County of Los Angeles
CHIEF EXECUTIVE OFFICE
Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
http://ceo.lacounty.gov

SACHI A. HAMAI
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

October 30, 2017

To: Supervisor Mark Ridley-Thomas, Chairman
Supervisor Hilda Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

Mark Delgado, Executive Director MD
Countywide Criminal Justice Coordination Committee

RECOMMENDATIONS REGARDING YOUTH DIVERSION PROGRAM EXPANSION AND FUNDING OF COUNTYWIDE INFRASTRUCTURE (ITEM NO. 20, AGENDA OF JANUARY 24, 2017)

On January 24, 2017, the Board of Supervisors (Board) approved a motion introduced by Supervisor Ridley-Thomas and Supervisor Hahn regarding a comprehensive, coordinated and expanded approach to youth diversion across the County, with the goal of minimizing youth contact with the juvenile or criminal justice system. The approved motion:

1. Directed the Chief Executive Officer (CEO) to hire a consultant with expertise in youth diversion to support the development of a Countywide youth diversion infrastructure;

2. Formed an ad-hoc sub-committee under the Countywide Criminal Justice Coordination Committee (CCJCC), chaired by the Department of Public Health's Division of Chronic Disease and Injury Prevention (DPH) and comprised of senior representatives from County departments, law enforcement, school districts, and community-based organizations to coordinate the development of a Countywide infrastructure;

3. Directed the CCJCC to report back to the Board in writing in 120 days on a plan to scale effective practices for youth diversion across the County;

4. Directed the CEO to report back in writing in 150 days with an assessment of necessary changes in the County to achieve this comprehensive, coordinated, and expanded approach to youth diversion; and

5. Through an amendment by Supervisor Barger, directed the CEO to report to the Board in 30 days with a comprehensive inventory of existing youth diversion programs, including but not limited to, a description of the program, geographic location, lead agency/department, budget, funding source, and outcome data where available.

Following an approved extension, the environmental scan was provided to the Board on April 6, 2017, and helped ground the work of the CCJCC Youth Diversion Subcommittee (YDS) and the CEO's recommendations.

The CCJCC Youth Diversion Subcommittee and the CEO report submission date was extended to October 27, 2017, and is now being submitted for your review.

YDS Background

Over the last eight months, the YDS, chaired by the Department of Public Health's Division of Chronic Disease and Injury Prevention and supported by consultants from Impact Justice, has met over 16 times to review data and evidence; listen to perspectives of youth, law enforcement, and community organizations; and develop diversion recommendations and a plan for scaling effective practices across the County. The multi-sector subcommittee included members from the Probation Department; District Attorney's Office; Juvenile Court; Public Defender's Office; Office of Diversion and Reentry; Departments of Mental Health and Children and Family Services; Sheriff's Department; local police departments, including school police departments; school districts; community-based organizations; and youth impacted by the justice system.

YDS Recommendations

The YDS roadmap includes recommendations for scaling up effective youth diversion throughout the County and addressing the underlying needs of youth through systems of care that prioritize equity, advance well-being, support accountability, and promote public safety.

Specifically, the YDS envisions a Countywide model and infrastructure for youth diversion that promotes the widespread use of community-based diversion in lieu of arrest or citation,

with support from a central coordinating office. This central office would coordinate diversion efforts, contract for services, and standardize effective and equitable practices for youth diversion across the County while also supporting local partnerships among law enforcement agencies, community-based providers, and others through ongoing training, technical assistance, and communication.

CEO Recommendations

With the YDS recommendations as the foundation, the CEO has developed recommendations related to sustainability, staffing, funding, and implementation of the plan.

The CEO is recommending that:

- An Office of Youth Diversion and Development (OYDD) be established and staffed within the Office of Diversion and Reentry (ODR) to oversee and manage the implementation and coordination of youth diversion efforts Countywide and contract for diversion services.

- Four (4) positions be created to staff OYDD.

- Approximately $26.1million in ongoing funding has been identified to operationalize the OYDD and fund diversion services.

While $26.1 million has been identified to operationalize youth diversion efforts over the next four years, this funding would only support approximately half of the youth eligible for diversion. To fully implement youth diversion efforts across the County, additional ongoing funding of approximately $14 million annually will have to be identified.

There are also capacity and readiness issues among community-based organizations (delivering diversion services) and law enforcement agencies that will have to be remedied in advance of full implementation. This will be critical to the ability of OYDD to provide diversion services fully throughout the County. A considerable part of the OYDD's efforts over the first four years will involve working with organizations and law enforcement to gage and increase readiness and capacity through technical assistance, trainings, socializing, and strategic facilitation. The ability of OYDD to coordinate and deliver these services will determine how quickly full implementation can occur.

The CEO, in consultation with OYDD, will continue to meet with County departments to identify additional funding or leveraging opportunities to support the full implementation of youth diversion efforts, as well as the philanthropic community who have noted their interest in the County's justice reform efforts.

Additional Board action will be necessary to authorize the office and the identified funding.

If you have any questions or need additional information, please contact Fesia Davenport at (213) 974-1186 or via email at fdavenport@ceo.lacounty.gov, or Mark Delgado at (213) 974-8399 or via email at mdelgado@ccjcc.lacounty.gov.

SAH:MD:JJ
FAD:HK:VH:km

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Public Health

A Roadmap for Advancing Youth Diversion in Los Angeles County

Report to the Los Angeles County Board of Supervisors
by the Countywide Criminal Justice Coordination Committee Youth Diversion Subcommittee
& the Los Angeles County Chief Executive Office

This report is dedicated to the youth of Los Angeles County, whose future is worthy of our collective attention and work.

CCJCC Youth Diversion Subcommittee Member Agencies:
Alternate Public Defender's Office
Anti-Recidivism Coalition
Arts for Incarcerated Youth Network
California Conference for Equality and Justice
Centinela Youth Services
Children's Defense Fund
Community Coalition
County Counsel
Department of Children and Family Services
Department of Health Services, Office of Diversion and Reentry
Department of Mental Health
Department of Public Health
Los Angeles City Attorney's Office
Los Angeles County Bar Association
Los Angeles County Chief Executive Office
Los Angeles County District Attorney's Office
Los Angeles County Office of Education
Los Angeles County Police Chiefs Association
Los Angeles County Probation Department
Los Angeles County Public Defender's Office
Los Angeles County Sheriff's Department
Los Angeles Police Department
Los Angeles School Police Department
Los Angeles Superior Court, Juvenile Division
Office of Child Protection
Public Counsel
Social Justice Learning Institute
Urban Peace Institute
Youth Justice Coalition
Youth Law Center

The CCJCC Youth Diversion Subcommittee (YDS) also included youth members, identified with support from community partners working with justice system involved youth and families. Youth members of the YDS attended meetings, participated in discussion, and provided feedback on all recommendations and deliverables.

TABLE OF CONTENTS

EXECUTIVE SUMMARY 6
- Introduction 6
- CCJCC Youth Diversion Subcommittee 6
- Scope of the Report and Overview of The Model 7
- Recommendations 7
- Conclusion 9

INTRODUCTION 10
- History of the County's Diversion Efforts 10
- Literature Review 12
- Youth Arrest Data 12
- Scope of the Report and Overview of The Model 14

PART 1: CCJCC YOUTH DIVERSION SUBCOMMITTEE RECOMMENDATIONS 17
- 1.1: Central Coordinating Office 17
- 1.2: Phased Implementation 18
- 1.3: Core Components: Local Partnerships and Processes Facilitated and Supported by the Central Office 19
  - *1.3.1: Referral* *19*
  - *1.3.2: Eligibility* *19*
  - *1.3.4: Program Elements* *22*
  - *1.3.5: Communications Among Diversion Partners* *23*
- 1.4: Assessment of Key Indicators 24
  - *1.4.1: Program Evaluation* *24*
  - *1.4.2: Monitoring of Progress* *25*

PART 2: CEO RECOMMENDATIONS 27
- 2.1: Oversight and Management 27
  - *2.1.1: Phased Adoption of Core Components* *27*
  - *2.1.2: Referral System* *28*
  - *2.1.3: Training and Technical Assistance* *28*
  - *2.1.4: Evaluation* *28*
- 2.2: Funding and Sustainability 28
  - *2.2.1: County Funding* *28*
  - *2.2.2: External Funding* *29*
- 2.3: Reporting on Progress and Opportunities 30
- 2.4: Permanent Youth Diversion Steering Committee 30

CONCLUSION 31

APPENDIX A: YOUTH ARREST DATA 32

APPENDIX B: ENVIRONMENTAL SCAN OF YOUTH DIVERSION PROGRAMS IN LOS ANGELES COUNTY . 34

APPENDIX C: DEFINITIONS 50

APPENDIX D: SUBCOMMITTEE PLANNING TIMELINE 52

APPENDIX E: SUMMARY OF LISTENING SESSION THEMES 55

APPENDIX F: AREAS TO ALIGN YOUTH DIVERSION EFFORTS WITH OTHER RELEVANT WORK 56

APPENDIX G: AREAS TO SUPPORT FUTURE EFFORTS 57

APPENDIX H: RESULTS OF SUBCOMMITTEE SURVEY 58

APPENDIX I: KEY ISSUES FOR CONTINUED DIALOGUE AND FUTURE WORK 64

APPENDIX J: DETAILED TIMELINE FOR PHASED IMPLEMENTATION 65

APPENDIX K: ELIGIBILITY GUIDELINES & SAMPLE DECISION-MAKING MATRIX FOR PARTICIPATING LAW ENFORCEMENT AGENCIES 67

APPENDIX L: SAMPLE EVALUATION PLAN FOR DIVERSION PARTNERS 71

APPENDIX M: REFERENCES 73

Executive Summary

Introduction

In recent years, Los Angeles County has seen remarkable success in reducing youth involvement in the justice system through collaborative, data-driven efforts to advance effective policy and practice. According to Department of Justice statistics, the total number of youth arrests and citations in the County plummeted from 56,286 in 2005 to 13,665 in 2015.

While this reduction is substantial, there is more to the story. The collateral consequences of arrest and incarceration for youth who do have justice system involvement remain significant, including increased risk of high school dropout, trauma, substance abuse, and other negative outcomes. Furthermore, the reduction in justice system involvement has not benefited all communities equally. Youth of color continue to experience a disproportionate burden of arrest and incarceration.

Recognizing these challenges and opportunities for continued progress, the Los Angeles County Board of Supervisors unanimously approved a motion by Supervisors Mark Ridley-Thomas and Janice Hahn in January 2017 to advance a comprehensive countywide approach to diverting young people from the juvenile and criminal justice systems.

Specifically, the motion established an ad-hoc Youth Diversion Subcommittee (YDS) of the Countywide Criminal Justice Coordination Committee (CCJCC) tasked with developing a plan to coordinate and scale effective youth diversion in Los Angeles County and also instructed the County's Chief Executive Office (CEO) to develop recommendations for countywide infrastructure and sustainability. Additionally, the motion directed the CEO to compile a scan of existing youth diversion programming.

Youth diversion is broadly defined as an intervention that redirects system responses in order 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.

When implemented well, youth diversion programs can improve outcomes for youth otherwise at risk for long-term involvement in the justice system and the associated damage to their health and wellbeing. Effective youth diversion can also improve public safety and reduce system costs.

It is in this context that the Youth Diversion Subcommittee (YDS) and the CEO developed this report as a roadmap for future diversion efforts.

CCJCC Youth Diversion Subcommittee

YDS members, representing agencies from multiple disciplines (which are listed in full at "History of the County's Diversion Efforts" below), reflected a wide range of experiences and perspectives on justice issues. Still, the planning process was a collaborative one, guided by members' commitment to the work and a shared vision: *improving outcomes for youth by redirecting law enforcement contact and addressing their underlying needs through systems of care that prioritize equity, advance wellbeing, support accountability, and promote public safety.*

To further guide their work, YDS members established five key goals at the outset of the effort:

1. Increasing and improving collaboration between law enforcement, community-based organizations, and other youth-serving agencies
2. Reducing the overall number of youth arrests, referrals to probation, and petitions filed
3. Reducing racial and ethnic disparities in youth arrests, referrals to probation, and petitions filed
4. Increasing the number of youth who are connected to services that address their underlying needs without acquiring an arrest or criminal record
5. Improving health, academic, economic, and other outcomes for youth

Scope of the Report and Overview of The Model

Youth thrive when they are provided with support that promotes their development and decreases their susceptibility to negative influences. With that support, youth are more likely to grow and develop without involvement in the justice system. However, when youth do come into contact with the justice system, diverting them from further system involvement can reduce harm, support their wellbeing, and promote public safety.

As further discussed on page 13 of this report, diversion can take place at any point during a young person's case. While the YDS recognizes the value of all opportunities for diversion, this report focuses on the earliest point of contact with the justice system – initial contact with law enforcement – in order to prevent involvement or increased involvement in the justice system and to better address youths' underlying needs and support their development.

To that end, the YDS envisions a countywide model and infrastructure for youth diversion that promotes the widespread use of community-based diversion in lieu of arrest or citation, with support from a central coordinating office. This central office would play a critical role in providing the coordination and contracting needed to standardize effective and equitable practices for youth diversion while also supporting local partnerships among law enforcement agencies, community-based providers, and others through ongoing training, technical assistance, and communication.

The core diversion model and role of the central office, discussed further in the body of this report, is as follows:

1. A central office provides countywide coordination and contracts for youth diversion services.
2. Law enforcement refers eligible and suitable youth to community-based diversion partners for services in lieu of arrest or citation.
3. Community-based organizations conduct intake assessments and develop individualized diversion plans for referred youth.
4. Upon successful completion of diversion, a youth's case is dismissed and no criminal record is sustained.
5. Diversion partners communicate regularly and collect data needed to inform program improvement and assess countywide progress.

Recommendations

To implement the proposed diversion model, the YDS developed a plan that includes four recommendations – outlined in Part 1 of this report – that provide a roadmap for scaling up effective youth diversion throughout the County and addressing youths' underlying needs through systems of care that prioritize equity, advance wellbeing, support accountability, and promote public safety.

In Part 2, the CEO provides an additional four recommendations to meet the infrastructure and resource needs for implementing and sustaining the County's youth diversion initiative.

Part 1: CCJCC Youth Diversion Subcommittee Recommendations

RECOMMENDATION 1.1: Los Angeles County should establish a central office responsible for providing countywide coordination and contracting for community-based youth diversion services.

RECOMMENDATION 1.2: The central office should implement the County's youth diversion initiative in a phased approach that builds on existing capacity, addresses infrastructure needs, and allows for continued growth.

RECOMMENDATION 1.3: The central office should facilitate and support local partnerships between law enforcement agencies and community-based providers to implement diversion programs that are in alignment with the County's standards.

> RECOMMENDATION 1.3.1: Law enforcement agencies should be the primary source of referrals to community-based diversion providers and should work closely with partnering organizations and the central office to develop program protocols and requirements.
>
> RECOMMENDATION 1.3.2: In collaboration with partnering organizations and the central office, law enforcement agencies should develop eligibility guidelines that can help determine when a youth may be counseled and released or referred to diversion in lieu of further justice system involvement.
>
> RECOMMENDATION 1.3.3: Community-based diversion partners should conduct a strengths-based assessment of the youth's risks, needs, and interests during intake to inform the level of intervention and requirements for successful completion, consistent with established program guidelines.
>
> RECOMMENDATION 1.3.4: Community-based diversion providers should develop program plans that offer a variety of activities and services that promote youth development and utilize effective interventions for youth who come into contact with the justice system.
>
> RECOMMENDATION 1.3.5: Diversion partners should communicate regularly to inform program improvement and share information – guided by established agreements – regarding diversion referrals, participation status, and program completion, consistent with all applicable confidentiality protections and the best interests of participating youth, families, and public safety.

RECOMMENDATION 1.4: The central office should assess key indicators on an ongoing basis at both the program and County levels to monitor progress and inform adjustments.

> RECOMMENDATION 1.4.1: Program evaluation efforts should incorporate formative, process, and outcome assessment efforts to make sure programs are effective.
>
> RECOMMENDATION 1.4.2: Countywide progress in building capacity; advancing equity; and reducing the number of youth arrests, referrals to probation, and petitions filed should be monitored on an ongoing basis to ensure the County is reaching its goals.

Part 2: CEO Recommendations

RECOMMENDATION 2.1: The County should establish an Office of Youth Diversion and Development (OYDD) within the Office of Diversion and Reentry to oversee and manage the implementation of youth diversion countywide.

RECOMMENDATION 2.1.1: OYDD should implement a phased adoption of the recommended core components of effective diversion programs.

RECOMMENDATION 2.1.2: OYDD should develop and maintain a web-based diversion referral system.

RECOMMENDATION 2.1.3: OYDD should provide training and technical assistance to diversion partners.

RECOMMENDATION 2.1.4: OYDD should coordinate the evaluation of countywide progress.

RECOMMENDATION 2.2: OYDD should leverage County and external funding opportunities.

RECOMMENDATION 2.2.1: OYDD should leverage County funding opportunities.

RECOMMENDATION 2.2.2: OYDD should leverage external funding opportunities.

RECOMMENDATION 2.3: OYDD should provide annual reports of progress and future work.

RECOMMENDATION 2.4: OYDD should create a permanent Youth Diversion and Development Steering Committee, including representation by youth and families impacted by the system.

Conclusion

While significant progress has been made in Los Angeles County reducing youth involvement with the justice system, more can be done. Evidence shows that when implemented with fidelity, well-designed youth diversion programs have the potential to reduce the negative consequences and costs associated with justice system involvement. Effective youth diversion can also improve public safety and reduce system costs.

Establishing a robust diversion infrastructure to help ensure that eligible and suitable youth throughout the County are diverted from the justice system at the earliest possible point is critical for improving their outcomes. The recommendations presented in this report – reflecting the commitment and expertise of YDS members from multiple disciplines – aim to provide a roadmap for doing just that. While continued work is needed to develop an implementation plan and address unresolved issues identified by YDS members, this report positions the County well for effectively and equitably expanding youth diversion opportunities.

Los Angeles County has the largest juvenile justice system in the nation. With a robust infrastructure to support effective youth diversion, it can also be one of the most forward thinking counties in improving the wellbeing of youth who might otherwise experience the lifelong consequences of justice system involvement.

Introduction

In recent years, Los Angeles County has seen remarkable success in reducing youth involvement in the justice system through collaborative, data-driven efforts to advance effective policy and practice. In fact, the total number of youth arrests plummeted from 56,286 in 2005 to 13,665 in 2015 (see Appendix A).[i] While this reduction is substantial, County leadership recognizes more can be done and the vast majority of Los Angeles County residents support further advancing community alternatives to arrest and incarceration for youth.[ii]

Although Los Angeles County has made great strides in reducing justice system involvement overall, collateral consequences of arrest and incarceration are persistent and far-reaching. In addition, progress has not benefited all communities equally; youth of color continue to be more likely to be arrested and incarcerated than white youth.[i,iii]

Informed by data illustrating the impact any system involvement can have on a young person's development, a focus on expanding youth diversion opportunities at the initial point of contact with law enforcement can further improve youth outcomes.

History of the County's Diversion Efforts

The momentum to advance effective youth diversion in Los Angeles County has been building for several years. In 2015, the Los Angeles County My Brother's Keeper (MBK) Community Challenge Report identified diversion as a promising model for continuing the reduction of youth involvement in the justice system. In response to the MBK's work, the Education Coordinating Council's School Attendance Task Force (SATF) established a youth diversion workgroup led by the Los Angeles County Department of Public Health's Division of Chronic Disease and Injury Prevention. This group explored the current landscape of youth diversion in Los Angeles County, including variation in practice and opportunities to support promising models.

