homeless families, leverage resources, and provide more targeted and cost-effective interventions.

Los Angeles Homeless Services Authority (LAHSA) is the department that controls CES and has annual budget of \$234 million. <https://www.lahsa.org/ces>.

<sup>38</sup> *Ibid.*

<sup>39</sup> *Ibid.*

systems and program improvement.<sup>40</sup>

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

<sup>40</sup> The outcomes for service delivery and improved youth and family well-being are adopted from the 2017 Probation Working Group’s report.

	<p><b>Program Delivery by Community-Based Agencies</b></p> <ul style="list-style-type: none"> <li>- Types of programs accessed by clients</li> <li>- Successful completion rates for programs</li> <li>- Average length of time in programs</li> <li>- Retention rates for programs</li> <li>- Fidelity of service delivery across programs</li> <li>- Average time between service referral and provision of services</li> <li>- Cultural competency of programs (including gender specific programs)</li> </ul> <p><b>Youth and Family Engagement and Experiences</b></p> <ul style="list-style-type: none"> <li>- Extent to which youth and family felt they understood juvenile justice process</li> <li>- Extent to which youth and family were satisfied with their experience in the juvenile justice system</li> <li>- Extent to which youth and family found experiences with Probation and community-based providers helpful</li> </ul>	<p><b>Recidivism</b></p> <ul style="list-style-type: none"> <li>- New camp/Dept. of Juvenile Justice placements</li> <li>- New arrests</li> <li>- Sustained petitions</li> </ul>
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## VII. CMJJP FUNDING ALLOCATIONS AND JJCPA FUNDING

### a. Overview

Each year, the County receives approximately \$27.5 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.<sup>41</sup> 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.<sup>42</sup>

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

- The FY 2020-21 JJCPA funding allocation will not 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 is phased in over the next several fiscal years.

### b. Additional Funding Parameters

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

- 1) Maintain the increased amount of JJCPA funding that goes toward programming and direct services provided to clients by and in coordination with CBOs.<sup>43</sup>
- 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.<sup>44</sup>
- 4) Leverage and prioritize existing partnerships that facilitate service coordination and delivery and have demonstrated good results or are promising (e.g. the

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<sup>41</sup> CEO policy 4.030 – Budget Policies and Priorities

<sup>42</sup> *Ibid.*

<sup>43</sup> 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.

<sup>44</sup> Gap Analysis, 9

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

**c. Model Base-Funding Allocation**

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

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

## Appendix A

### Recommended Format of Community Feedback on Programs and Projects

- Title of Program or Project You Would Like to Share Information About (up to 81 characters)
- Submitting Individual or Organization and Contact Information (optional)
  - Individual or Organization name
  - Contact name (if different from 2.a.)
  - Contact email
  - Contact phone
- Program or Project Summary (up to 500 characters)
- What Service Planning Area (SPA) 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.)



## Appendix B

### Recommended Format for Governmental Partner Funding Requests

- Program/Project Executive Summary (up to one page)
- Statement of Need  
The statement of need should describe the problem that the program/project will attempt to address. Also, describe the population that will be served.
- Program/Project Description
  - Describe the program/project and provide information on how it will be implemented. Include information on what will be accomplished and the desired outcome.
  - What Service Planning Area (SPA) does the Program or Project serve (<http://publichealth.lacounty.gov/chs/SPAMain/ServicePlanningAreas.htm>)
- Timeline (e.g. pre-delivery of services contracting processes, beginning of service delivery, report submissions, etc.)
- Budget  
Provide a budget breakdown explaining by category how the funds will be used (e.g. salaries and benefits, services, supplies, indirect costs, etc.). List any co-funding that you are using from other sources. It is recommended that you include a brief narrative of expenses along with a table of individual cost components.
- Evaluation  
Provide information on the metrics that will be used to determine the effectiveness of the program/project.