In 2016, the SATF youth diversion workgroup organized a convening for practitioners of youth diversion in Los Angeles County. This convening identified the need for a centralized diversion infrastructure, comprehensive diversion guidelines, and continued training and technical assistance for agencies currently operating or interested in developing youth diversion programs.[iv,v]

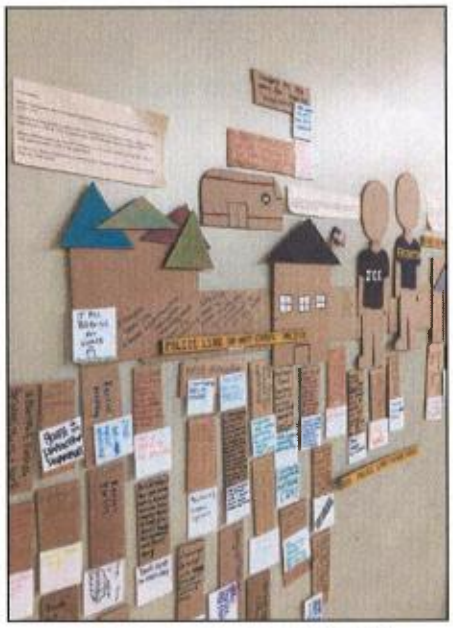
Most recently, in January 2017, the Los Angeles County Board of Supervisors unanimously approved a motion by Supervisors Mark Ridley-Thomas and Janice Hahn to advance a comprehensive countywide approach to diverting young people from the juvenile and criminal justice systems. Recognizing the effectiveness of a public health approach to improving outcomes for youth,[vi,vii] this motion emphasized the opportunity to focus on collaborative, data-driven, and equity-informed practice at the earliest points of justice system contact.

Given the lack of existing infrastructure for countywide coordination of this effort, the motion established an ad-hoc Youth Diversion Subcommittee (YDS) of the Countywide Criminal Justice Coordination Committee (CCJCC) tasked with developing a plan to coordinate and scale effective youth diversion in Los Angeles County. The motion also instructed the County's Chief Executive Office (CEO) to develop recommendations for creating a countywide infrastructure for youth diversion, including how it should be funded, staffed, and sustained. Additionally, an amendment to the motion by Supervisor Kathryn Barger directed the CEO to compile a scan of existing youth diversion programming. This

environmental scan was provided to the Board of Supervisors on April 6, 2017 and helped ground the continuing work of the YDS (see Appendix B).

Chaired by the Department of Public Health's Division of Chronic Disease and Injury Prevention and supported by consultants from Impact Justice, a national innovation and research center, the 30-member Youth Diversion Subcommittee (YDS) of the Countywide Criminal Justice Coordination Committee included members from the Probation Department; District Attorney's Office; Juvenile Court; Public Defender's Office; Office of Diversion and Reentry; Department of Mental Health; Department of Health Services; Department of Children and Family Services; Sheriff's Department; local police departments, including school police departments; school districts; community-based organizations; and youth impacted by the justice system. To conduct its work, the YDS relied on shared definitions of key relevant terms (Appendix C).

Between March and September 2017, the YDS met 16 times to review data and evidence; listen to perspectives of youth, law enforcement, and community organizations; and develop recommendations for core components and a plan for scaling effective practices across the County (see Appendix D). The insights received during listening sessions with youth, law enforcement, and community providers were foundational for the work and recommendations of the YDS: youth told of their desire to participate in cultural and recreational activities and their belief that such programming would have helped redirect their attention; law enforcement officers noted their desire to see countywide standards for diversion and accountability; and practitioners cautioned against net-widening and spoke of the need for additional resources to support sustainable change.



Artwork developed by youth with support from the Arts for Incarcerated Youth Network and presented during the YDS Youth Listening Session (See Appendix E for a description of themes raised during listening sessions.)

Representing agencies from multiple disciplines, members reflected a wide range of experiences and perspectives on justice issues. Still, the planning process was a collaborative one, guided by members' commitment to the work and a shared vision: *improving outcomes for youth by redirecting law enforcement contact and addressing their underlying needs through systems of care that prioritize equity, advance wellbeing, support accountability, and promote public safety.*

To further guide their work, YDS members established five key goals at the outset of the effort:

1. Increasing and improving collaboration between law enforcement, community-based organizations, and other youth-serving agencies
2. Reducing the overall number of youth arrests, referrals to probation, and petitions filed
3. Reducing racial and ethnic disparities in youth arrests, referrals to probation, and petitions filed
4. Increasing the number of youth who are connected to services that address their underlying needs without acquiring an arrest or criminal record
5. Improving health, academic, economic, and other outcomes for youth

Guided by this vision and these goals, this report reflects the efforts of the YDS and the CEO to provide a plan for youth diversion throughout the County, including core components needed to effectively and equitably support the development of young people who come into contact with the justice system throughout Los Angeles County.

Literature Review

Involvement in the justice system is costly, harmful, and ineffective. Both initial contact and continued involvement with the justice system are associated with negative outcomes such as increased likelihood of high school dropout, trauma, substance abuse, and other outcomes that negatively impact a young person's lifetime health and success.[viii,ix]

> The odds of high school dropout are nearly doubled by a first-time arrest and nearly quadrupled by a first-time court appearance.

As young people become more involved in the justice system, they are exposed to further risk for negative outcomes. The odds of high school dropout, for example, are nearly doubled by a first-time arrest and nearly quadrupled by a first-time court appearance.[x] Youth who are detained or incarcerated are at increased risk for infectious and chronic disease, are often subject to physical and sexual abuse, and have more than double the suicide rate of their peers.[xi]

These collateral consequences of justice system involvement also contribute to long-term inequity. Data shows that arrest and incarceration continue to disproportionately impact communities of color nationwide—communities that are also overburdened with poor air quality, limited access to quality health care, and high rates of violence.[xii,xiii,xiv]

In an effort to reduce the negative impacts of justice system involvement, jurisdictions throughout the nation have been working to reduce arrests and incarceration through multi-sector collaboration and evidence-based systems change.[xv,xvi] Such efforts include diversion initiatives, which re-direct the justice system's response to youth by providing supports or services that can address participants' underlying needs.[xvii]

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.[xv] When implemented well (e.g., with fidelity to theory of change, ongoing data collection, and protections against net widening), diversion programs can improve outcomes for youth otherwise at risk for long-term involvement in the justice system and associated damage to their health and wellbeing.[xv,viii,xviii,xix,xx,xxi,xxii]

A recent meta-analysis of youth diversion showed that youth who participated in pre-arrest or pre-arrest diversion programs were almost 2.5 times less likely to re-offend than similarly situated youth who were not diverted, while youth who participated in post-arrest diversion programs were 1.5 less likely to re-offend.[xxiii]

> Youth who participate in pre-arrest diversion programs have been shown to be
>
> **2.5 x**
>
> less likely to re-offend than similar youth who were not diverted.

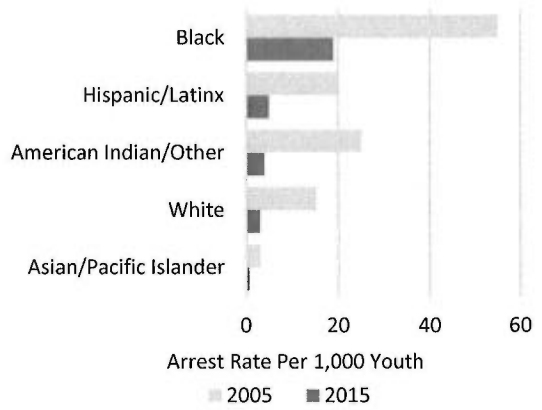
Youth Arrest Data

Consistent with national and statewide trends, youth arrests and citations in Los Angeles County have decreased significantly in recent years, from 56,286 in 2005 to 13,665 in 2015.[i] Today, the vast majority

of youth arrests or citations in Los Angeles County are for status offenses; misdemeanor offenses, such as petty theft; and low-level felonies.[i]

Available data suggest that processes by which youth who come into contact with law enforcement are cited or arrested and then either diverted or referred to probation vary by both youth characteristics and jurisdiction (see Appendix A, Table 1). Indeed, although youth arrests in Los Angeles are on the decline overall, youth of color are increasingly more likely to be arrested than their White peers (see Figure 1).

Figure 1. Youth Arrest Rates in Los Angeles County by Race/Ethnicity, 2005 and 2015



In 2005, the arrest rate for Black youth was 3.5 times higher than that of their White peers. Today, Black youth are over 6 times more likely to be arrested or cited than White youth, 3 times more likely than Hispanic/Latino or American Indian/Other youth, and 30 times more likely than Asian/Pacific Islander youth.

This gap persists throughout the various stages of justice system contact. Youth of color are more likely to have arrests or citations referred to Probation and to experience detention or incarceration.

One factor that may contribute to these disparate outcomes is the wide variation in existing diversion programming and resources deployed in jurisdictions throughout the County.

An environmental scan of local youth diversion practice found wide variation among the 16 identified youth diversion programs operating at the point of arrest or citation (see Appendix B). Existing programs differed by point of referral, structure and setting, eligibility criteria and intake processes, types of services, requirements for program completion, and use of data collection and assessment.

While more information is needed to better understand how variation in diversion practice may be associated with disparate rates of arrest and further justice system involvement, standardizing and scaling up effective diversion models has the potential to equitably improve youth outcomes throughout the County. This effort also has the potential to have substantial impact given the scale of the issue in the County. While suitability determinations in each individual case cannot be accounted for, approximately 11,000 youth arrests reported throughout Los Angeles County in 2015 – including for status offenses, misdemeanors, and low-level felonies – were legally eligible for diversion in lieu of arrest or citation under California Welfare and Institutions Code Section 625.3 (see Appendix A, Table 2).

11,000

youth arrests in Los Angeles County were legally eligible for diversion in lieu of arrest or citation in 2015.

Such cases could be counseled and released or diverted to community-based activities and services in lieu of arrest, following successful examples in jurisdictions such as San Francisco County, Miami-Dade County, and others.[viii,xvii]

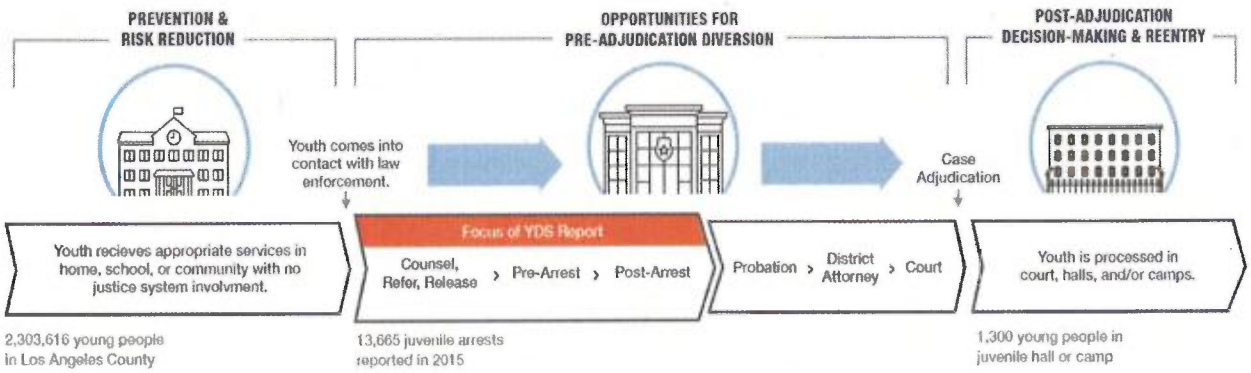
Scope of the Report and Overview of The Model

Youth thrive when they are provided with resources and structure that guide their development and decrease their susceptibility to negative influences. With support and nurturing, youth are more likely to grow and develop without coming into contact with the justice system. It is recognized, however, that youth contact with the justice system can occur and that developing appropriate responses in those cases – including diversion opportunities – is critical for supporting youth, their families, and the community.

When youth do come into contact with the justice system, diverting them from further system involvement can reduce harm, support their wellbeing, and promote public safety. Pursuant to Welfare and Institutions Code Sections 626, 236, 256, 653.5, 654, 654.3 and 660.5, pre-adjudication diversion may be granted to youth at any stage in the justice system up to adjudication, including at the point of arrest or citation by law enforcement, either before or after the arrest or citation is recorded or booked; after referral to the Probation Department; before filing by the District Attorney; or before adjudication by the Court (see Figure 2). Post adjudication diversion may also occur at later stages of a young person's involvement in the system, including but not limited to, diversion from probation, incarceration, or deportation.

While the YDS recognizes and is supportive of efforts to advance diversion opportunities at later stages of a case and/or with transition age youth, this report focuses on the earliest point of contact with the justice system and prior to an initial case referral to probation from law enforcement. The report's recommendations focus on diversion opportunities at the initial point of contact with law enforcement (i.e., providing an alternative to arrest or citation) in order to prevent involvement or increased involvement in the justice system and to better address youths' underlying needs and support their development (Figure 2).

Figure 2. Continuum of Services and Focus of the YDS Report



To that end, the YDS envisions a countywide model and infrastructure for youth diversion that promotes the widespread use of community-based diversion in lieu of arrest or citation, with support from a central coordinating office. This central office would play a critical role in providing the coordination and contracting needed to standardize effective and equitable practices for youth diversion while also supporting local partnerships through ongoing training, technical assistance, and communication. The diversion model and role of the central coordinating office is summarized below.

PROPOSED YOUTH DIVERSION PARTNERSHIP MODEL

1

A central office provides countywide coordination and contracts for youth diversion services.

This office will guide the phased expansion of new and existing partnerships between law enforcement agencies and community-based providers and support partners in developing and implementing protocols for referral, intake, programming, and communication.

2

Law enforcement refers eligible and suitable youth to community-based diversion partner in lieu of arrest or citation.

A law enforcement officer will apply his or her department's referral protocol to determine whether a youth is eligible and suitable for pre-arrest diversion.

3

Community-based organizations conduct intake assessment and develop diversion plan.

Diversion plans will reflect the level and types of intervention needed to address the youth's risks, needs, and interests and support positive youth development.

4

Upon successful completion of diversion, a youth's case is dismissed, and no criminal record is sustained.

Diversion partners will work with participating youth to reduce barriers to successful completion of the program. If a participant is unable to complete it, his or her case may be returned to the referring agency for further processing.

5

Diversion partners communicate regularly and collect data needed to inform program improvement and assess countywide progress.

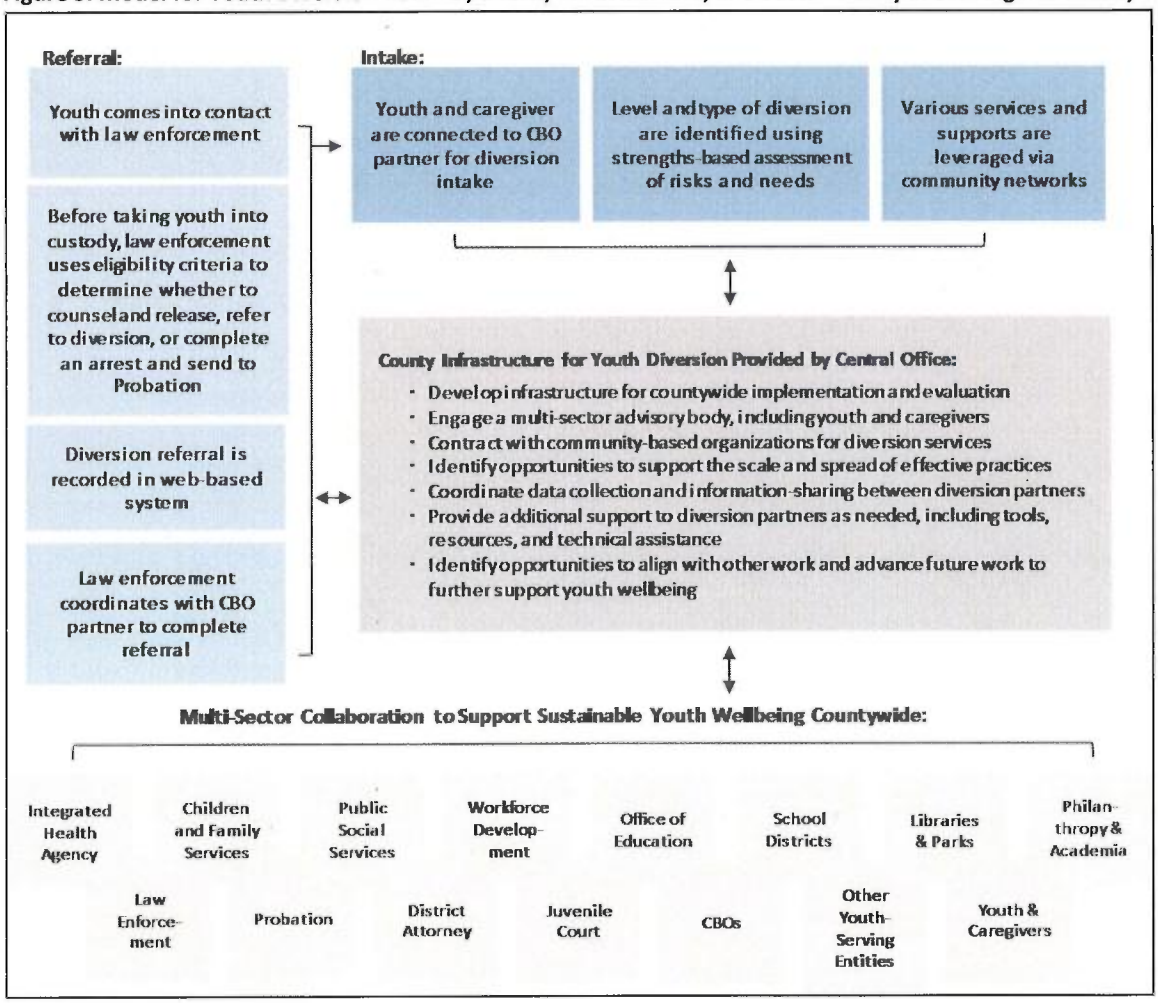
Partners will share information regarding diversion referrals, participation status, and program completion, consistent with all applicable confidentiality protections. Ongoing program- and county-level assessment will be coordinated by the central office.

The YDS therefore envisions that the central office will facilitate collaboration with youth-serving agencies and organizations throughout the County, identifying opportunities to advance effective diversion in other settings, align with existing efforts (see Appendix F), and support future work to support youth wellbeing (see Appendix G).

Increased integration among these additional multi-sector stakeholders will further strengthen the County's diversion initiative (see Figure 3). Broad multi-sector collaboration will help advance effective youth diversion by ensuring local resources and networks are effectively leveraged, establishing pathways for youth to be effectively counseled and released (e.g., informally connected with local resources at nearby libraries, parks, drop-in centers, or arts organizations), and establishing pathways for youth to be effectively supported in the event that they do not successfully complete diversion programming (e.g., returned to referring agency and/or connected with appropriate systems where more serious needs may be met).

> The YDS recognizes that other systems – including but not limited to schools, foster care, health care and crisis response – play critical roles in the processes by which young people come into contact with the justice system.
>
> As parallel efforts to review the County's approach to school-based arrests and probation move forward, the YDS envisions this infrastructure will be flexible enough to provide effective alternatives to prevent involvement or increased involvement in the justice system and better align systems responses to address underlying needs and support youth development.

Figure 3. Model for Youth Diversion Referral, Intake, Infrastructure, and Sustainability in Los Angeles County



Part 1: CCJCC Youth Diversion Subcommittee Recommendations

In alignment with the vision, goals, and core components of effective youth diversion in Los Angeles County (see Appendix H), the CCJCC Youth Diversion Subcommittee (YDS) provides the following recommendations:

1.1: Central Coordinating Office

Recommendation 1.1: Los Angeles County should establish a central office responsible for providing countywide coordination and contracting for community-based youth diversion services.

The YDS recommends that Los Angeles County launch its youth diversion initiative by establishing a central coordinating office to provide necessary infrastructure and guide implementation and evaluation of youth diversion efforts throughout the County.

This office would be tasked with upholding a public health and youth development approach to diversion, with the mission of improving outcomes for youth and reducing arrests by implementing efforts that prioritize equity, advance wellbeing, support accountability, and promote public safety.

The central office would contract with community-based organizations and guide the development of intake and assessment processes, data collection and communication, provision of technical assistance, and standard outcome measures. Although it will be important for diversion partners to tailor programming to fit local needs, the coordination and support from the central office will ensure that programs are implemented with fidelity to the County's standards for effective youth diversion.

In addition to developing necessary infrastructure and developing partnerships, the office should be responsible for the following core tasks:

- Engaging a multi-sector advisory body, including representation from youth and caregivers
- Developing a centralized referral system to coordinate data collection and information sharing between diversion partners
- Examining the landscape of existing youth diversion programs to identify priorities and opportunities for implementation and expansion
- Providing technical assistance and training; disseminating tools, templates, and resources; and communicating successes and lessons learned to agencies and organizations
- Identifying opportunities for diversion to align with other work supporting youth wellbeing

It should also be emphasized that in developing its implementation plan, the central office should continue to engage partners to address unresolved areas in this report. While the diversion framework presented in this report reflects the shared product of the subcommittee, there are implementation areas – for example, the manner in which diversion records and data would be shared among partners – that require additional discussion. Areas requiring further discussion are included in Appendix I.

> Once the youth diversion infrastructure has been established and a plan for sustainability is in place, the central office could help guide efforts to advance diversion at later points of contact and support youth development in other settings, including prevention or reentry.

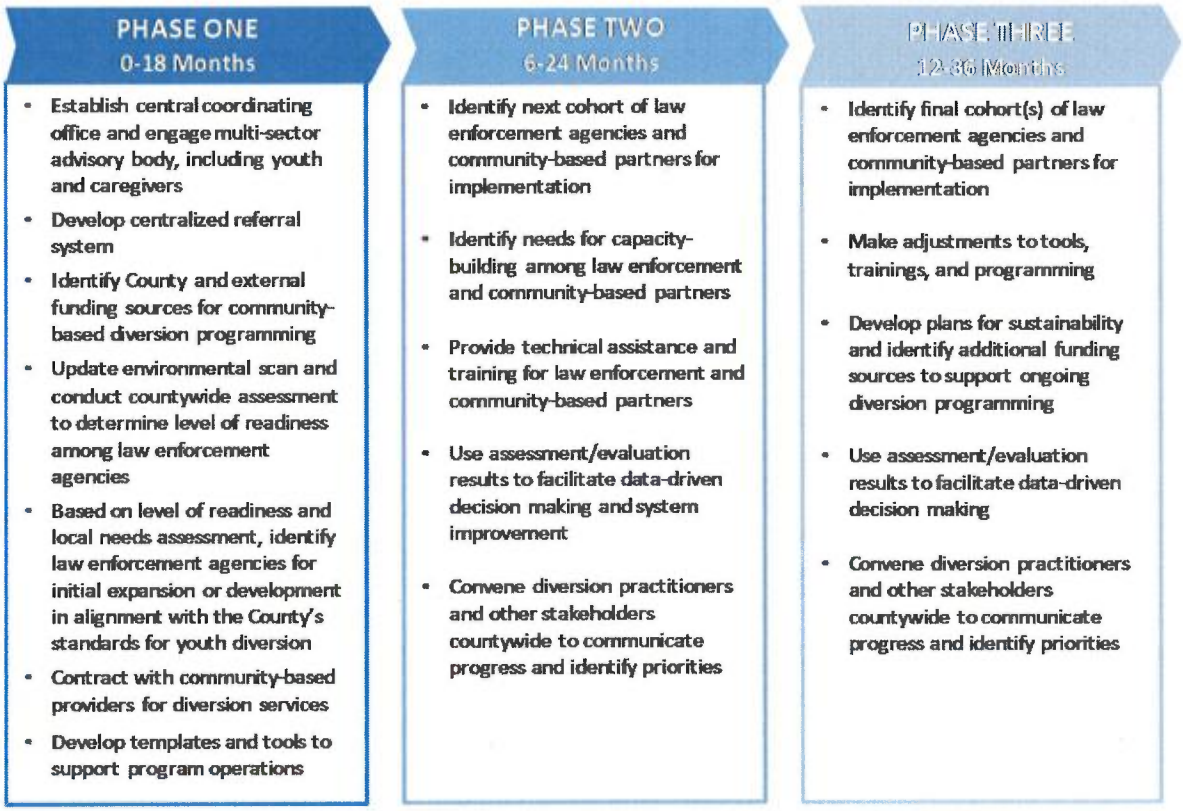
In order to accomplish these tasks, the office should be staffed with individuals who have relevant skills and expertise, including familiarity with the landscape of youth-serving systems and organizations in Los Angeles County and an understanding of the unique needs of youth at risk for justice system contact.

1.2: Phased Implementation

Recommendation 1.2: The central office should implement the County's youth diversion initiative in a phased approach that builds on existing capacity, addresses infrastructure needs, and allows for continued growth.

Given the scope of this initiative and the importance of tailoring implementation to the unique strengths and needs of communities throughout Los Angeles County, the YDS recommends that the central coordinating office implement the diversion plan in a phased approach (See Appendix J).

Figure 4. Summary of Phased Approach



The environmental scan of existing youth diversion programs completed by the YDS in April 2017 identified a need for coordination and capacity-building across the County. At the time of the scan, only some communities in Los Angeles County had access to youth diversion opportunities, and existing programs varied by type and practice. The scan identified inconsistencies such as program reach, referral processes, use of assessment tools, and staff protocols (see Appendix B).

Additionally, the YDS surveyed law enforcement leadership regarding agency readiness and capacity for diversion. Results indicated a strong desire to participate in the diversion effort but a need to address funding, countywide accountability, and community capacity for diversion referrals.

1.3: Core Components: Local Partnerships and Processes Facilitated and Supported by the Central Office

Recommendation 1.3: The central office should facilitate and support local partnerships between law enforcement agencies and community-based diversion providers to implement diversion programs that are in alignment with the County's standards.

The YDS recommends that strategies and programming involved in the County's youth diversion initiative incorporate core components of effective practice for youth diversion, including partnerships between law enforcement and community-based service providers, the use of standard eligibility guidelines, the delivery of a holistic range of activities and services; standard requirements for program success; and ongoing data-collection and communication of results.

By aligning youth diversion with these core components, the County could see the following benefits:

- Reduced number of youth arrests, referrals to probation, and petitions filed
- Reduced racial and ethnic disparities in youth arrests, referrals to probation, and petitions filed
- Increased number of youth connected with services that address their underlying needs without acquiring an arrest or criminal record
- Reduced recidivism for participating youth
- Improved health, academic, and economic outcomes for participating youth
- Increased capacity for community-based organizations and other youth-serving agencies to serve youth who come into contact with the justice system
- Increased capacity for law enforcement to address serious offenses and support public safety

1.3.1: Referral

Recommendation 1.3.1: Law enforcement agencies should be the primary source of referrals to community-based diversion providers and should work closely with partnering organizations and the central office to develop program protocols and requirements.

Program protocols should be aligned with the core components of effective youth diversion, address youth needs, and describe the role(s) of additional partners as needed, including but not limited to processes for providing information or transportation needed to address barriers to participation for youth and families within 48 hours of initial contact with law enforcement.

1.3.2: Eligibility

Recommendation 1.3.2: In collaboration with partnering organizations and the central office, law enforcement agencies should develop eligibility guidelines that can help determine when a youth may be counseled and released or referred to diversion in lieu of further justice system involvement.

The YDS drafted guidelines and a sample decision matrix to assist law enforcement agencies in determining eligibility for diversion. While the specific circumstances of a case would also inform law enforcement's determination of suitability for diversion, the eligibility guidelines aim to:

- Prioritize community-based diversion services in alignment with best practice.
- Prioritize counsel and release or diversion to community-based alternatives rather than arrest/citation at the earliest possible point of law enforcement contact with youth.
- Avoid penalizing youth for failure to complete previous diversion plans or programs.
- Identify the appropriate level and types of services for youth based on risk and needs.

In accordance with WIC 625.3, law enforcement officers may counsel and release or divert a young person unless they are 14 years of age or older and have been taken into custody by an officer for the personal use of a firearm in the commission or attempted commission of a felony or for any offense listed in subdivision (b) of Section 707.

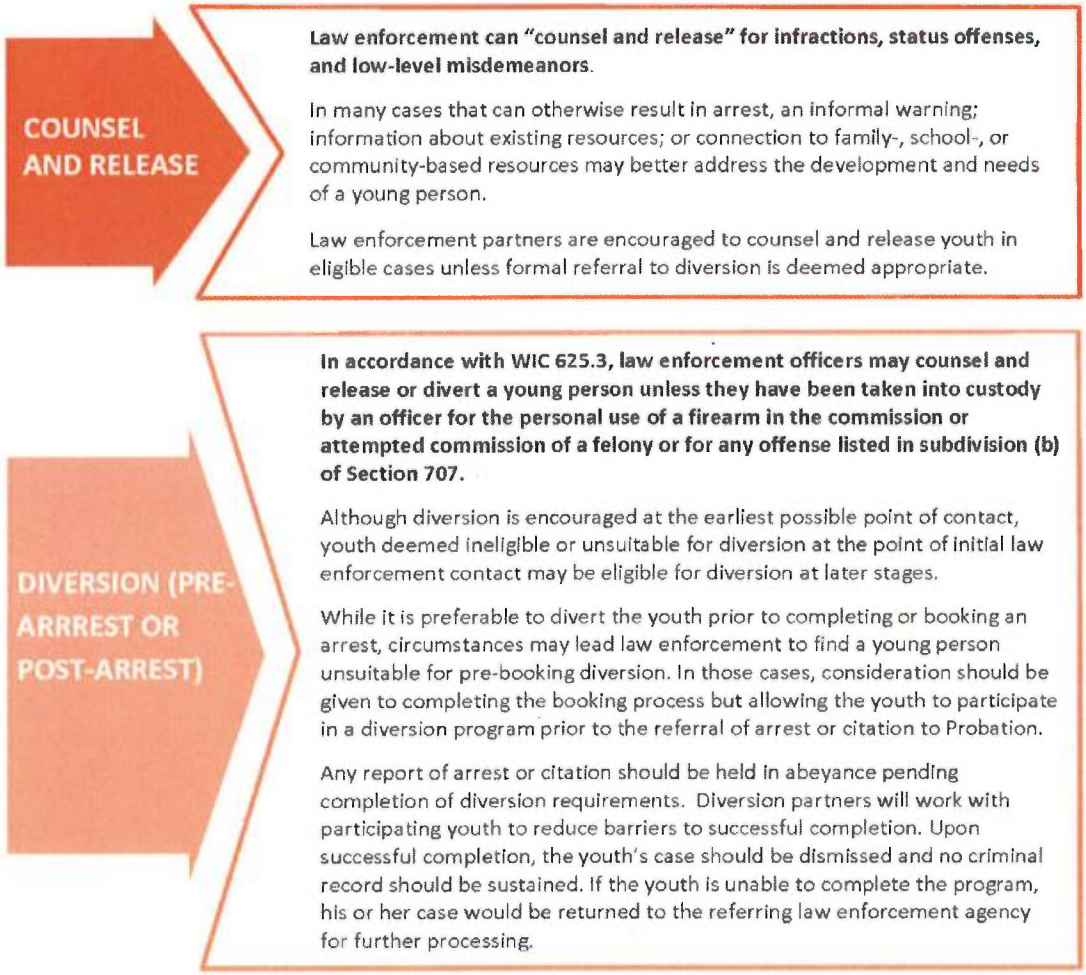
To assist law enforcement personnel in assessing suitability for diversion in eligible cases, the YDS recommends that participating law enforcement agencies have access to a data system that provides a young person's prior diversion history.

> While prior diversion history is one factor that can help determine whether a young person is suitable for diversion, opportunities for diversion should not be denied solely based on a young person's previous diversion referral, whether successfully or unsuccessfully completed. Similarly, diversion should not be denied solely due to other system involvement (e.g., foster care involvement); homelessness; immigration status; or health status.

In some cases, youth may be eligible but not deemed suitable for diversion due to surrounding circumstances. It is possible that these cases may later be deemed suitable for diversion by the Probation Department, District Attorney's Office, or Court.

A full description of the law and the proposed diversion eligibility guidelines can be found in Appendix K.

Figure 5. Summary of Proposed Eligibility Considerations for Counsel and Release/Diversion



1.3.3: Strengths-Based Assessment and Level of Intervention

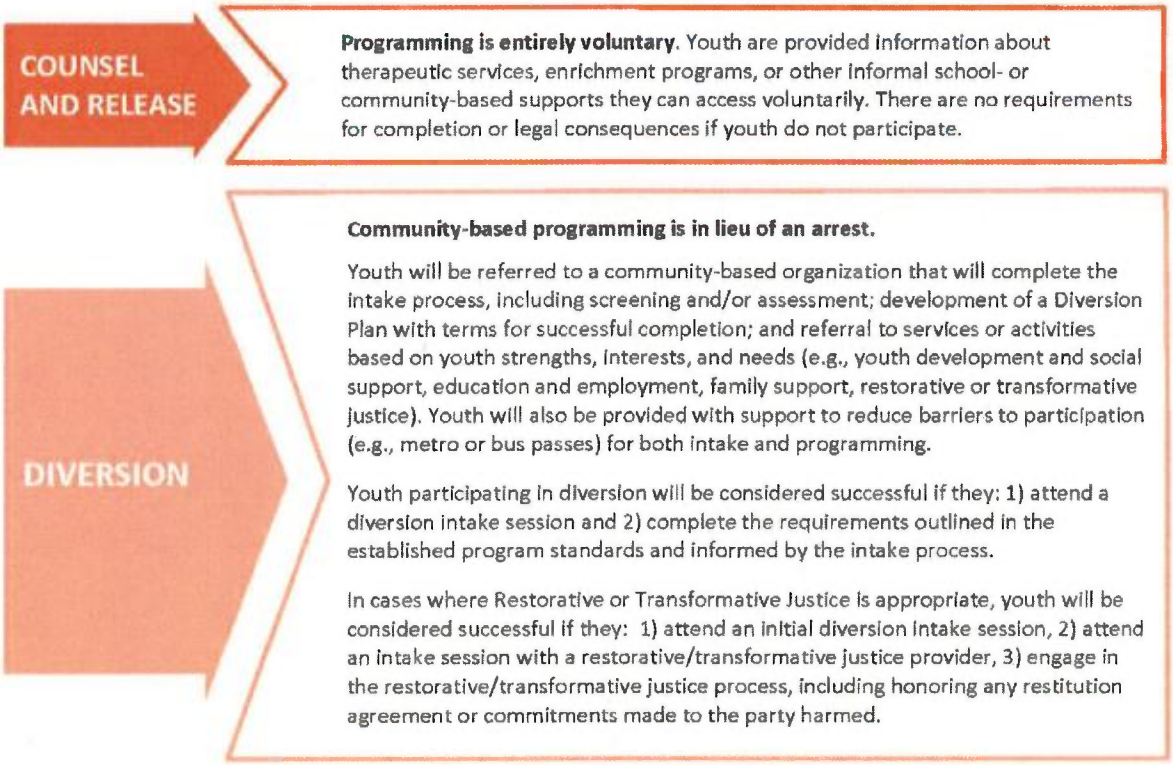
Recommendation 1.3.3: Community-based diversion partners should conduct a strengths-based assessment of the youth's risks, needs, and interests during intake to inform the level of intervention and requirements for successful completion, consistent with established program guidelines.

Diversion partners are encouraged to develop internal protocols that meet minimum standards for evidence-based program requirements (see Figure 6). Program requirements should be informed by a strengths-based assessment of a participating youth's risks, needs, and interests conducted during community-based intake.

Diversion should be in lieu of an arrest and any records of citation or arrest should be held in abeyance pending successful completion as outlined below. Once youth have successfully completed their initial diversion referral, they may continue to participate in any program to which they are referred.

In some cases, program partners may identify additional program elements to ensure accountability, repair the harm caused by criminal behavior, and promote youth wellbeing. For example, in cases where a victim has been identified, youth may be connected to providers to engage in restorative or transformative justice processes with individuals who they may have harmed.

Figure 6. Summary of Proposed Requirements for Successful Completion of Counsel and Release/Diversion



1.3.4: Program Elements

Recommendation 1.3.4: Community-based diversion providers should develop program plans that offer a variety of activities and services that promote youth development and utilize effective interventions for youth who come into contact with the justice system.

Community-based providers will receive support (e.g., funding, technical assistance, training, capacity-building, connection to additional youth-serving agencies) to provide a range of activities and services, either as sole providers or in partnership with a network of community-based organizations.

The YDS recommends that all diversion programming offer elements of the following:

Screening and assessment using valid and reliable tools that capture strengths and interests in addition to risk and needs to inform the level and type of diversion services.

Youth development and social support such as connections to culturally affirming and supportive mentors, peer support groups, community leadership and organizing opportunities, and enrichment programs (i.e. cooking, music, arts, sports).

Strengths-based services that affirm youth and family race, gender, sexual orientation, gender identity, language, and culture so that youth feel welcome and supported.

Health and healing support such as physical health services, mental health services, substance abuse services, trauma screening and referrals to reverse the negative effects of trauma.

Education and employment support such as dropout prevention, school reintegration, tutoring, educational rights advocacy, job training, job placement, and skill-building to link youth to school and jobs.

Family engagement and support such as youth-family mediation, peer support programs for parents, participatory defense for parents to advocate for their children in court, counseling, and parenting classes to engage parents in the healing process for their children.

Community engagement and inclusion of mentors or staff with lived experience of the justice system as credible messengers to maximize the development of culturally responsive positive relationships between youth and the adults around them.

Resources for transportation, food, housing, and other supports that address barriers to participation and increase the chance that youth will attend programming.

Restorative / transformative justice or restorative practices to promote accountability and repair the harm caused by criminal behavior.

Evidence-based or evidence-informed services, such as cognitive behavioral treatment, multi-systemic therapy, and other interventions that have been identified as effective or promising practices for similar populations of youth.