## Appendix C

### Sample of Existing, Relevant Programs, Services and Initiatives

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

1. **Office of Diversion and Reentry, Youth Diversion and Development (YDD)** – YDD was created in 2017 as the result of a collaboration to develop a countywide blueprint for expanding youth diversion at the earliest point possible; in January 2018, YDD selected 9 service providers as the first cohort to receive law enforcement diversion referrals.
2. **Public/Private Partnership (P/PP) with California Community Foundation and Liberty Hill Foundation** – The P/PP was created to serve as a passthrough for county funding to be granted directly to community-based service organizations; technical assistance will also be available to those service providers.
3. **Office of Child Protection’s Prevention Plan** – Created in 2015, the Office of Child Protection released a comprehensive countywide prevention plan in 2017 for reducing child maltreatment. The plan was developed through collaboration across public agencies and community groups.
4. **Department of Children and Family Services Prevention-Aftercare Networks** – DCFS institutionalized its community-based networks of service providers in 2015 and established ten countywide Prevention and Aftercare networks (P&As). These include a broad range of public, private, and faith-based member organizations—groups that bring resources to the shared goal of preventing child abuse and neglect, along with designated lead agencies responsible for convening, organizing, and leading local grassroots groups. The P&A organizations are part of a critical web of providers across the county that effectively reach out to and engage parents, assisting them as they navigate often-complex systems of services. In so doing, providers develop relationships with these parents, building upon their natural assets through the Strengthening Families Approach. Those relationships in turn create trusting environments that encourage parents to disclose family needs and access appropriate services earlier, as family stressors occur.<sup>45</sup>
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

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<sup>45</sup> OCP prevention plan.

development as well as enhancing resources at or near schools through partnerships with county agencies.<sup>46</sup>

6. **Performance Partnership Pilot (P3)** – has a 2017-2020 strategic plan to improve education, employment, housing and well-being for disconnected youth; an effort of the City of Los Angeles, the County of Los Angeles, Los Angeles Unified School District, Los Angeles Community College District, local Cal State Universities (CSU 5), Los Angeles Chamber of Commerce, Los Angeles Housing Service Agency, and over 50 public, philanthropic and community-based organizations to improve the service delivery system for a disconnected young adult population ages 16-24 and improve their educational, workforce, housing and social well-being outcomes.
7. Office of Violence Prevention
8. Trauma Prevention Initiative
9. Capacity Building Training and Technical Assistance
10. Incubation Academy
11. My Brother's Keeper
12. Whole Person Care
13. SEED School

14. **MSA information PENDING**

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<sup>46</sup> <https://www.lacoe.edu/Home/News-Announcements/ID/4232/Effort-aims-to-build-school-capacity-to-address-trauma>

## Appendix D

### At-Risk 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&hidePreview=true&table=DP05&tid=ACSDP1Y2018.DP05&vintage=2018&layer=county&cid=DP05\\_0001E&lastDisplayedRow=23](https://data.census.gov/cedsci/table?q=los%20angeles&g=0500000US06037&hidePreview=true&table=DP05&tid=ACSDP1Y2018.DP05&vintage=2018&layer=county&cid=DP05_0001E&lastDisplayedRow=23)
- Data from the Lucile Packard Foundation (citing the U.S. Census Bureau)
  - Proportion of youth age 0-17 living below the Federal poverty threshold and qualifying for free/reduced lunch
  - <https://www.kidsdata.org/export/pdf?loc=364>

#### Method

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

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

#### Limitations:

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

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

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

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

2018-19 Absenteeism <sup>47</sup>				
<u>District Name</u>	<u>Cumulative Enrollment</u>	<u>Chronic Absenteeism Eligible Cumulative Enrollment</u>	<u>Chronic Absenteeism Count</u>	<u>Chronic Absenteeism Rate (by Percentage)</u>
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
Hughes-Elizabeth Lakes Union Elementary	211	208	28	13.5

<sup>47</sup>California Department of Education chronic absenteeism data. <https://www.cde.ca.gov/ds/sd/sd/fsabd.asp>

Monrovia Unified	5,632	5,547	750	13.5
Montebello Unified	26,643	25,929	3,466	13.4
El Monte Union High	9,083	8,848	1,172	13.2
SBE - The School of Arts and Enterprise	820	781	103	13.2
Pasadena Unified	18,871	18,255	2,394	13.1
Pomona Unified	24,875	24,158	3,125	12.9
<b>CA Statewide Total/Average</b>	<b>6,329,883</b>	<b>6,258,845</b>	<b>755,950</b>	<b>12.1</b>