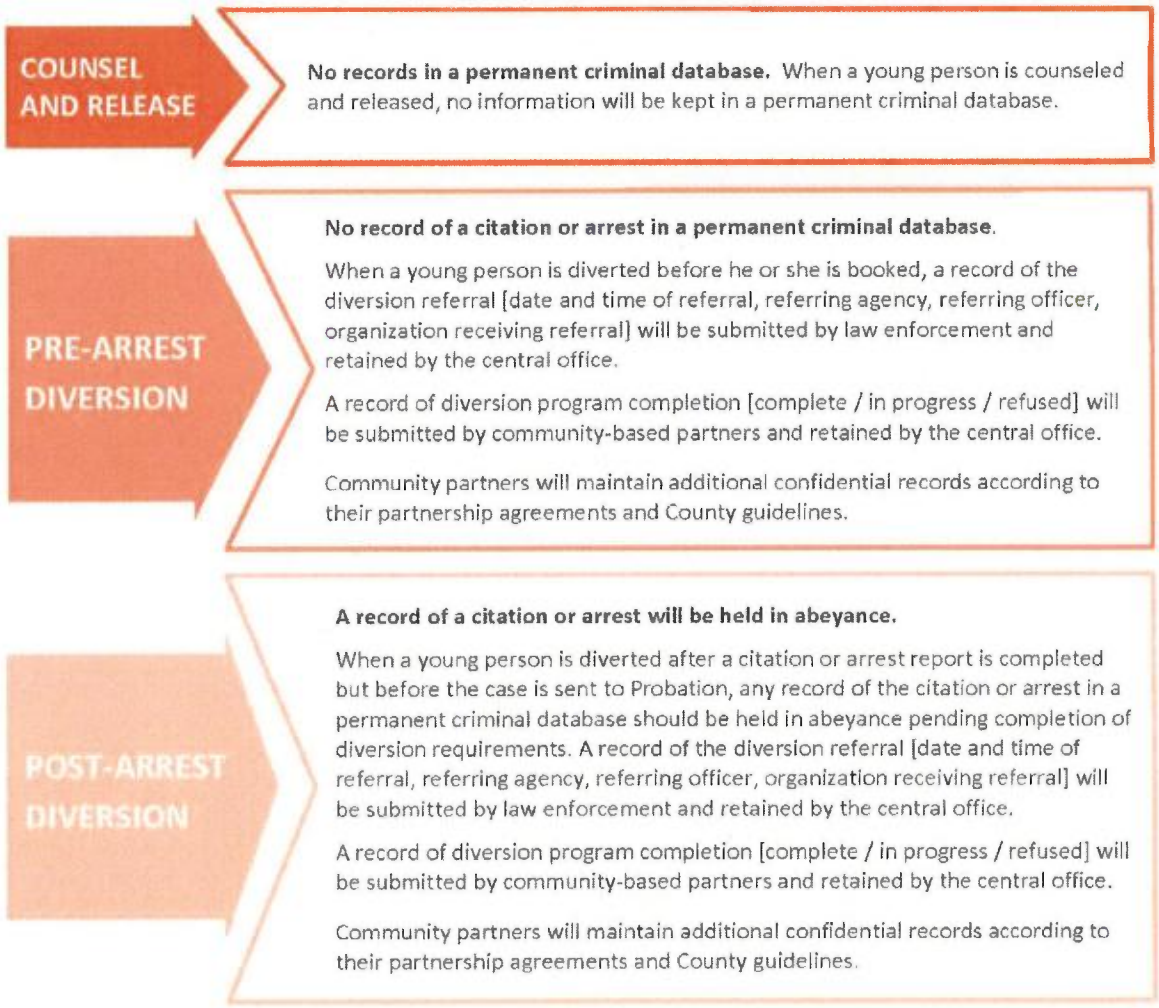
1.3.5: Communications Among Diversion Partners

Recommendation 1.3.5: Diversion partners should communicate regularly to inform program improvement and share information – guided by established agreements – regarding diversion referrals, participation status, and program completion, consistent with all applicable confidentiality protections and best interests of participating youth, families, and public safety.

The central office should develop and maintain a system that allows the County to track diversion referrals with the goal of supporting communication between partners while reducing the placement of youth records in permanent criminal databases. Consistent with all applicable confidentiality protections, diversion partners should have access to shared information regarding diversion referrals, diversion participation, and program completion.

While shared data can allow partners to more effectively communicate regarding a participating youth's program status, the coordinating office should continue discussions to ensure that information sharing is done with appropriate data protections. As with eligibility and program requirements, the types of youth data collected and shared should be graduated in accordance with the following guidelines.

Figure 7. Summary of Proposed Guidelines for Recording and Reporting



1.4: Assessment of Key Indicators

Recommendation 1.4: The central office should assess key indicators on an ongoing basis at both the program and County levels to monitor progress and inform adjustments.

The YDS recommends that data be collected and assessed on an ongoing basis to improve practice, highlight priorities for future work, and inform decision-making.

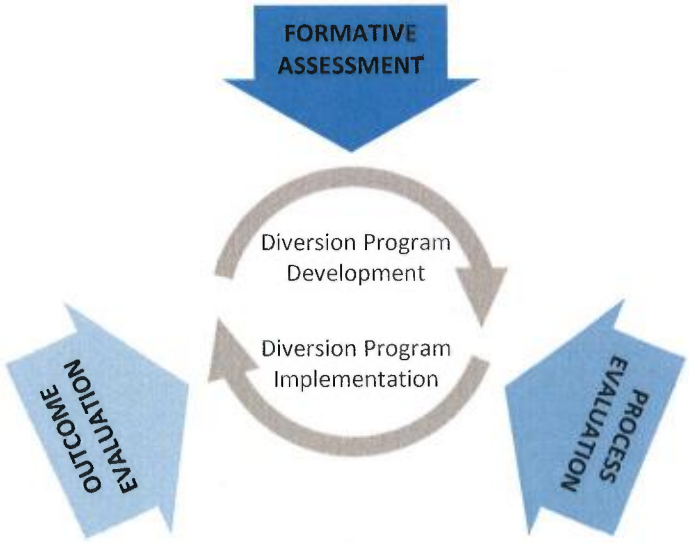
Evaluation should occur to examine: (1) implementation and impact of diversion programs and (2) progress across the County in scaling and spreading effective practices.

In addition, in order to achieve continual program improvement, the County may conduct additional research on the root causes of justice-system involvement and opportunities to continue to improve youth wellbeing in the County.

1.4.1: Program Evaluation

Recommendation 1.4.1: Program evaluation efforts should incorporate formative, process, and outcome assessment efforts to make sure programs are effective.

Evaluation efforts should incorporate formative, process, and outcome assessment. That is, programs should document how diversion partnerships have been developed, how programming has been implemented, whether interventions are effective, and how interventions shape youth outcomes.



Support and technical assistance for program evaluation and regular opportunities to share successes and lessons learned should be available through the County's central office. Program partners are also encouraged to collaborate with academic institutions or other local resources for additional data collection, analysis, and communication support.

Given variation in levels of intervention and capacity for data collection and assessment among community-based organizations countywide, the YDS has identified a proposed list of key indicators that should be collected by each program participating in the County's youth diversion initiative.

Recommended standards for diversion program evaluation in Los Angeles County include the regular collection, analysis, and communication of the following core indicators, with appropriate protections in place for confidentiality of youth records. For partners interested in conducting more comprehensive evaluation, a sample program evaluation plan can be found as an attachment to this report labeled Appendix L.

FORMATIVE ASSESSMENT
• Number and types of partners involved in diversion model • Number and types of staff involved in diversion programming • Number and types of training available and accessed • Partner/staff feedback on program satisfaction, barriers to implementation, and opportunities for improvement

PROCESS EVALUATION

• Number and types of cases referred to diversion, including:
  ○ Date and time of initial referral
  ○ Referring agency
  ○ Eligibility category
• Number and types of diversion plans developed, including:
  ○ Date of intake screening/assessment
  ○ Referrals to supportive services/activities
• Number and types of youth participating in, refusing, and completing program requirements
• Participant feedback on program satisfaction, barriers to participation, and opportunities for improvement
• Cost of programming

OUTCOME EVALUATION

• Participant feedback on program impact, including but not limited to self-reported improvement in:
  ○ Connection to supportive services/activities
  ○ Academic engagement
  ○ Healthy relationships
  ○ Health and risk behaviors
• Recidivism rates for participating youth, including any subsequent arrests, sustained petitions, or convictions

1.4.2: Monitoring of Progress

Recommendation 1.4.2: Countywide progress in building capacity; advancing equity; and reducing the number of youth arrests, referrals to probation, and petitions filed should be monitored on an ongoing basis to ensure the County is reaching its goals.

The central office leading juvenile diversion efforts should also consider coordinating the external assessment of the following key questions and indicators to measure progress and identify opportunities for improvement.

MONITORING COUNTYWIDE PROGRESS	
Assessment Questions	**Potential Indicators**
How can we continue to build capacity?	• Number and types of partners who participate in coordinating infrastructure • Number and types of guidance documents developed and disseminated • Number and types of staff receiving training or technical assistance • Changes in connectivity among governmental and community-based organizations

What impact are we having on the reach of diversion programs?	• Number and location of diversion programs • Number of youth diverted, compared to the number of youth arrests • Amount of resources available/received for diversion programs • Cost of programming compared to cost savings and benefits of programming
What impact are we having on the quality of diversion efforts?	• Number of model policies or procedures adopted • Ways in which diversion programs are adopted or modified based on best practices data or community input • Number and types of trainings or technical assistance sessions completed • Ways in which culture or attitudes related to youth diversion and development improve as a result of trainings or partnerships
What impact are we having on overall justice system involvement and community safety and wellbeing?	• Number and types of arrests or citations, referrals to probation, petitions • Rates of crime, victimization, illness, and injury • Rates of high school graduation and employment • Measures of food, housing, and economic security • Neighborhood engagement and environment
What impact are we having on equity?	• Process and outcome measures disaggregated by race/ethnicity, law enforcement agency, location, gender, age, and other youth/family characteristics

Part 2: CEO Recommendations

The Board motion establishing the CCJCC Youth Diversion Subcommittee also directed the CEO to determine infrastructure, funding, and resources needed to implement comprehensive and coordinated youth diversion programming throughout the County. In coordination with the YDS recommendations, the CEO provides the following recommendations for the implementation, funding, staffing, and sustainability of youth diversion efforts countywide.

2.1: Oversight and Management

Recommendation 2.1: The County should establish an Office of Youth Diversion and Development (OYDD) within the Office of Diversion and Reentry to oversee and manage the implementation of youth diversion countywide.

The CEO recommends that an Office of Youth Diversion and Development (OYDD) be established and staffed within the Office of Diversion and Reentry (ODR) to fund community-based diversion services and to oversee and manage the implementation and coordination of youth diversion efforts countywide. Specifically, the CEO recommends that four (4) positions be created to staff OYDD.

Establishing the OYDD within the ODR will complement the County's existing effort to coordinate adult diversion programs. Its name signals both its primary function as the coordinating hub for diversion efforts countywide and its secondary function of helping diverted youth develop and thrive.

In establishing the ODR, the Board drew heavily on the District Attorney's "Mental Health Advisory Board Report: A Blueprint for Change", which was released in 2015. The Blueprint discussed the "sequential intercept model" which identifies points along the justice continuum where appropriate interventions could occur. "Intercept One" refers to diversion at the initial point of contact with law enforcement – the focus of this subcommittee's report and the diversion efforts proposed.

This focus on early intervention supports the vision and goals for youth diversion in Los Angeles County and reflects a commitment to healthy youth development by the YDS.

2.1.1: Phased Adoption of Core Components

Recommendation 2.1.1: OYDD should implement a phased adoption of the recommended core components of youth diversion.

The office should work with agencies and organizations throughout Los Angeles County to encourage their alignment with or adoption of the core components of an effective approach to youth diversion developed by YDS that seek to minimize justice system contact by providing resources that support ongoing community-based youth development.

To scale evidence-based diversion countywide, a three-year phased rollout is recommended. The phased rollout would ensure sufficient time for implementation by building the diversion infrastructure, facilitating diversion implementation through training and assessment tool development, and supporting continued growth and sustainability.

2.1.2: Referral System

Recommendation 2.1.2: OYDD should develop and maintain a web-based diversion referral system.

Los Angeles County does not currently have a central data system and would benefit from having a means for tracking referrals and diversion statuses countywide. A central referral data system should be created to support information-sharing within diversion partnerships, with safeguards to avoid unnecessarily criminalizing youth records. The system should at a minimum support determination of previous diversion history, diversion referrals and information regarding diversion status.

2.1.3: Training and Technical Assistance

Recommendation 2.1.3: OYDD should provide training and technical assistance to diversion partners.

OYDD should provide or coordinate capacity building, training, and technical assistance for community-based service providers and law enforcement agencies to support sustainable changes in policy and protocol in addition to changes in practice.

Many community-based programs with experience serving justice system involved youth need additional support to provide sustainable programming, including training and technical assistance on how to respond to County requests for proposals, data collection and outcome measurement, etc. Law enforcement agencies may also benefit from standardized training and technical assistance related to implicit bias, trauma-responsivity, interactions with youth and families, effective diversion referrals, and reporting and information-sharing.

2.1.4: Evaluation

Recommendation 2.1.4: OYDD should coordinate the evaluation of countywide progress.

Ongoing research and evaluation is necessary to ensure that programs are meeting the County's goals for youth diversion. It is recommended that data be collected and assessed on an ongoing basis to improve practice, highlight priorities for future work, and inform the Board of Supervisors and other stakeholders of progress.

2.2: Funding and Sustainability

Recommendation 2.2: OYDD should leverage County and external funding opportunities.

2.2.1: County Funding

Recommendation 2.2.1: OYDD should leverage County funding opportunities.

The CEO in consultation with ODR developed a proposed four-year budget plan for OYDD and estimates that approximately $23.8M will be needed over the four year period. The budget categories and category totals are noted below.

OYDD Proposed Budget Category	Four Year Budget Totals
Staff	$1,896,303
Services & Supplies	$865,000
Diversion Programming	$21,000,000
Total	$23,761,303

The CEO has met with several departments and identified commitments of approximately $26.1M over four years in ongoing funding for the proposed Office of Youth Diversion and Development. This funding would be utilized to support the OYDD infrastructure and staffing, as well as to fund diversion services provided in the community.

While there may appear to be a surplus of funding over the four-year plan, the surplus will be fully absorbed by year five. To continue scaling up diversion programs in the County fully, additional funds will be needed. The CEO, in consultation with OYDD, will continue to identify additional funding or leveraging opportunities to support the full implementation of youth diversion efforts by partnering with County departments, including but not limited to:

- Arts Commission
- Children and Family Services
- Department of Public Social Services
- Probation Department
- Department of Public Health
- County Library
- Department of Health Services
- Office of Child Protection
- Department of Mental Health
- Workforce Development, Aging, and Community Services
- CEO Homeless Initiative

The funding commitments noted below are ongoing though our plan only speaks to the first four years of youth diversion.

Annual Funding	Departmental Source	Commencement	Four Year Total
$3,000,000	Probation	FY 2017-18	**$12,000,000**
$901,000	CEO	FY 2017-18	**$3,604,000**
$3,500,000	Mental Health	FY2018-19	**$10,500,00**
	Total		**$26,104,000**

Many of the core components of effective youth diversion, identified by the YDS overlap with the work and practices of several County departments. Indeed, youth who have had contact with the justice system often receive services intended to ameliorate challenges or behavior from numerous County departments. Given this overlap, opportunities to leverage existing funding sources and contractual relationships should be continuously pursued.

2.2.2: External Funding
Recommendation 2.2.2: OYDD should leverage external funding opportunities.

OYDD should establish and maintain relationships with the philanthropic community and work with the Center for Strategic Public-Private Partnerships to leverage opportunities to blend various funding options in support of youth diversion.

Philanthropy has played a critical role in advancing conversations and work around juvenile justice reform and issues related to the development and wellbeing of children. Its ability to nimbly develop and implement new and innovative programming can serve a catalytic force to move the County's Youth Diversion efforts forward. The partnership between OYDD and the philanthropic community should be strengthened to identify opportunities for joint projects that improve the outcomes of diverted youth and their families.

2.3: Reporting on Progress and Opportunities

Recommendation 2.3: OYDD should provide annual reports of progress and future work.

OYDD should provide a report to the Board of Supervisors on its efforts to implement youth diversion including but not limited to the following:

- Progress on phased rollout of diversion efforts countywide
- Information on youth arrest and demographic data countywide
- Identification of additional funding streams in support of youth diversion
- Federal, State and Local policy challenges to implementation
- Opportunities to further support youth development

2.4: Permanent Youth Diversion Steering Committee

Recommendation 2.4: OYDD should create a permanent Youth Diversion and Development Steering Committee.

To guide and support the implementation of youth diversion and development efforts countywide, a permanent steering committee should be established. Similar efforts have been used to create a mechanism for community input and ensure recommendations are driven forward with fidelity.

A steering committee can provide a structure for ongoing communication across systems around implementation progress, bring attention to systemic challenges, guide the analysis of evaluation outcomes and serve as a forum from which future efforts aimed at supporting youth development and wellbeing can be discussed. In consultation with OYDD, the committee should assist with the following endeavors:

- Identify ways to align and expand diversion efforts within the District Attorney's Office and Probation Department
- Monitor data from schools, law enforcement, probation, courts
- Develop processes for ongoing collaborative learning among agencies/programs related to equity, root causes, the impact of criminalization
- Identify opportunities to invest in community-based alternatives to justice system involvement
- Develop programming outside of the justice system to improve youth outcomes.

The Youth Diversion Steering committee should include representatives from youth-serving agencies and organizations throughout Los Angeles County and include standing membership for youth who are impacted by the justice system.

Conclusion

The negative impacts of youth justice system involvement are significant and wide-ranging. Youth with justice-system involvement have increased risk of school failure, trauma, substance abuse, and other negative outcomes. Furthermore, the negative outcomes associated with justice system contact disproportionately impact youth of color.

While significant progress has been made in Los Angeles County to reduce youth involvement with the justice system, the County strives to do more, and diversion is a key strategy to support that goal. Evidence shows that when implemented with fidelity, well-designed youth diversion programs have the potential to reduce the negative consequences and costs associated with justice system involvement and to improve youth outcomes.

The recommendations presented in this report – reflecting the commitment and expertise of YDS subcommittee members from multiple disciplines – aim to provide a plan for developing a countywide diversion infrastructure that prioritizes equity, advances well-being, supports accountability, and promotes public safety. The proposed model is grounded in multi-sector partnerships that divert appropriate cases from the justice system at the earliest point of contact to therapeutic services informed by strengths-based assessments of participating youth.

Given Los Angeles County's size, the effort to advance effective youth diversion throughout the County will require focus and dedication by multiple County agencies, law enforcement departments, the philanthropic and private donor communities, community-based organizations, youth, and families. The effort will also require centralized coordination and capacity-building to ensure diversion opportunities are available to all youth throughout the County.

Such a commitment is significant, but the benefits are, too. Los Angeles County has the largest juvenile justice system in the nation. With a robust diversion infrastructure that serves youth throughout the County, it can also be one of the most forward thinking counties in improving the well-being of its youth.

APPENDIX A: Youth Arrest Data

Table 1. Characteristics of Los Angeles County Youth Arrests, 2005 and 2015[1]	2005	2015
Gender	**N=56,286**	**N=13, 665**
Male	42,531 (76%)	10,314 (75%)
Female	13,755 (24%)	3,351 (25%)
Age at Arrest		
<12	729 (1%)	116 (1%)
12	1,681 (3%)	260 (2%)
13	4,349 (8%)	806 (6%)
14	8,497 (15%)	1,637 (12%)
15	12,819 (23%)	2,697 (20%)
16	14,127 (25%)	3,591 (26%)
17	14,084 (25%)	4,558 (33%)
Race/Ethnicity		
Hispanic/Latino	32,863 (58%)	8,450 (62%)
Black/African American	12,889 (23%)	3,304 (24%)
White	7,887 (14%)	1,359 (10%)
Asian/Pacific Islander	844 (2%)	164 (1%)
Other	1,803 (3%)	388 (3%)
Type of Apprehension[2]		
Cited	19,843 (35%)	3,510 (27%)
Booked	32,586 (58%)	10,004 (73%)
Offense Level		
Status	13,197 (23%)	1,277 (9%)
Misdemeanor	25,441 (45%)	7,102 (52%)
Felony	17,648 (31%)	5,286 (39%)
Common Arrest Offenses (n>500 in 2015)		
Petty Theft	4,646 (8%)	1,472 (11%)
Burglary	3,040 (5%)	1,446 (11%)
Assault and Battery	2,896 (5%)	1,302 (10%)
Assault	2,713 (5%)	998 (7%)
Robbery	2,139 (4%)	790 (6%)
Other Misdemeanor	4,006 (7%)	704 (5%)
Other Felony	1,892 (3%)	643 (5%)
Truancy	1,093 (2%)	572 (4%)
Curfew	11,695 (21%)	567 (4%)
Local Ordinance	3,422 (6%)	519 (4%)
Weapons	2,516 (5%)	506 (4%)
Largest Arrest Jurisdictions (n>200 in 2015)		
LAPD	23,221 (41%)	4,317 (32%)
LASD (unincorporated)	3,851 (7%)	1,008 (7%)
Long Beach	4,383 (8%)	923 (7%)
Lancaster	1,351 (2%)	420 (3%)
Palmdale	1,499 (3%)	386 (3%)
Santa Clarita	914 (2%)	376 (3%)
Glendale	1,696 (3%)	376 (3%)
Burbank	1,147 (2%)	305 (2%)
Downey	948 (2%)	305 (2%)
Torrance	733 (1%)	272 (2%)
Gardena	307 (1%)	247 (2%)
Montebello	496 (1%)	235 (2%)

[1] Preliminary data available through California Department of Justice public records act request submitted by the Los Angeles County Department of Public Health, Division of Chronic Disease & Injury Prevention, Health & Policy Assessment.
[2] Apprehension reported as "booked" when youth is brought to juvenile holding facility or any time an arrest report is filled out.

Table 2. Youth Arrests in Los Angeles County by Offense Category and Reporting Jurisdiction, 2015

	County Sheriff Department (n=1,008)	Sheriff Contract Cities[3] (n=2,337)	Los Angeles Police Department (n=4,317)	Long Beach Police Department (n=923)	Other Jurisdictions (n=5,080)	Total County (n=13,665)
Total Status	2 (0.2%)	8 (0.3%)	782 (18%)	25 (3%)	460 (9%)	1,277 (9%)
Total Misdemeanor	460 (46%)	1,219 (52%)	1,756 (41%)	525 (57%)	3,142 (62%)	7,102 (52%)
Petty Theft	27 (3%)	206 (9%)	238 (6%)	65 (7%)	936 (18%)	1,472 (11%)
Assault & Battery	86 (9%)	236 (10%)	428 (10%)	112 (12%)	440 (9%)	1,302 (10%)
Other Misdemeanors	347 (34%)	777 (33%)	1,090 (25%)	348 (38%)	1,766 (35%)	4,328 (32%)
Total Non-707(b) Felony	295 (29%)	639 (27%)	741 (17%)	167 (18%)	852 (17%)	2,694 (20%)
Felony Burglary	85 (8%)	285 (12%)	251 (6%)	59 (6%)	293 (6%)	973 (7%)
Other Non-707(b)	210 (21%)	354 (15%)	490 (11%)	108 (12%)	559 (11%)	1,721 (13%)
Potential 707(b) Felony[4]	208 (21%)	416 (18%)	949 (22%)	197 (21%)	576 (11%)	2,346 (17%)
Felony Assault	111 (11%)	207 (9%)	344 (8%)	85 (9%)	251 (5%)	998 (7%)
Felony Robbery	49 (5%)	140 (6%)	363 (8%)	59 (6%)	179 (4%)	790 (6%)
Felony Weapons	48 (5%)	65 (3%)	215 (5%)	48 (5%)	130 (3%)	506 (4%)
Unlawful/Other Sex	0 (0%)	4 (2%)	27 (0.6%)	5 (0.5%)	16 (0.3%)	52 (0.4%)
707(b) Felony[5]	43 (4%)	55 (2%)	89 (2%)	9 (1%)	50 (1%)	246 (2%)

[3] *The Los Angeles County Sheriff's Department contracts with 40 of the 88 cities in Los Angeles County for law enforcement services. Youth arrests are reported from the following Sheriff contract cities in aggregate: Agoura Hills, Artesia, Avalon, Bellflower, Bradbury, Calabasas, Carson, Cerritos, Commerce, Compton, Diamond Bar, Duarte, Hawaiian Gardens, Hidden Hills, Industry, La Canada Flintridge, La Habra Heights, Lakewood, La Mirada, Lancaster, La Puente, Lawndale, Lomita, Lynwood, Malibu, Norwalk, Palmdale, Paramount, Pico Rivera, Rancho Palos Verdes, Rolling Hills, Rolling Hills Estates, Rosemead, San Dimas, Santa Clarita, South El Monte, Temple City, Walnut, West Hollywood, Westlake Village.*

[4] More information is needed to determine whether felony offenses such as burglary, which may or may not classify as California Welfare and Institutions Code (WIC) Section 707(b) offenses would be eligible for diversion under WIC 625.3.

[5] Includes Homicide, Rape, Kidnapping, Lewd or Lascivious Conduct, Escape, Arson.

APPENDIX B: Environmental Scan of Youth Diversion Programs in Los Angeles County

County of Los Angeles
CHIEF EXECUTIVE OFFICE
Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
http://ceo.lacounty.gov

SACHI A. HAMAI
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District
MARK RIDLEY-THOMAS
Second District
SHEILA KUEHL
Third District
JANICE HAHN
Fourth District
KATHRYN BARGER
Fifth District

April 6, 2017

To: Supervisor Mark Ridley-Thomas, Chairman
Supervisor Hilda L. Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

ENVIRONMENTAL SCAN OF EXISTING YOUTH DIVERSION PROGRAMS (ITEM NO. 20, AGENDA OF JANUARY 24, 2017)

On January 24, 2017, a motion by Supervisors Ridley-Thomas and Hahn proposed the advancement of a comprehensive, coordinated and expanded approach to youth diversion across the County, with the goal of minimizing youth contact with the juvenile or criminal justice system. To that end, the Board of Supervisors (Board) made the following directives:

1. Direct the Chief Executive Officer (CEO) to hire a consultant with expertise in youth diversion to support the development of a Countywide youth diversion infrastructure;

2. Form an ad-hoc Subcommittee under the Countywide Criminal Justice Coordination Committee (CCJCC), chaired by the Department of Public Health's Division of Chronic Disease and Injury Prevention (DPH) and comprised of senior representatives from County departments, law enforcement, school districts, and community-based organizations to coordinate the development of a Countywide infrastructure;

3. Direct the CEO to report back to the Board in writing in 120 days on a plan to scale effective practices for youth diversion across the County;

4. Direct the CEO to report back in writing in 150 days with an assessment of necessary changes in the County to achieve this comprehensive, coordinated and expanded approach to youth diversion; and

5. Through an amendment by Supervisor Barger, direct the CEO to report to the Board in 30 days with a comprehensive inventory of existing youth diversion programs, including but not limited to, a description of the program, geographic location, lead agency/department, budget, funding source, and outcome data where available.

The CEO requested an extension to provide the inventory of existing youth diversion programs until April 7, 2017. The extension was requested to ensure the inventory benefited from the contributions of the newly formed Youth Diversion Subcommittee.

This memorandum serves as a response to directive number five of the Board motion and details below the background and efforts undertaken to develop the youth diversion environmental scan. The CEO's response to directives numbers one through four of the Board motion will be provided to the Board by May 26, 2017.

Background

Over the last year, DPH has convened key community partners to better understand the County's youth diversion landscape. These assemblies/meetings provided DPH with a cursory understanding of youth diversion programming available in the County and helped in developing an initial inventory of diversion programs.

The Youth Diversion Subcommittee formed under CCJCC was provided DPH's initial inventory document and asked to assist in identifying missing community and law enforcement diversion programs. Members of the Youth Diversion Subcommittee recently provided their input and the revised youth diversion inventory document is attached for your review.

Environmental Scan of Youth Diversion Programs

The environmental scan identifies youth diversion programs being operated at three pre-adjudication contact points:

1) The point of arrest or citation—either before or after the arrest or citation is recorded;
2) The point of referral to the Probation Department (Probation) for further processing; or
3) The point of referral to the District Attorney for petition filing.

The scan does not include diversion or reentry efforts focused on adult populations or efforts on youthful offenders that may occur after adjudication by the Juvenile Court.

The scan includes diversion programs operated by community-based organizations, school districts, law enforcement agencies, Probation, and the District Attorney's Office. Major categories of information collected in the scan included:

- Program jurisdiction/reach;
- Program inception;
- Diversion occurrence point;
- Program elements;
- Assessments conducted;
- Training protocols;
- Program evaluations; and
- Program funding.

Preliminary Assessment

Many of the identified programs differed in terms of reach, referral process, use of assessment tools, and staff protocols. Also, most had not been rigorously evaluated to determine effectiveness. Information on program funding was not readily available or easily parsed to determine sources or funding sustainability.

However, 16 programs (73 percent) focused their diversion efforts on youth identified at the initial point of arrest or citation before any referral to Probation or the District Attorney, while six programs (27 percent) focused on diversion efforts after an arrest or citation was recorded. Those 16 programs are focusing on the areas where the Youth Diversion Subcommittee will be concentrating its efforts.

Additionally, most of the programs listed had been in place for over three years, indicating a clear interest on the part of the local cities, community organizations, County departments, and law enforcement agencies across the County to create and sustain programs that divert young people away from the juvenile justice system. Many of the organizations and agencies listed on the environmental scan are also participating on the Youth Diversion Subcommittee.

Next Steps

While the information and programs assembled in this environmental scan are not exhaustive or conclusive, they do lend credence to the work of the Youth Diversion Subcommittee and the need for an enhanced Countywide youth diversion infrastructure.

Over the next three months, the Youth Diversion Subcommittee will be developing a set of core components that are associated with effective approaches to youth diversion and that are grounded in youth diversion literature and research. The program elements noted in the environmental scan will be incorporated where possible into the work of the Youth Diversion Subcommittee as it develops effective and evidence- based core components. The CEO has identified a consultant to assist the Subcommittee in its efforts and to identify opportunities to further build on the environmental scan.

A plan to scale effective practices for youth diversion across the County will be presented to the Board in approximately three months and will include, among other things, an updated environmental scan with additional programs or program elements that have been identified.

If you have any questions or need additional information, please let me know or your staff may contact Fesia Davenport, Assistant CEO at (213) 974-1186, or via email at fdavenport@ceo.lacounty.gov.

SAH:JJ:FAD
HK:VH:km

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Countywide Criminal Justice Coordination Committee
Public Health

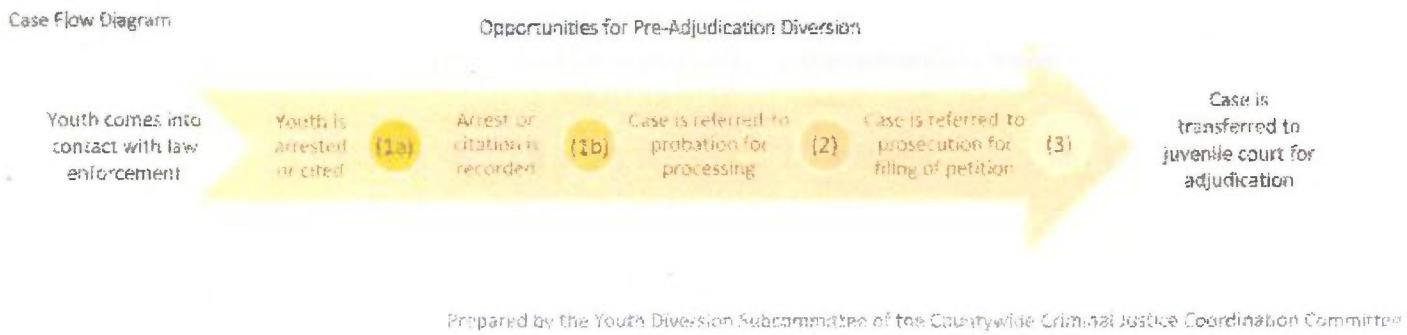
ENVIRONMENTAL SCAN: Pre-Adjudication Diversion Programs in Los Angeles County, March 23, 2017[2]

Introduction

In May 2016, the Los Angeles County Department of Public Health facilitated a convening of diversion practitioners to understand juvenile diversion programs throughout the County and to clarify best practices for diverting youth from the justice system. Participants were asked to complete a survey which provided information on youth diversion programs in the County. That initial listing of youth diversion programs has been reviewed and updated by the County's newly formed Youth Diversion Subcommittee in response to a January 24, 2017 Board Motion requesting an inventory of youth diversion programs in the County. This environmental scan reflects all the known youth diversion programs in the county but will continue to be updated as additional youth diversion efforts are identified.

Youth Diversion is defined as "an opportunity to avoid or minimize formal processing in the justice system for youth who commit an offense, often providing alternative activities or services based on need (internally or through partnership with external providers) to reduce risk for future crime." Pre-adjudication diversion, in particular, occurs prior to transferring as case to juvenile court for formal processing and adjudication.

This environmental scan identifies youth diversion programs being operated at three pre-adjudication contact points: 1) the point of arrest or citation—either before or after the arrest or citation is recorded, 2) the point of referral to probation for further processing, or 3) the point of referral to District Attorney for petition filing. Programs run by community-based organizations, school districts, law enforcement agencies, the Probation Department, and the District Attorney's Office are included.



CONTACT POINT 1: DIVERSION AT THE POINT OF ARREST OR CITATION[1]

Program Name/Lead Agency	Program Catchment Area	History	Reach	Point at which Diversion Occurs	Key Components	Risk / Needs Assessment	Training Protocol	Outcome Evaluation	Funding / Budget
1. Restorative Community Conferencing-California Conference for Equality and Justice (CCEJ)	Los Angeles, Long Beach	Started in 2005	30 youth per year	Before referral to probation or before referral to District Attorney Program referrals may also come from schools	– Meeting with those harmed by offense and completion of mutually agreed-upon terms – Case management	No formal risk/needs assessment	No formal diversion training	Internal annual reporting	Not Available
2. Everychild Restorative Justice Center (ERJC) for Post-Booking Diversion - Centinela Youth Services (CYS)	Los Angeles County, including cities of Inglewood, Lawndale, Hawthorne, Gardena, Lennox	CYS started diversion services in 1975; expanded with addition of ERJC in 2011 through one-time $1M grant from Everychild Foundation	300-600 youth per year	Program referrals may come from law enforcement, probation, district attorney, public defender, or judges	– Victim-Offender Restitution Services (VORS), meeting with victim and completion of mutually agreed-upon terms – Clinical case management for high risk youth – Referral to services	Use of relationship-based, trauma-informed risk / needs screening and assessment (Youth Level of Service/Case Management Inventory)	In-depth training for staff and volunteers (trauma-informed care, educational rights); training opportunities for law enforcement partners	Annual recidivism checks, victim satisfaction surveys; VORS listed on National Registry of Evidence Based Programs and Practices based on 2000 independent evaluation	$800-$4K per youth per year depending on risk level; funding from state, county, and private foundation grants

[1] Diversion at the point of arrest or citation occurs after contact with law enforcement but before referral to probation for processing. Law enforcement may collaborate with other agencies or community organizations to divert youth at one of two decision points: 1) before an arrest or citation is recorded (i.e., arrest or citation is put on hold pending completion of diversion), or 2) after an arrest or citation is recorded.

Prepared by the Youth Diversion Subcommittee of the Countywide Criminal Justice Coordination Committee

Program Name/Lead Agency	Program Catchment Area	History	Reach	Point at which Diversion Occurs	Key Components	Risk / Needs Assessment	Training Protocol	Outcome Evaluation	Funding / Budget
3. CYS Juvenile Arrest Diversion Program (JADP) for Pre-Booking Diversion	Los Angeles County, including cities of Inglewood, Lawndale, Hawthorne, Gardena, Lennox	Pre-booking / status offense diversion started in 2012	180-220 youth per year	Before arrest or citation is recorded	– Partnering with law enforcement to hold arrest in abeyance and avoid arrest record upon successful completion – VORS – Clinical case management for high risk youth – Referral to services	Use of relationship-based, trauma-informed risk / needs screening and assessment (Youth Level of Service/Case Management Inventory)	In-depth training for staff and volunteers; training opportunities for law enforcement partners	Annual recidivism checks, victim satisfaction surveys; VORS listed on National Registry of Evidence-Based Programs and Practices based on 2000 independent evaluation	$800-$4K per youth per year depending on risk level; funding from state, county, and private foundation grants
4. Long Beach Bar Foundation SHORTSTOP Program	City of Long Beach	Started in 1994	200 families per year	Before referral to probation	– 2-day class – Mock incarceration – Group anger management – Family involvement	No formal risk/needs assessment	No formal SHORTSTOP training	No formal evaluation since change in referrals following close of informal juvenile courts	Not Available

Prepared by the Youth Diversion Subcommittee of the Countywide Criminal Justice Coordination Committee

Program Name/Lead Agency	Program Catchment Area	History	Reach	Point at which Diversion Occurs	Key Components	Risk / Needs Assessment	Training Protocol	Outcome Evaluation	Funding / Budget
5. Alhambra Youth Diversion Program (AYDP) - Alhambra Police Department	City of Alhambra	Started in 2011; expanded in 2015 to serve students not enrolled in Alhambra Unified School District (AUSD)	15-25 youth per year	Before referral to probation Program referrals may come from patrol officer, school / School Attendance Review Board (SARB), or court	– Update meetings to review contract – 10 week Parent Project (1X weekly) – Monitoring of grades/attendance / behavior – Ongoing clinical counseling – Celebration of completion / graduation at Police Department	Strengths & Difficulties Questionnaire and academic achievement / school discipline information, additional assessment by MSW therapist	Staff trained in Pyramid of Success; APD cross trained (e.g., critical incident, mental health); monthly partner meetings for information sharing	External evaluation of AUSD Gateway to Success but no evaluation specific to diversion program; anecdotally, 1 student not successful in last 3 years	Not Available
6. Los Angeles Unified School District (LAUSD) Diversion Referral Program – Los Angeles School Police	Los Angeles Unified School District	Expanded in 2014-2015 to include more serious cases	250-300 youth per year	Before referral to probation	– Pupil Services and Attendance (PSA) counselor at FamilySource Partnership Program center – Development of action plan – Referral to FamilySource or community services as needed	FamilySource Partnership Program comprehensive academic assessment	Diversion trainings for LASPD officers as well as assessment training for counselors	Evaluation completed for 2015-16 which examined academic, school attendance, and wellness outcomes for youth	Not Available

Prepared by the Youth Diversion Subcommittee of the Countywide Criminal Justice Coordination Committee

Program Name/Lead Agency	Program Catchment Area	History	Reach	Point at which Diversion Occurs	Key Components	Risk / Needs Assessment	Training Protocol	Outcome Evaluation	Funding / Budget
7. Covina Youth Diversion Program (CYDP) - Covina Police Department	City of Covina	Started in 2005	270 youth of 299 eligible since 2005	Before referral to probation	– Referral to counseling – Relationship skills – Community service – 3 meetings with YAB (members appointed by City Council)	No formal risk/needs assessment; intake interview with youth and family; monitor school records	No formal CYDP training	Interested in outcome assessment but lacks resources; no formal evaluation; raw records (no follow-up); anecdotally, >50% successful	Not Available
8. El Monte TORCH Academy Boot Camp - El Monte Police Department	City of El Monte	Started in 2000; recently adapted to include Parenting Project	80-100 youth per year	Before referral to probation or before referral to District Attorney	– Counseling – Parent Project – Trips to jail/camp – Recreational activities – Classes on bullying, drugs, gangs, banking – Community service	No formal risk/needs; intake interview with youth and family	No formal TORCH training	No formal evaluation; no recidivism data	Not Available

Prepared by the Youth Diversion Subcommittee of the Countywide Criminal Justice Coordination Committee