Cumulative Enrollment	<p>Cumulative enrollment consists of the total number of unduplicated primary and short-term enrollments within the academic year (July 1 to June 30), regardless of whether the student is enrolled multiple times within a school or district. Cumulative enrollment is calculated at each reporting level (e.g., school, district, county, and state) and therefore is <b>not</b> 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.</p>
Chronic Absenteeism Enrollment	<p>This count uses the Cumulative Enrollment of the selected entity as the baseline and removes students that were <b>not</b> eligible to be considered chronically absent at that entity. Students that are expected to attend less than 31 instructional days at the selected entity or who were enrolled but did not attend the selected entity are not eligible to be considered chronically absent at that entity. This is calculated by looking at the number of expected days to attend and actual days attended that LEAs submit for each student in CALPADS. Students with exempt status are also removed from Chronic Absenteeism eligibility. Students are exempt if they are enrolled in a Non-Public School (NPS), receive instruction through a home or hospital instructional setting or are attending community college full-time.</p>
Chronic Absenteeism Count	<p>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 <b>and</b> 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.</p>

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.
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### 2018-19 Expulsions<sup>48</sup>

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

Cumulative Enrollment	Cumulative enrollment consists of the total number of unduplicated primary and short-term enrollments within the academic year (July 1 to June 30), regardless of whether the student is enrolled multiple times within a school or district. Cumulative enrollment is calculated at each reporting level (e.g., school, district, county, and state) and therefore is not necessarily additive from one reporting level to the next. For example, if a student is enrolled in multiple schools within a district during the academic year,
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<sup>48</sup> California Department of Education expulsion data. <https://www.cde.ca.gov/ds/sd/sd/fsed.asp>

	they are counted once at each school, but only once in the district's cumulative enrollment.
Total Expulsions	Total count of ALL expulsions at the selected entity for the selected population using the available filters. Some students may be expelled multiple times and all Expulsions are counted.
Unduplicated Count of Students Expelled (Total)	Total distinct count of ALL students expelled one or more times at the selected entity for the selected population using the available filters. Students who are expelled multiple times are only counted once.
Unduplicated Count of Students Expelled (Defiance-Only)	Total distinct count of all students expelled one or more times for DEFIANCE-ONLY at the selected entity for the selected population using the available filters. Students who are expelled multiple times are only counted once.
Expulsion Rate (Total)	The unduplicated count of students expelled divided by the cumulative enrollment at the selected entity for the selected student population.
Expulsion Count Violent Incident (Injury)	<p>This Federal Offense Category includes the following California Education Code sections:</p> <ul style="list-style-type: none"> <li>• Sexual Battery/Assault: 48915(c)(4), 48900(n)</li> <li>• Caused Physical Injury: 48915(a)(1)(A)</li> <li>• Committed Assault or Battery on a School Employee: 48915(a)(1)(E)</li> <li>• Used Force or Violence: 48900(a)(2)</li> <li>• Committed an act of Hate Violence: 48900.3</li> <li>• Hazing: 48900(q)</li> </ul>
Expulsion Count Violent Incident (No Injury)	<p>This Federal Offense Category includes the following California Education Code sections:</p> <ul style="list-style-type: none"> <li>• Sexual Harassment: 48900.2</li> <li>• Caused, Attempted, or Threatened Physical Injury: 48900(a)(1)</li> <li>• Aided or Abetted Physical Injury: 48900(t)</li> <li>• Harassment or Intimidation: 48900.4</li> <li>• Harassment, Intimidation of a Witness: 48900(o)</li> <li>• Made Terrorist Threats: 48900.7</li> <li>• Obscene Acts, Profanity, and Vulgarity: 48900(i)</li> <li>• Bullying: 48900(r)</li> </ul>
Expulsion Count Weapons Possession	<p>This Federal Offense Category includes the following California Education Code sections:</p>



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

## Appendix E

### Probation Youth Demographic Data

#### 1. WIC 652 Investigations by Probation Disposition

Year	WIC 654	WIC 654 Teen Court	WIC 654 Victim Offender Restitution Services (VORS)	WIC 654 Early Intervention and Diversion Program (EIDP)	District Attorney	Closed	Citation Diversion	Sealed	Total
Nov 2017- Dec 2018	383	200	6	17	518	278	5	3	<b>1410</b>
Jan-Oct 2019	272	147	7	47	476	345	16	130	<b>1440</b>

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

Assault-Related Charges	559	435
Petty Theft Related Charges	160	198
Drug Related Charges	87	96
Vehicle Code Charges	66	95
Vandalism	60	91
Burglary Related Charges	93	59
Resisting Officer	60	50
Firearm/Weapons Related Charges	45	48
Sexual Battery	0	40
Criminal Threat	57	37
Robbery/Attempted Robbery	17	33
Disorderly Conduct	0	25
Grand Theft (Over \$400) Charges	0	24
Lewd Act with Children Under 14/Aggravated Sexual Assault of Child Sex Penetration/Sex Penetration by Object by Force	33	21
Property Theft Related Charges	28	17
Weapon on School Grounds Related Charges	15	17

Bring into State Matter Depicting Minor in Sex Act/Indecent Exposure	13	14
Send/bring/Possess obscene matter	0	14
Trespass Related Charges	11	13
Assault with Deadly Weapon	9	10
Unlawful Sexual Intercourse	9	10
Corporal Injury/Domestic Relations	3	9
Business & Professional (B&P) Code	10	8
Conspire to Commit Crime	3	8
Municipal Code Violations	5	7
Civil Code Violation	1	5
Obstruct/Resist Officer	0	5
Carjacking	0	4
False Identity to a Peace Officer	0	4
Fraud Related Activity	0	4
Inhumane Tx/Torture/Kill Living Animal	0	4
Threaten to Injure School/Public Employee	8	4
Allow/Cause Injury to Elder/Dependent Adult	1	3
Contempt of Court	0	3
Defraud Innkeeper of \$950	4	3
Illegal Possession of a False ID	0	3
Illegal Possession of Tear Gas	0	3
Participate in a Street Gang	0	3
Willful Cruelty/Injury of a Child	0	3
Disturbing the Peace	5	2
Education Code Violations	6	2
Extortion	1	2
False Report to a Peace Officer	0	2
Kidnapping	0	2
Lynching	0	2
Willfully Tamper with a Fire Equipment	0	2
Accessory After the Fact	0	1
Arson Related Charges	6	1
Civil Rights Violation w/ Injury	0	1
Embezzlement	1	1
Forgery	0	1
Harass by Telephone	3	1
Make Obscene/Threatening Phone Call	0	1
Poisoning	0	1
Stalking	0	1

Subordination of Perjury	0	1
Unauthorized Computer Access or Fraud	1	1
Advise/Encourage Suicide	1	0
Disobedience of Court Order	1	0
Electronically Distribute Harassing Material	1	0
Engage/Solicit Lewd Conduct in Public Place	19	0
False Imprisonment	2	0
Falsely Impersonate through Internet Website	1	0
Injure/Remove Wireless Communication Device	1	0
Litter on Public/Private Property with 1 Prior	2	0
Possess Bill/Note/Check (over \$950)	1	0
Unauthorized Duplication of Keys to State Building	1	0

### 3. School-based Probation (December snapshot)

2018

2019

Number of youths	1238	736
Number probation officers	93 (65 funded by JJCPA)	46
Average caseload	13.31	16
Number of schools	111	71

### 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

### 4. Probation Youth by Race/Ethnicity

2018

2019

Active supervision (December 31 snapshot)	5098	4,412
- Hispanic	3035 (60%)	2643
- Black	1571 (31%)	1342
- White	302 (6%)	257
- API	36 (<1%)	30
- American Indian	7 (<1%)	2
- Other	93 (2%)	88
Unstated	54 (1%)	50
Camps (Oct. 31, 2018 & Dec. 31, 2019 snapshot)	301	300
- Hispanic	181 (60%)	191 (63.7%)

- Black	107 (36%)	102 (34%)
- White	4 (2%)	4 (1.3%)
- API	2	0
- American Indian	0	0
- Other	4 (1%)	3 (1%)
Halls (Oct. 31, 2018 & Jan. 2, 2020 snapshots)	569	550
- Hispanic	319 (56%)	313 (56.9%)
- Black	218 (38%)	198 (36%)
- White	22 (4%)	31 (5.6%)
- API	2	1 (0.2%)
- American Indian	0	1 (0.2%)
- Other	5	6 (1.1%)

Active Supervision (December 31 snapshot)	5098	4,412
- Male	4047 (79%)	PENDING
- Female	1051 (21%)	PENDING
Camps (Oct. 31, 2018 & Dec. 31, 2019 snapshot)	301	300
- Male	252 (4%)	260 (86.66%)
- Female	49 (16%)	40 (13.33%)
Halls (Oct. 31, 2018 & Jan. 2, 2020 snapshots)	569	550
- Male	480 (64%)	465 (84.55%)
- Female	89 (16%)	85 (15.45%)