Program Name/Lead Agency	Program Catchment Area	History	Reach	Point at which Diversion Occurs	Key Components	Risk / Needs Assessment	Training Protocol	Outcome Evaluation	Funding / Budget
9. Gardena Juvenile Justice and Intervention Program (GJJIP) - Gardena Police Department	City of Gardena	Started in 2015	In first year, 60-100 youth served of 150+ cited by GPD	Before referral to probation Program referrals via box checked on citation (GJJIP or court filing) by citing officer or from SROs / schools / families	– Up to 1 year case management – Workshops (e.g., creative writing) and/or community service – Brief (Solution-Focused) Therapy / Motivational Interviewing – Referral for services; implementing in-house counseling for low-risk youth – Developing parent education component	Department of Mental Health Child / Adolescent Full Assessment, revised to reflect less clinical focus; Child and Adolescent Functional Assessment Scale (CAFAS); monitor school records	No formal GJJIP training	Information shared informally via monthly public safety meetings, working towards forming a board for community assessment and interested in further evaluation but would need support	Not Available
10. Glendale Youth and Law Intervention Class (GYLIC) - Glendale Police Department	City of Glendale	Started in 2009; with funding change, program lost class on alcohol /drugs and decision-making	180 youth per year	Before arrest or citation is recorded; before referral to probation; or before referral to District Attorney Program referrals may also come from schools/ SARB	– 2 informational classes on the law – Screening of "Juvies" video – Certificate and avoidance of Juvenile Automated Index (JAI) arrest record upon completion	No formal risk/needs assessment	No formal GYLIC training	No formal evaluation; no recidivism data	Not Available

Prepared by the Youth Diversion Subcommittee of the Countywide Criminal Justice Coordination Committee

Program Name/Lead Agency	Program Catchment Area	History	Reach	Point at which Diversion Occurs	Key Components	Risk / Needs Assessment	Training Protocol	Outcome Evaluation	Funding / Budget
11. Hollenbeck Police Activities League Get it Straight Program (GIS) - Los Angeles Police Department	City of Los Angeles Police	Started in 2002 as part of GRYD initiative; expanded to hire case manager in 2009; additional funding for geographic expansion in 2016	75 youth during 2013-2014	Before referral to probation	– Intake and reprimand – Case management for 6 months to 1 year – 10 week Parent Project (1X weekly) – Referral to services	Los Angeles Risk and Resiliency Check-Up (LARRC); working with Sheriff's Youth Foundation consultant to review intake process from youth development / trauma perspective	Officers trained by shadowing case manager; working to expand in 2017 and include training for officers / management in other LAPD divisions	Internal records kept in excel spreadsheet for grades/absences/behavior; goal to have independent evaluation conducted in next two years, including cost-benefit analysis	Not Available
12. Long Beach Police Department Juvenile Diversion Program (LBJDP) - Long Beach Police Department	City of Long Beach	Started in 2015	?	Before referral to probation	– Letter sent to youth and families including information about diversion and referral options – Referrals to local programs, including CCEJ, SHORTSTOP, Camp Fire USA, GRIP	No formal LBJDP assessment	No formal LBJDP training	No formal evaluation	Not Available

Prepared by the Youth Diversion Subcommittee of the Countywide Criminal Justice Coordination Committee

Program Name/Lead Agency	Program Catchment Area	History	Reach	Point at which Diversion Occurs	Key Components	Risk / Needs Assessment	Training Protocol	Outcome Evaluation	Funding / Budget
13. Pasadena Youth Accountability Board (YAB) - Pasadena Police Department	City of Pasadena	Started in 1998; adapted over the years (participation now low due to shift in referrals caused by Probation citation diversion process)	Currently 20, down from 60+ youth per year	Before referral to probation Program referrals from detective reviewing police report or from SARB	– Weekly individual therapy – Parenting program – Monthly classes on bullying, self-esteem, drugs, relationships – Letter of apology and 40 hours of community service – 4 meetings with YAB (3 community volunteers, mental health, detective, program manager)	No formal YAB intake assessment, Pasadena Mental Health provides assessments for counseling	Police Academy Class for volunteers; no formal YAB training	No formal evaluation	Not Available
14. Vital Intervention and Directional Alternatives (VIDA) Program - Los Angeles County Sheriff's Department	Unincorporated areas of Los Angeles County	Started in 1996; policy and system for dismissal/ disposition developed response to CA audit	500-600 families	Before referral to probation or before referral to District Attorney Program referrals may also come from court	– Home visits – 8 hours of activities (e.g., close order drill, physical fitness) on Saturdays for 16 weeks	Northpointe COMPAS youth assessment for recidivism risk; monitor school records and substance use	40 hour juvenile intervention instructor course	Upcoming evaluation by Chicago School ConCISE consulting; data in Los Angeles Regional Crime Information System (LARCIS)	Not Available

Prepared by the Youth Diversion Subcommittee of the Countywide Criminal Justice Coordination Committee

Program Name/Lead Agency	Program Catchment Area	History	Reach	Point at which Diversion Occurs	Key Components	Risk / Needs Assessment	Training Protocol	Outcome Evaluation	Funding / Budget
15. Sheriff's Youth Foundation Youth Activities League (YAL) - Sheriff's Youth Foundation	YAL Centers in unincorporated Los Angeles County.	Started in 2012	17 YAL centers (ranging from 25-400 youth per day)	Before referral to probation or before referral to District Attorney	– Sports-based youth development (Coach Across America) – Academic support – Partnerships with community resources (e.g., Cedars-Sinai mobile clinic screenings)	Working towards more formal/ comprehensive assessment	Training for law enforcement related to science of adolescent development; cross-training with LAPD Hollenbeck PAL GIS	Grant reporting; additional internal reporting to increase motivation/ support best practices; working towards more formal evaluation and outcome data collection	Not Available
16. Torrance Juvenile Diversion Program (TJDP) - Torrance Police Department	City of Torrance	Started in 1978; expanded to include at-risk youth in addition to police referrals	450 families per year	Before referral to probation or before referral to District Attorney Program referrals may also come from SARB or alternative schools	– Individual and family counseling – Recreation and wilderness trips – Project Touch for anger management – 8th grade leadership – Parenting group	18 question TJDP assessment to determine fit for counseling; referral to full psychological assessment if needed	No formal TJDP training	No formal evaluation; in process of follow-up with first leadership class but no current capacity for outcome data	Not Available

CONTACT POINT 2: PROBATION DIVERSION

Program Name/Lead Agency	Program Catchment Area	History	Reach	Point at which Diversion Occurs	Key Components	Risk / Needs Assessment	Training Protocol	Outcome Evaluation	Funding / Budget
17. Citation Diversion Program (WIC 256) – Los Angeles Probation Department	Countywide	Started in response to closure of informal courts in 2012	45,000 youth per year	Before referral to District Attorney	– Meeting with Deputy Probation Officer (DPO) – Agreement requiring completion of sanctions (community service, fees, restitution, counseling, curfew, family mediation)	No formal risk and needs assessment	Training for DPOs assigned to citation diversion	No formal outcome evaluation; program tracks completion of sanctions	Not Available
18. New Directions Assessment Center – Los Angeles Probation Department	Countywide	Started as pilot program for 1st District in 2014, in process of expanding countywide	80 youth over 18 months	Before referral to District Attorney	– Supervision and Case Management – Evidenced-based mental health services – Referrals to services for youth and family	Global Assessment of Individual Needs (GAIN); Youth Outcome Questionnaire; Los Angeles Risk and Resiliency Checkup (LARRC)	Training includes Motivational Interviewing, LARRC, case planning, case management	The Research and Evaluations Unit within the Los Angeles County Chief Executive Office conducts comparison group analysis measuring recidivism and educational outcomes and analysis of treatment group utilizing pre-/post-test assessments	Juvenile Justice Crime Prevention Act (JJCPA)

Prepared by the Youth Diversion Subcommittee of the Countywide Criminal Justice Coordination Committee

Program Name/Lead Agency	Program Catchment Area	History	Reach	Point at which Diversion Occurs	Key Components	Risk / Needs Assessment	Training Protocol	Outcome Evaluation	Funding / Budget
19. Informal Supervision, Non-Court (WIC 654) – Los Angeles Probation Department	Countywide	Response to Welfare and Institutions Code (WIC) 653/654	1,125 youth per year	Before referral to District Attorney Referrals may also come from court	-- Supervision not exceeding 6 months -- Contract agreement requiring completion of sanctions (community service, fees, restitution, counseling, curfew, family mediation) – Referrals to services (e.g., Centinela Youth Services)	Los Angeles Risk and Resiliency Checkup (LARRC) as part of Juvenile Investigation process	Juvenile investigation trainings include sorting, LARRC, case planning	No formal outcome evaluation, program tracks number of youth investigated by Probation disposition options annually	Net County Cost (NCC)
20. Los Angeles County Superior Court Teen Court Program – Los Angeles County Superior Court/Probation Department	Countywide	Started in 1992	40 sites serving ~800 youth per year	Before referral to District Attorney Referrals may also come after referral to District Attorney in some instances	– Teen Court hearing with peer jury to determine guilt or innocence – Issuing and monitoring of conditions based on peer jury recommendations (654 contract) – Alumni club and opportunities for mentorship and training (e.g., Museum of Tolerance) – Specialized Teen Court (SHADES) for hearing bullying, bias, hate crimes/ incidents	Juvenile Investigation process completed by Probation, including LARRC; some sites working with PESA to do additional risk/needs assessments	Level/types of training (e.g., restorative justice) varies by site; training materials available on shared drive	Evaluation in conducted in 2015 by the Department of Public Health to examine (1) recidivism compared to youth on 654 informal probation; and (2) theoretical perspectives being implemented; outcome evaluation in partnership with the Center of Court Innovation (in process)	$200,000 one-time funding through JJCPA and NCC; volunteer time from Superior Court Judges, law schools, school districts; partnerships with the Museum of Tolerance and PESA

Prepared by the Youth Diversion Subcommittee of the Countywide Criminal Justice Coordination Committee

Program Name/Lead Agency	Program Catchment Area	History	Reach	Point at which Diversion Occurs	Key Components	Risk / Needs Assessment	Training Protocol	Outcome Evaluation	Funding / Budget
21. Juvenile Drug Treatment Court – Los Angeles Probation Department	Countywide	Newest location (Antelope Valley) began in January 2017	Data not readily available	Before referral to District Attorney Referrals may also come from court	– Regular court appearances – Intensive supervision by probation and drug treatment provider – Drug testing, individual group counseling, family counseling	Juvenile investigation process, including LARRC, for referrals originating from Probation	Trainings for juvenile investigation and supervision	No outcome evaluation	Net County Cost (NCC)

CONTACT POINT 3: DISTRICT ATTORNEY DIVERSION

Program Name/Lead Agency	Program Catchment Area	History	Reach	Point at which Diversion Occurs	Key Components	Risk / Needs Assessment	Training Protocol	Outcome Evaluation	Funding / Budget
22. Juvenile Offender Intervention Network (JOIN) – Los Angeles District Attorney's Office	Countywide	Grant funded until 2014/2015	600 youth enrolled during 2013-2014	Before transfer to juvenile court	– Contract for acknowledgement of responsibility, restitution, community service, school attendance, counseling – Referral to services – Educational program for low-level hate crimes	Needs identified by hearing officer in consultation with youth and families; no formal risk/needs assessment	Training for hearing officers, usually retired law enforcement	Grant reporting; no formal outcome evaluation	Not Available

Prepared by the Youth Diversion Subcommittee of the Countywide Criminal Justice Coordination Committee

APPENDIX C: Definitions

The YDS relied on the following definitions for terms used during subcommittee and work group meetings:

Accountability: A process whereby youth take responsibility for any harm they have caused a person or a community.

Adjudication: The judicial decision in youth court.

Arrest: The detaining of a person by a peace officer which may include being taken into custody or restrained for a period of time in a manner authorized by law.

Booking: The processing (e.g. fingerprinting, photographing, creation of criminal record identification number, etc.) of an arrest by a police or sheriff department.

Citation: A written order to appear before a magistrate or probation officer at a later date in lieu of being arrested and delivered to juvenile authorities for a violation of law.

Counsel and Release: an encounter between law enforcement and youth where the officer determines the situation can be concluded with informal warning, information, or connection to school- or community-based services rather than either formal diversion programming or arrest/citation. The officer does not generate a crime report or introduce legal consequences for failing to complete.

Diversion: see Youth Diversion below.

Evidence-Based Practice: Evidence-Based Practices are programs, curricula, or system practices that have been proven to work using rigorous research. Accepted research methods are generally randomized-control trials, quasi-experimentation, or meta-analyses.

Labeling: Assigning negative labels such as "delinquent" or "criminal" is often based on stereotypes rather than empirical evidence. Labels also lead to negative youth outcomes such as discrimination in arrests and charging as well as low self-esteem.

Net Widening: A phenomenon whereby the existence of a program aimed at prevention or early intervention (e.g., a diversion program) increases the likelihood that youth at low risk for re-offense will be formally processed through the justice system

Post-Adjudication Decision-Making: May include post-adjudication diversion or re-entry processes with the goal of improving outcomes for youth who have been formally processed in court, detention, or incarceration.

Pre-Adjudication Diversion: Diversion that occurs prior to formal court processing with the goal of reducing justice system contact and improving outcomes for youth, by holistically identifying and addressing youth needs and providing opportunities for non-punitive accountability. Pre-adjudication diversion for youth may occur at (a) the point of arrest or citation by law enforcement—either before or after the arrest or citation is recorded; (b) after referral to probation; or (c) after referral to the District Attorney.

Primary Prevention: Strategies that aim to prevent a negative outcome (e.g., arrest, substance use, violence) before it ever occurs.

Research-Informed Practice: Programs and system practices that are based in research. However, this research can be local or emerging. This standard does not require randomized-control trials.

Restorative Justice: Restorative justice practices encourage constructive responses to wrongdoing by bringing those who have harmed, their victims, and affected communities into processes often – "circles" – that help youth take accountability for their actions, repair the harm they have caused, and rebuild relationships with those who have been harmed.

Risk-Need-Responsivity: Risk-Need-Responsivity is an evidence-based practice employed by the adult and youth justice systems to first complete a risk assessment that estimates the likelihood that someone will commit a new crime; to secondly complete a needs assessment that identifies the causes of criminal behavior; and, finally, creates a case plan that includes treatment and services that will respond to the results of the risk and needs assessments.

Status Offense: A crime only youth can be charged with (i.e. truancy, curfew, running away, possession of alcohol).

Trauma-Informed Care: Trauma-informed care is an approach to treatment and case management that recognizes that many youth in the justice system have been exposed to adverse childhood experiences. Trauma-informed care requires that service providers and agency staff be trained on presenting symptoms of trauma as well as how to effectively respond to behavior that emerges from a history of trauma as well as refer youth to effective programs and services to address the trauma.

Youth: For the purposes of this report, youth is defined as young people up to the age of 18. Transitional age youth is a category that extends from 18 to 24. Other diversion processes may need to be tailored to fit the needs of transition age youth or young people who are outside the purview of the juvenile justice system."

Youth Development Programs: Justice-related youth development programs support the physical, social, emotional, and cognitive development of young people. Moreover, these programs build the strengths that youth, their families, and their communities bring into the justice system.

Youth Diversion: An intervention that redirects a response to law enforcement contact (e.g., providing an alternative to arrest or citation) in order to prevent a young person's involvement or increased involvement in the justice system and to better align the response to youth development and underlying needs.

APPENDIX D: Subcommittee Planning Timeline

	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER
Establish Subcommittee and on-board consultant								
MARCH 2, 2017: First Subcommittee Meeting — Introduce project scope — Facilitate visioning activity to generate themes as foundation for development of project deliverables – How is diversion defined? – What are the elements and characteristics of a successful diversion program? – Which partners should be involved and how? – What should diversion achieve? — Share draft environmental scan of current Los Angeles County diversion programs (at point of arrest/citation, probation, district attorney) and request updates								
MARCH 23, 2017: Subcommittee Meeting — Introduce consultant — Reiterate project scope — Facilitate review of research and promising models — Review / discuss themes from visioning activity to inform Subcommittee's vision, goals, and definition of diversion								
APRIL 6, 2017: Subcommittee Meeting — Review / discuss revised definition of diversion — Review / discuss themes from visioning activity to inform initial draft of core components								

	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER
APRIL 20, 2017: Subcommittee Meeting — Finalize project timeline — Finalize definition of diversion — Share information about core components of promising youth diversion models in other jurisdictions								
MAY 4, 2017: Youth Listening Session — Convene panel of youth impacted by justice system involvement and diversion programming — Hold small break-out groups with panelists and Subcommittee members to discuss recommendations								
MAY 18, 2017: Law Enforcement Listening Session — Convene panel of law enforcement representatives to discuss experiences and perspectives related to diversion — Hold small break-out groups with panelists and Subcommittee members to discuss recommendations								
JUNE 1, 2017: Community-Based Organization Listening Session — Convene panel of community-based organizations to discuss experiences and perspectives related to diversion — Hold small break-out groups with panelists and Subcommittee members to discuss recommendations								
JUNE 22, 2017: Subcommittee Meeting — Summarize recommendations from each listening session — Review draft core components — Review juvenile arrest data for Los Angeles County — Review successes and challenges involved in the development of data-driven diversion models — Administer survey to assess consensus on core components								

	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER
JULY 6, 2017: Referral and Intake Model Workgroup								
JULY 6, 2017: Eligibility Criteria Workgroup								
JULY 13, 2017: Subcommittee Meeting — Discuss revisions to core components — Review referral and intake model — Review eligibility guidelines								
AUGUST 1, 2017: Completion Requirements Workgroup								
AUGUST 1, 2017: Monitoring and Evaluation Workgroup								
AUGUST 3, 2017: Subcommittee Meeting — Present final draft core components — Discuss processes for finalizing draft deliverables — Review recommendations for program completion requirements — Review evaluation guidelines								
AUGUST 24, 2017: Subcommittee Meeting — Review final recommendations — Discuss next steps								
Share Full Draft Report for Review								
SEPTEMBER 21, 2017: Final Subcommittee Meeting — Discuss revisions to draft report — Discuss roles, responsibilities, and opportunities for alignment moving forward								
Finalize Report								

APPENDIX E: Summary of Listening Session Themes

Listening Session	Key Issues	Examples
Youth Impacted by the Justice System[1]	Investment in a range of community-based resources for youth development and empowerment	• Arts and culture • Education, dropout prevention, and pathways to employment • Address barriers to access (e.g., transportation) so youth in communities throughout the County can access local services that meet their needs and interests
	Support for models for meaningful mentorship	• Engage peer mentors • Support cultural competence and representation from formerly incarcerated individuals • Provide resources that allow mentors to take the time to listen and build relationships
	Acknowledge impact of discrimination and trauma	• Incorporate a trauma-informed, strengths-based approach to youth and families • Address needs related to poverty, health, immigration status, stigma and shame
Law Enforcement Officers	Standardization and the use of guiding criteria	• Prioritize data-driven practice, including evaluation and communicating success • Assist law enforcement determinations on eligibility/suitability for diversion by providing diversion history information • Establish processes for diversion that are clear and easy to follow
	Connection to a range of services based on need	• Build relationships with local community-based organizations for reliable referral • Increase awareness and/or availability of local resources
	Accountability	• Identify opportunities to hold youth accountable to their communities and/or victims • Hold law enforcement accountable to the youth and communities they serve • Support processes for ongoing assessment and communication so that community-based services are also accountable to diversion goals
Community-Based Providers	Investment and support for existing community resources	• Leverage existing resources and highlighting local successes • Facilitate networks of community-based organizations that can support one another's strengths and provide holistic services in partnership
	Training and policies to drive systems change	• Ensure that law enforcement agencies and community-based partners have access to training that drives continued progress and equity • Institutionalize an ecological approach to systems change through policy and protocol
	Data and research capacity	• Collect individual and program-level data and support ongoing research on root causes and structural inequity • Provide oversight for information-sharing between partners

[1] The Arts for Incarcerated Youth Network presented "Breaking the Prison Track," part of an ongoing effort to hear from youth on pathways that can reduce a young person's involvement in the justice system. Youth shared a personal justice system experience or observation along with a solution they felt would provide the most effective alternative pathway. The vast majority of these pathways were prior to formal justice system involvement and promoted youth development through health, wellness, culturally-responsive education, meaningful adult relationships, and accessible and equitable resources.

APPENDIX F: Areas to Align Youth Diversion Efforts with Other Relevant Work

In addition to the Youth Diversion Subcommittee, there are many efforts around the state and County aimed at reducing youth arrests and incarceration. The County's youth diversion efforts should align and support these other efforts, which include:

The California Alliance for Youth and Community Justice. There is an alliance of forty youth advocacy and youth development organizations across the state that are working to reduce youth involvement in the justice system. This alliance had a large role in the passage of Proposition 57 and continues to work to eliminate youth in the adult justice system as well as to create community alternatives to incarceration. A half dozen CAYCJ members were also members of the YDS.

Organizing for Health Justice Systems, Sierra Health Foundation. The Sierra Health Foundation is currently funding eleven organizations across the state to advocate for alternatives to arrest and incarceration. Several organizations, including the Youth Justice Coalition, the Children's Defense Fund, and Urban Peace Institute constitute the Los Angeles County OHJS grantee.

Probation Department Reforms. The Los Angeles Probation Department is currently completing two projects that dovetail with diversion reform. They are evaluating the programs that have been funded under the Juvenile Justice Crime Prevention Act including Probation's 236WIC Informal Juvenile Probation Program. They have also hired consultants to review the structure of the department and to make recommendations for updating practices in a way that makes them a national leader in the field. Under preliminary recommendations, the Probation Department plans to develop a structured decision making process to restructure their existing diversion pathways, close some existing secure facilities, and restructure caseloads.

MTA fare evasion decriminalization efforts. In May 2017, MTA 's Board of Directors instructed their Chief Executive Officer to develop a plan to completely decriminalize fare evasion amongst youth transit riders and also to ensure that youth are not punished for fare evasion with fines they are unable to pay. The plan is due back to the Board of Directors in October 2017.

Million Dollar Hoods. Led by a team of academics from UCLA, the Million Dollar Hood Project maps how much the Los Angeles Police Department (LAPD) and Los Angeles County Sheriff's Department (LASD) spent on incarceration between 2010 and 2015. The maps show the neighborhoods where persons arrested by LAPD and LASD live and how much was spent to incarcerate them. Currently youth arrests are not included in the mapping but researchers have noted their interest in including youth data also.

Implicit Bias and Cultural Competency Training. The Board of Supervisors recently adopted a motion calling for the development and implementation of a countywide training on implicit bias and cultural competency. The motion further called for the tenets of implicit bias and cultural competency to be included in the performance plans of all department heads. Trainings and resources identified from this effort may support some of the trainings envisioned as part of the youth diversion rollout.

Office of Child Protection Prevention Initiative. The Office of Child Protection developed a plan intended to significantly enhance the protection and well-being of all children across Los Angeles County by creating a connected infrastructure of networks. The charge of the plan is to ensure that a child protection network (e.g. First 5 LA Best Start Community Partnerships, DCFS' Prevention and Aftercare Networks, DMH's Health Neighborhoods, etc.) systemically connects to existing systems to keep children safe and out of the child welfare system. The plan provides an outline of how the existing networks can be leveraged, expanded and more explicitly connected to focus on safety, permanence and wellbeing.

APPENDIX G: Areas to Support Future Efforts

There are opportunities to divert youth from further or deeper contact with the justice system across the continuum, well beyond the moment of arrest. While the subcommittee focused on this point of contact, there are a number of efforts and opportunities outside of the original motion that should be prioritized as diversion programs are adopted across the County:

Identify ways to align and expand diversion efforts within the District Attorney's Office and Probation. Both the DA's Office and the Probation Department have existing diversion efforts within their agencies. The YDS recommends that the office of youth diversion work to align efforts across all three departments as well as consider ways to support the expansion of diversion at other points in the youth justice system.

Monitor data from schools, law enforcement, probation, courts. In order to ensure continued reductions in the number of youth in the justice system, particularly youth of color, the Office of Youth Diversion should monitor data from schools, law enforcement, probation, and the courts to determine if there are practices deeper in the justice system that need to be reformed.

Develop processes for ongoing collaborative learning among agencies/programs related to equity, root causes, the impact of criminalization. Similarly, the County should develop processes to collaboratively share data and new research about equity, root causes, the impact of criminalization in order to hone programming that can maximize positive outcomes for youth.

Continue to identify opportunities to invest in community-based alternatives to justice system involvement. In order to reinforce the BOS goals of reducing youth arrests as well as racial and ethnic disparities, the County should use the findings from ongoing research and collaborative learning to develop community-based alternatives to detention, out-of-home placement, and incarceration within secure facilities. The County can also use these findings to evaluate and improve reentry programs for youth returning to their communities.

Develop programming outside of the justice system to improve youth outcomes. In order to reinforce positive outcomes for youth, the County should invest in prevention efforts such as community violence prevention, early childhood support, support services for youth who are suspended and expelled from school.

Policy and advocacy opportunities. With the development and implementation of the recommendations in this report, Los Angeles County will become a national leader in the area of diversion. As the County's expertise grows, dissemination of research findings and contributing to legislative diversion advocacy can positively shape outcomes for youth across the state and nation.

Continued support for youth development. As the County's infrastructure for youth development is strengthened, youth-serving agencies should be better able to communicate and integrate activities and services in support of a holistic approach to youth development that can be incorporated in other County initiatives.

APPENDIX H: Results of Subcommittee Survey

The Board motion required that the YDS develop a comprehensive list of core components to guide the development and implementation of diversion programs in the county. Youth Diversion Subcommittee facilitators took notes during the first seven meetings and compiled a list of all core components and program elements that were mentioned by members. This list was transferred into an online survey so that all members could vote on which components and elements they supported as recommendations to the Board of Supervisors. There was a tremendous level of agreement across members. The findings can be seen in the five pages that follow.

CCJCC LA Youth Diversion Subcommittee Survey Findings

The findings in this survey summary are based on the responses of 33 subcommittee members. Eleven respondents were staff members of community-based organizations, advocacy organizations, or a public defender. Seven respondents work for the county public health, county mental health, or chief executive office. Eleven respondents work for the courts, the district attorney, or a law enforcement agency. When there are no statistically significant differences between these three groups, the response is reported as one number. When there was a statistically significant difference, the average for each group is reported.*

Youth diversion efforts in Los Angeles County will...					
...be informed by the following core goals:	**strongly disagree**	**disagree**	**agree**	**strongly agree**	**need more information**
... establish and maintain multi-sector partnerships for diversion [ii]				3.67	2
... reduce the overall number of youth arrested, referrals to probation, and petitions filed [iii]				3.71	0
... reduce racial and ethnic disparities in arrests, referrals to probation, and petitions filed [iii]				3.72	2
... increase the number of youth who are connected to therapeutic and support services without acquiring an arrest or criminal record				3.67	1
... improve outcomes for youth [iv]				3.72	1

* The survey was sent to a distribution list of 72 people. All of the organizations on the invitation list responded to the survey except the public defender and the alternative public defender. 27/31 (87%) of people who attended more than one meeting responded to the survey. 6/41 (17%) people who never attended a meeting responded.

be supported by the following county infrastructure and resources:	strongly disagree	disagree	agree	strongly agree	need more information
... a coordinated referral data system(s) to support information-sharing within diversion partnerships, with safeguards to avoid unnecessarily criminalizing youth records [v]				3.69	4
... resources (i.e. funding and technical assistance) to build capacity for community-based diversion programming[vi]				3.79	3
...training and professional development for decision-makers (i.e. law enforcement) to promote the use of effective diversion strategies and guide equitable interactions with youth [vii]				3.76	4
... standardized criteria (i.e. decision matrices) to guide law enforcement decisions about which youth should have no system contact, which youth should be brought to diversion programs, and which youth should be brought to probation [viii]				3.62	6
... ongoing research and evaluation to inform practice (e.g. process and outcome evaluation for scale and spread of promising models, research related to root causes and impact on youth) [ix]				3.83	4

Youth diversion will reflect alignment with the following intake and follow-up standards, in accordance with diverson eligibility and guidelines established by the CCJCC Youth Diversion Subcommittee. It will:	**strongly disagree**	**disagree**	**agree**	**strongly agree**	**need more information**
... prioritize community-based diversion services in alignment with best practice.			3.36 (law)	3.57 (cty), 3.9 (cbo)	2
... prioritize counsel and release or diversion to community-based alternatives rather than arrest/citation at the earliest possible points of law enforcement contact with youth.				3.71	3
... avoid penalizing youth for failure to complete previous diversion plans or programs.			3.0 (law)	3.57 (cty), 3.71 (cbo)	4
... identify the appropriate level and types of services for youth based on risk and needs				3.73	2
... collect follow-up data to ensure diversion services are delivered as intended, meeting core goals, and adjusting as needed.			3.45 (law)	3.75 (cbo), 4.0 (cty)	1

In addition to maintaining alignment with the core components of youth diversion in Los Angeles County, diversion programs are encouraged to incorporate the following key program elements:	strongly disagree	disagree	agree	strongly agree	need more information
Screening and assessment[xii][xiii][xiv] using valid and reliable tools that capture strengths and interests in addition to risk and needs to inform level and type of diversion services.				3.79	6
Youth development and social support [xiii] such as connections to culturally affirming and supportive mentors, peer support groups, community leadership and organizing opportunities, enrichment programs (i.e. cooking, music, arts, sports).				3.83	0
Strengths-based services [xiv] that affirm youth and family race, gender, sexual orientation, gender identity, language, and culture.				3.83	0
Health and healing support [xv] such as physical health services, mental health services, substance abuse services, trauma screening and referrals.				3.83	0
Education and employment support [xvi] such as dropout prevention, school reintegration, tutoring, educational rights advocacy, job training, job placement, skill-building.				3.89	1

	strongly disagree	disagree	agree	strongly agree	need more information
Family engagement and support [xvii] such as youth-family mediation, peer support programs for parents, participatory defense for parents to advocate for their children in court, counseling, and parenting classes.				3.83	0
Community engagement[xviii] and incorporation of credible messengers .				3.72	1
Addressing barriers to participation [xix] such as resources for transportation, food, housing, and other supports.				3.86	1
Restorative Justice [xx] or restorative practices for accountability and restoration of harm in lieu of court.				3.72	4
Evidence-based or evidence-informed services [xxi] such as cognitive behavioral treatment programs, multi-systemic therapy and other interventions that have been identified as effective or promising practice for similar populations of youth.				3.69	3

APPENDIX I: Key Issues for Continued Dialogue and Future Work

The Youth Diversion Subcommittee was comprised of members representing agencies from multiple disciplines. While the diversion framework presented in this report reflects the shared product of the subcommittee, certain implementation areas remain unresolved due to time and scope limitations or continued divergent perspectives. The central coordinating office for youth diversion should play an active role in facilitating dialogue and work to address these and other key issues.

1. **The scope of youth diversion and build out of a full continuum of youth services**
   The YDS was tasked with developing a plan for scaling up diversion programming at the earliest point of contact with the justice system. Consistent with that charge, this report focuses on diversion opportunities at a youth's initial point of contact with law enforcement and processes by which connections to services and supports can be made in lieu of arrest or citations. However, the YDS recognizes that the term "diversion" is sometimes used to refer to a variety of processes that fall outside the scope of this report, including but not limited to efforts to provide services to youth deemed at risk for justice system involvement and alternatives to probation, incarceration, or deportation. Guided by its advisory body, the central office should continue to support evidence-informed strategies to align prevention and reentry work with the efforts of the diversion initiative, without net widening.

2. **Addressing specific processes for coordination and support related to diversion referrals from other settings, including schools.** Although there was consensus on the need to address specific needs in other systems, such as schools, foster care, health care and crisis response, the YDS was unable to develop clear recommendations for referral mechanisms in these settings within the scope of this report. Continued work to focus on diversion processes in systems beyond the juvenile justice system is needed.

3. **Ensuring that any systems developed or adapted to hold diversion referral information address concerns with confidentiality and due process.** Information and data sharing practices should address the practical needs of all partnering agencies and organizations, be consistent with applicable confidentiality protections, and not be used to penalize or criminalize youth. Further work to implement data sharing processes that balance these goals is needed. For example, information on a youth's diversion referral/participation history can assist law enforcement in their eligibility/suitability determinations or support Probation in meeting their obligations pursuant to WIC 654.3 but should not be used to penalize youth. As the central office works to develop a centralized referral system, additional work is needed to solidify what information will be recorded, how access will be granted, and any additional concerns related to confidentiality or due process for youth who are referred to diversion.

4. **Exploring opportunities to standardize valid screening and assessment processes.** The YDS discussed challenges to providing standardized guidance for screening and assessment given variation in resources, capacity, level and type of intervention. The central office should continue to work with diversion partners and multi-sector supports (e.g., collaboration with academic partners) to determine appropriate validated screening and assessment indicators, tools, and processes to best fit program needs as well as to identify potential resources to support screening and assessment in alignment with evidence of best practices.

5. **Supporting evidence-informed program and system improvement.** The YDS worked to balance legal limitations with evidence that the most effective way to address low-level criminal behavior may be to allow youth to grow and develop in their community with minimal intervention. Informed by ongoing research, the central office may propose revising or expanding the eligibility and program requirement guidelines proposed to reflect successful practices for the diversion of more serious cases.

APPENDIX J: Detailed Timeline for Phased Implementation

	YEAR 1 (2018)	YEAR 2 (2019)	YEAR 3 (2020)
PHASE I: Laying the foundation and supporting initial roll-out of youth diversion guidelines			
Establish central coordinating office responsible for countywide scale and spread of effective youth diversion			
Develop and implement centralized data system to coordinate diversion referral information with safeguards to avoid unnecessarily criminalizing youth records and determine how data is collected and shared			
Identify County and external funding sources to support development and implementation of effective diversion programs			
Develop a plan and structures for ongoing engagement and alignment of key partners (e.g., advisory board)			
Update environmental scan and conduct countywide assessment to determine level of readiness among law enforcement agencies			
Identify/develop tools and resources that can be used by diversion programs (e.g., rubric to align program goals with County guidelines, partnership agreements, funding opportunities, guides to local resources, initial training or other technical assistance)			
Identify law enforcement agencies and community partners with current capacity and readiness to implement and evaluate diversion programming in alignment with County guidelines			
Establish contractual relationships with community-based providers			
Begin to scale and spread promising practices (e.g., establish first round of partnership agreements, disseminate tools and resources, provide technical assistance, support data collection and evaluation, communicate successes/lessons learned)			
PHASE II: Building additional capacity and readiness for countywide alignment with youth diversion guidelines			
Identify next cohort of law enforcement agencies and community-based partners for implementation			
Survey law enforcement agencies and community-based diversion partners to better understand barriers to implementation and opportunities for improvement countywide			
Identify opportunities to build capacity and readiness in remaining areas of the County (e.g., in collaboration with philanthropic or academic partners)			
Provide training for leadership across the diversion continuum (law enforcement, probation, district attorney, community-based organizations, etc.) on core components of effective juvenile diversion			

Share tools, templates, and resources to align diversion programs throughout the County with core components of effective diversion practice (through one-on-one or small group technical assistance)			
Develop and provide training opportunities for diversion practitioners and other front line staff on key topics (adolescent development, implicit bias, mental health, trauma, evidence-based practice, etc.)			
Develop models to align goals and staff performance measures, including metrics for quality improvement, funding, or promotion			
PHASE III: Supporting continued growth and sustainability			
Identify final cohort(s) of law enforcement agencies and community-based partners for implementation			
Make adjustments to tools, trainings, and programming informed by results of ongoing assessment			
Continue to support alignment of shared goals and values at all levels of practice (internal hiring processes, colocation of services or staff, additional projects or efforts, etc.)			
Develop plans for sustainability and identify additional funding sources to support ongoing diversion programming			
As possible, formalize changes to protocol or partnerships through written policy or agreements and other official documents (including but not limited to official forms for referral to and from diversion and reporting)			
Identify potential policy opportunities to support effective practice, information sharing, resource allocation, enhancing services along a continuum of care			
ANNUAL MILESTONES			
Develop and deliver report and relevant materials that describe countywide progress in scaling effective diversion practices, share success and lessons learned, identify policy leverage points to enhance implementation, and outline next steps			
Host convening of practitioners, policymakers, funders, researchers to enhance capacity, facilitate coordination, highlight progress			
Use assessment/evaluation results to facilitate data-driven decision making at all stages of development/implementation			

Appendix K: Eligibility Guidelines & Sample Decision-Making Matrix for Participating Law Enforcement Agencies

SECTION 1: Purpose of Youth Diversion Eligibility Guidelines

These guidelines were developed as a tool to support law enforcement agencies as they develop, standardize, and coordinate agency protocol to effectively divert young people from involvement or increased involvement in the justice system in alignment with standards for youth diversion in Los Angeles County.

This tool is informed by evidence of effective, equitable, cost-saving practice in juvenile justice diversion. Incorporating these guidelines into practice countywide will help to promote fair, consistent, and effective practice across the County.

Law enforcement agencies may use this tool as a starting point to develop internal protocol specific to agency practice. When developing protocol, agencies are encouraged to expand early and effective diversion practice while considering safeguards to avoid "net-widening" as an unintended consequence where youth who would otherwise not have been arrested or cited experience increased justice system contact or unnecessary programming.

SECTION 2: Support and Information for Law Enforcement Agencies Implementing Youth Diversion Protocol

To ensure law enforcement agencies throughout Los Angeles are provided with support that fits their unique needs and capacity, the following resources will be made available in alignment with the County's Youth Diversion efforts:

- Coordination of partnerships between referring agencies, community-based programs providing diversion intake, and other local service providers
- Training and professional development opportunities including but not limited to implicit and explicit bias, adolescent brain development, trauma-responsivity, etc.
- Tools and technical assistance to support implementation of evidence-informed strategies

BENEFITS OF YOUTH DIVERSION:

Law enforcement agencies that develop protocol for youth diversion in alignment with the guidelines outlined below may see the following benefits:

- Increased capacity for law enforcement to address serious offenses and support public safety
- Increased connections with local community-based organizations and other youth-serving agencies to simplify processes for referral
- Reduced number of youth arrests, referrals to probation, and petitions filed
- Reduced racial and ethnic disparities in youth arrests, referrals to probation, and petitions filed
- Increased number of youth connected with services that address their underlying needs without acquiring an arrest or criminal record
- Reduced recidivism for participating youth
- Improved health and academic outcomes for participating youth

DEFINITIONS RELATED TO YOUTH DIVERSION:

Diversion: An intervention that redirects a response to law enforcement contact (e.g., providing an alternative to arrest or citation) in order to prevent a young person's involvement or increased involvement in the justice system and to better align the response to youth development and underlying needs.

Arrest: The detaining of a person by a peace officer which may include being taken into custody or restrained for a period of time in a manner authorized by law.

Citation: A written order to appear before a magistrate or probation officer at a later date in lieu of being arrested and delivered to juvenile authorities for a violation of law.

Booking: The processing (e.g. fingerprinting, photographing, creation of criminal record identification number) of an arrest by a police or sheriff department.

LEGAL JUSTIFICATION FOR YOUTH DIVERSION:

Pursuant to Welfare and Institutions Code (WIC) Sections 626, 236, 256, 653.5, 654, 654.3, and 660.5—and limited by WIC 625.3—youth diversion may be granted at any stage in the justice system up to adjudication.

Under WIC 625 and 626, an officer has broad discretion to use informal, non-criminal responses to divert youth that include: a) releasing the youth (i.e., "Counsel and Release") or b) delivering or referring the youth to a public or private agency with which the city or County has an agreement or plan to provide shelter, counseling, or Diversion services.

In cases where a youth is not eligible for Counsel and Release or Diversion, an officer has discretion to make the following dispositions in lieu of formal arrest: c) prepare in duplicate a written notice to appear before a probation officer, d) take the youth without unnecessary delay before the probation officer.

In determining which disposition to make, the officer shall prefer the alternative which least restricts the youth's freedom of movement, provided that alternative is compatible with the best interests of the youth and public safety.

SECTION 3: Determining Eligibility and Suitability for Diversion

In accordance with WIC 625.3, youth are eligible for diversion unless they are 14 years of age or older and have been taken into custody by an officer for the personal use of a firearm in the commission or attempted commission of a felony or for any offense listed in subdivision (b) of Section 707. Underlying circumstances that would be better addressed by school administration, family/caregivers, or other youth-serving systems should also be considered.

In some cases, youth may be eligible for diversion but not deemed suitable at the point of arrest or citation due to extenuating circumstances. These cases may be deemed suitable for diversion by Probation, District Attorney, or Court.

In alignment with County standards for Youth Diversion, opportunities for Diversion should not be denied solely based on a youth's previous Diversion referral, whether successfully or unsuccessfully completed.

THE ROLE OF DIVERSION IN INTERACTIONS BETWEEN LAW ENFORCEMENT AND YOUTH:

Below are examples of typical encounters between law enforcement and youth followed by a sample eligibility matrix to help guide agencies through decision-making in response to each type of encounter.

Counsel and Release: In many cases that can result in arrest, an informal warning, information about existing resources, or connection to family, school- or community-based resources may better address the development and needs of youth. An officer is encouraged to use their authority to Counsel and Release in suitable infraction and misdemeanor cases unless a referral to Diversion programming is deemed appropriate.

Offenses suitable for Counsel and Release may include but are not limited to:

- All status offense cases
- Suitable low-level misdemeanor or infraction cases when no DMV follow-up is required, including Petty Theft
- Incidents where underlying circumstances are better addressed by school administration, family/caregivers, or other youth-serving systems

Diversion at the Point of Arrest or Citation: Law enforcement agencies have discretion to divert various offenses to Diversion in lieu of an arrest or citation in order to better meet underlying needs. Diversion is encouraged at the earliest possible point of contact in misdemeanor and low-level felony cases, preferably before the youth is booked.

While it is preferable to divert the youth prior to booking, circumstances of the encounter might be deemed unsuitable for pre-booking diversion by the juvenile detective. In those instances, consideration should be given to completing the booking process but allowing the youth to participate in a Diversion program prior to arrest or citation to Probation.

Any report of arrest or citation should be held in abeyance pending completion of Diversion requirements, with a record of the Diversion referral submitted and retained by the designated County authority.

Offenses suitable for Diversion at the point of arrest or citation may include but are not limited to:

- Misdemeanor cases
- Low-level felonies (i.e., non- WIC 707(b) offenses)

Sample Decision-Making Matrix for Youth Diversion Referrals

This tool is meant to serve as a starting point to guide law enforcement decision-making regarding eligibility and suitability for diversion referral. These example categories and offense types represent minimum guidelines for alignment with standards for youth diversion in Los Angeles County. Agencies may revise or adapt the tool over time as needed (e.g., to reflect evidence of successful diversion of more serious cases than those listed here).

Law Enforcement Response Options	**Eligible Offense Types** *(unless deemed unsuitable by supervisor)*	**Example Offenses** *(not intended to be an exhaustive list of all eligible offenses; examples provided below are included solely for reference based on common juvenile arrests in Los Angeles County[1])**
Counsel and Release: Officer may, within his or her discretion, provide youth with informal warning, information about existing resources, or connection to school- or community-based services without any arrest or citation, generation of crime report, or introduction of consequences for failure to complete services.	Status offense cases	• Curfew (WIC 601(a))* • Truancy (WIC 601(b))*
	Suitable low-level misdemeanor or infraction cases with no DMV follow-up required	• Petty Theft (484(a)PC)* • Trespassing (602PC)*
	Incidents where underlying circumstances are better addressed by school administration, family/caregivers, or other youth-serving systems	• Disturbing the Peace (415PC)*
Diversion: Officer or detective may provide youth with referral to diversion for risk and needs assessment and individualized services as an alternative to arrest or citation and further justice system involvement.	Misdemeanor cases not deemed suitable for Counsel and Release	• Assault and Battery (242PC, 243PC)*
	Non-WIC 707(b) felony cases	• Commercial Burglary (459PC)*
Referral to Probation Department's Citation Diversion Program	Charges outlined in WIC 256	• Citations where DMV reporting is required
Cases Referral to Probation: Officer or detective completes a citation or booking process and refers youth to Probation. This does not preclude youth from opportunities for diversion at a later stage, either through the Probation Department, District Attorney's Office, or the Court.	Incidents with youth 14 years of age or older where custody triggers mandatory referral to Probation pursuant to WIC 625.3[2]	• Felony with a firearm • WIC 707(b) Offenses

[1] Countywide arrest data from 2005-2015 available through California Department of Justice

[2] Pursuant to WIC 625.3, a youth who is 14 years of age or older and is taken into custody by an officer for the personal use of a firearm in the commission or attempted commission of a felony or for any offense listed in subdivision (b) of Section 707 shall not be released until brought before a judicial officer.

Appendix L: Sample Evaluation Plan for Diversion Partners

The following table presents evaluation questions, potential indicators, and data sources that can be used to guide assessment in three stages: formative assessment, process evaluation, and outcome evaluation. This sample program evaluation plan is meant to provide a guide for collaborative planning among program partners and any external evaluation support. Partners should adapt evaluation plans as needed to fit their goals and needs.

FORMATIVE ASSESSMENT: Conducted during program development or refinement		
Assessment Questions	**Potential Indicators**	**Potential Data Sources**
What types of cases should we divert?	• Number and types of common arrests/citations (including information about disparity by race/ethnicity) • Review of County guidelines and best/promising practices for eligibility	• Administrative records / review of case files • Published reviews or guidance documents • Survey or interviews with officers/staff • Interviews with youth and families • Interviews with other jurisdictions and community partners
How should our program be structured?	• Youth and family needs • Program theory and logic including activities, outputs, and anticipated outcomes • Partners and resources available • Review of County guidelines and best/promising practices for referral and intake	
What protocols and trainings do we need to implement a diversion program in alignment with countywide standards?	• Inventory of current protocol (e.g., partnerships, diversion referral processes, ways citations or arrests are recorded, intake assessment) and opportunities to modify • Information or guidance requested by staff or partners • Information or guidance requested by youth or families • Review of County guidelines and best/promising practices for program elements	
PROCESS EVALUATION: Conducted during program implementation to understand how program is operating, who it is reaching, and how it can be improved		
Assessment Questions	**Potential Indicators**	**Potential Data Sources**
Who is participating?	• Number, types, and sources of cases referred and any gaps in implementation of eligibility criteria • Number and types of diversion plans developed • Number and types of youth participating in, refusing, completing program requirements	• Administrative records / review of case files • Survey or interviews with officers/staff • Survey or interviews with youth and families • Observation of diversion services
How do youth and families feel about the program?	• Participant feedback on program satisfaction, barriers to participation, and opportunities for improvement	
What can be done to improve program implementation?	• Staff/partner feedback on program satisfaction, barriers to implementation, and opportunities for improvement • Ways in which the program is or is not being implemented as planned or in accordance with outlined protocols	

OUTCOME EVALUATION: Conducted during program implementation to examine impact of program on participating youth, communities, and systems		
Assessment Questions	**Potential Indicators**	**Potential Data Sources**
What impact is the program having on youth and families? Do certain types of youth or families have better outcomes?	• Changes in access to and use of services • Changes in academic engagement and achievement • Changes in job readiness or employment • Changes in healthy relationships with peers and adults • Changes in physical health (e.g., substance use, injury) • Changes in mental health (e.g., depression, trauma, self-esteem) • Changes in violence perpetration or victimization • Changes in nature of interactions with law enforcement • Changes in recidivism (e.g., subsequent arrests, petitions filed, convictions)	• Administrative records • Survey or interviews with youth and families • Surveys or interviews with community members
What impact is the program having on communities?	• Changes in nature of interactions towards law enforcement • Change in community perceptions of safety • Change in rates of violent crime • Change in community health	
How cost effective is the program?	• Costs of the program compared to the benefits of the program	

APPENDIX M: References

Below is a list of works referenced during the subcommittee meetings and work groups, followed by works cited within the report:

Works Referenced During Subcommittee Meetings

Austria, R., & Peterson, J. (2017). *Credible Messenger Mentoring for Justice-Involved Youth.* The Pinkerton Foundation, The Pinkerton Papers. New York, NY: The Pinkerton Foundation.

Baird, C. (2009). *A Question of Evidence.* Oakland, CA: National Council on Crime and Delinquency.

Bell, J. (2016). *Repairing the Breach: A Brief History of Youth of Color in the Justice System.* W. Haywood Burns Institute, W. Haywood Burns Institute, Oakland, CA.

Butts, J. A., Bazemore, G., & Saa Meroe, A. (2010). *Positive Youth Justice: Framing Justice Interventions Using the Concepts of Youth development.* Coalition for Juvenile Justice. Washington, DC: Coalition for Juvenile Justice.

CDC. The Public Health Approach to Violence Prevention. https://www.cdc.gov/violenceprevention/pdf/ph_app_violence-a.pdf

Central and Eastern Oregon Juvenile Justice Consortium. (2008). *A Graduated System of Incentives, Interventions, and Sanctions for Youth Offenders on Probation: A Case Management Approach.* Bend, OR: Central and Eastern Oregon Juvenile Justice Consortium.

Clear, T. (2009). Policy and Evidence: The Challenge to the American Society of Criminology: 2009 Presidential Address to the American Society of Criminology. *Criminology, 48*(1), 1-25.

Coalition for Juvenile Justice. (2013). *Focus: Reauthorization of the JJDPA.* Washington, DC: Coalition for Juvenile Justice.

Davis, A., Irvine, A., & Ziedenberg, J. (2014a). *Stakeholders' Views on the Movement to Reduce Youth Incarceration.* Oakland, CA: National Council on Crime and Delinquency.

Davis, A., Irvine, A., & Ziedenberg, J. (2014b). *Engaging Juvenile Justice System-Involved Families.* Oakland, CA: National Council on Crime and Delinquency.

Davis, A., Irvine, A., & Ziedenberg, J. (2014c). *Supervision Strategies for Justice-Involved Youth.* Oakland, CA: National Council on Crime and Delinquency.

Defosset, A.R., Schooley, T., Abrams, L.S., Kuo, T., Gase, L. 2017. Describing Theoretical Underpinnings in Juvenile Justice Diversion: A Case Study Explicating Teen Court Program Theory to Guide Research and Practice. *Children and Youth Services Review, 73*: 419-429.

Fazal, S. M. 2014. Safely Home: Reducing youth incarceration and achieving positive youth outcomes for high and complex need youth through effective community-based programs. Washington, DC: Youth Advocate Programs Policy and Advocacy Center.

Ford, J. D., Chapman, J. F., Hawke, J., & Albert, D. (2007). *Trauma Among Youth in the Juvenile Justice System: Critical Issues and New Directions.* Washington, DC: National Center for Mental Health and Juvenile Justice.

Gase, L., Schooley, T., DeFosset, A., Stoll, M.A., Kuo, T. 2015. The Impact of Teen Courts on Youth Outcomes: A Systematic Review. *Adolescent Research Review, 1*: 51-67.

Gase, L., Schooley, T., Groman, D., School Attendance Task Force Workgroup. 2016. *Making Diversion Work: Findings from a Convening for Evidence-Based Juvenile Diversion in Los Angeles County.*

Gase, L., Schooley, T., Lee, M., Rotakhina, S., Vick, J., Caplan, J. 2016. A Practice-Grounded Approach for Evaluating Health in All Policies Initiatives in the United States. *Journal of Public Health Management and Practice.*

Gase, L., Kuo, T., Lai, E.S., Stoll, M.A., Ponce, N.A. 2016. The Impact of Two Los Angeles County Teen Courts on Youth Recidivism: Comparing Two Informal Probation Programs. *Journal of Experimental Criminology.*

Gase, L., Glenn, B., Gomez, L.M., Kuo, T., Inkelas, M., Ponce, N.A. 2016. Understanding Racial and Ethnic Disparities in Arrest: The Role of Individual, Home, School, and Community Characteristics. *Race and Social Problems.*

Holman, B., & Ziedenberg, J. (2006). The Dangers of Detention: The Impact of Incarcerating Youth in Detention and Other Facilities. Washington, DC: Justice Policy Institute.

Hoytt, E., Schiraldi, V., Smith, B., & Ziedenberg, J. (nd). *Pathways to Juvenile Justice Reform: Reducing Racial Disparities.* Annie E. Casey Foundation, Juvenile Detention Alternatives Initiative. Baltimore, MD: Annie E. Casey Foundation.

Human Impact Partners. 2017. Reducing Youth Arrests Keeps Kids Healthy and Successful: A Health Analysis of Youth Arrest in Michigan. http://www.humanimpact.org/wp-content/uploads/HIP_MichYouthArrests_2017.06.pdf

Irvine, A. (2016). Expanding Youth Justice Reform. *Perspectives, 40*(1), 74-85.

Irvine, A., & Roa, J. 2010. Gender Specific Programs in Sonoma and Santa Cruz Counties 2007-2010.

Kirk, D.S., & Sampson, R.J. 2016. Juvenile Arrest and Collateral Educational Damage in the Transition to Adulthood. *Sociology of Education, 86*(1): 36-62.

Latessa, E. J., & Lowenkamp, C. (2006). What Works in Reducing Recidivism. *University of St. Thomas Law School*, 521-535.

Latessa, E. J., & Reitler, A. K. (2015). What Works in Reducing Recidivism and How Does it Relate to Drug Courts. *Ohio Northern University Law Review, 41*, 757-789.

Lipsey, M.W., Howell, J.C., Kelly, M.R., Chapman, G., Carver, D. 2010. Improving the Effectiveness of Juvenile Justice Programs: A New Perspective on Evidence-Based Practice.

Majd, K., Marksamer, J., & Reyes, C. (2009). *Hidden Injustice: Lesbian, Gay, Bisexual, and Transgender Youth in Juvenile Courts.* San Francisco, CA: Legal Services for Children, National Juvenile Defender Center, and National Center for Lesbian Rights.

Mariscal, R., & Bell, J. (2011). Race, Ethnicity, and Ancestry in Juvenile Justice. In F. Sherman, & F. Jacobs, *Juvenile Justice: Advancing Research, Policy and Practice* (pp. 111-130). New York, NY: Wiley.

Mears, D.P., et al. 2016. Juvenile Court and Contemporary Diversion: Helpful, Harmful, or Both? *Criminology & Public Policy, 15*(3).

Mendel, R. (2011). *No Place for Kids.* Juvenile Detention Alternatives Initiative. Baltimore, MD: Annie E. Casey Foundation.

Models for Change. 2011. Juvenile Diversion Guidebook. http://www.modelsforchange.net/publications/301

Models for Change. 2010. Information Sharing Toolkit: Second Edition. http://www.modelsforchange.net/publications/282

National Collaboration for Youth. (2017). *Beyond Bars: Keeping Youth Home and Out of Youth Prisons.* National Collaboration for Youth. Washington, DC: National Collaboration for Youth.

National Council on Crime and Delinquency. (2014). *NCCD Compares Juvenile Justice Risk Assessment Instruments: A Summary of the OJJDP-Funded Study.* Oakland, CA: National Council on Crime and Delinquency.

National Juvenile Justice Network 2016 Policy Platform on Confidentiality of Youth in the Juvenile Justice System

Nissen, L., Butts, J., Merrigan, D., & Kraft, M. (2006). Reclaiming Futures Initiative: Improving Substance Abuse for Justice-Involved Youth. *Juvenile and Family Court Journal, 57*(4), 39-52.

Office of Juvenile Justice and Delinquency Prevention. 2006. Measuring What Really Matters in Juvenile Justice.

Office of Juvenile Justice and Delinquency Prevention. n.d. Guide for Implementing the Balanced and Restorative Justice Model.

Saar, M., Epstein, R., Rosenthal, L., & Vafa, Y. (2015). *The Sex Abuse to Prison Pipeline: The Girls' Story.* New York, NY: Human Rights Project for Girls, Georgetown Law Center on Poverty and Inequality, and Ms. Foundation for Women.

Shapland, J., Atkinson, A., Atkinson, H., Dignan, J., Edwards, L., Hibbert, J., . . . Sorsby, A. (2008). *Does restorative justice affect reconfiction? The fourth report from the evaluation of three schemes.* University of Sheffield. Sheffield, UK: Centre for Criminological Research.

Seigle et al. 2014. Core Principles for Reducing Recidivism and Improving Other Outcomes for Youth in the Juvenile Justice System

Sherman, F., & Balck, A. (2015). *Gender Injustice: System-Level Juvenile Justice Reforms for Girls.* Portland, OR: The National Crittenton Foundation and the National Women's Law Center.

Sherman, F., Mendel, R., & Irvine, A. (2013). *Making Detention Reform Work for Girls.* Juvenile Detention Alternatives Initiative. Baltimore, MD: Annie E. Casey Foundation.

Sherman, L. W., & Strang, H. (2007). *Restorative Justice: The Evidence.* London, UK: The Smith Institute.

Steinhart, D. (2006). Juvenile Detention Risk Assessment: A Practice Guide to Juvenile Detention Reform. Baltimore, MD: Annie E. Casey Foundation.

Steinhart, D. (n.d.). *Pathways to Juvenile Detention Reform #1: Planning for Juvenile Detention Reforms.* Juvenile Detention Alternatives Initiative. Baltimore, MD: Annie E. Casey Foundation.

Sweeten, G. 2006. Who Will Graduate? Disruption of High School Education by Arrest and Court Involvement. *Justice Quarterly, 23*(4): 462-480.

The Annie E. Casey Foundation. (2007). *Juvenile Detention Alternatives Initiative: A Successful Approach to Comprehensive Reform.* The Annie E. Casey Foundation. Baltimore, MD: The Annie E. Casey Foundation.

Vera Institute. 2013. From Courts to Communities: The Right Response to Truancy, Running Away, and Other Status Offenses

The Vera Institute of Justice. (2013). Using Data to Guide Deep End Juvenile Justice Reform: A Foundational Manual for Local Jurisdictions. Baltimore, MD: Annie E. Casey Foundation.

Vincent, G., Guy, L., & Grisso, T. (2012). *Risk Assessment in Juvenile Justice: A Guidebook for Implementation.* Chicago, IL: John D. and Catherine T. MacArthur Foundation.

W. Haywood Burns Institute. (2016). *Stemming the Rising Tide: Racial and Ethnic Disparities in Youth Incarceration and Strategies for Change.* W. Haywood Burns Institute. Oakland, CA: W. Haywood Burns Institute.

W. Haywood Burns Institute. (2017). An Exploration of the Effectiveness of Evidence Based Practices in Communities of Color. Oakland, CA: W. Haywood Burns Institute.

Youth Justice Coalition, LA For Youth, & the Violence Prevention Coalition. 2016. Building a Positive Future for LA's Youth: Re-Imagining Public Safety for the City of Los Angeles with an Investment in Youth Development. http://www.laforyouth.org/toolkit/

Works Cited:

[i] Youth arrest data available through Public Records Act request submitted to the California Department of Justice by the Los Angeles County Department of Public Health's Division of Chronic Disease and Injury Prevention, 2015.

[ii] The California Endowment. 2017. Key Findings from an Online Survey of California Adults Conducted June 19-23.

[iii] Herz, D., Chan, K., Lee, S.K., Ross, M.N., McCroskey, J., Newell, M., Fraser, C. 2015. The Los Angeles County Juvenile Probation Outcomes Study. http://www.cdfca.org/library/publications/2015/la-probation-outcomes.pdf

[iv] Gase, L., Schooley, T., Groman, D., School Attendance Task Force Workgroup. 2016. Making Diversion Work: Findings from a Convening for Evidence-Based Juvenile Diversion in Los Angeles County.

[v] Herz, D., Chan, K. 2017. The Los Angeles County Probation Workgroup Report.

[vi] Centers for Disease Control and Prevention. The Public Health Approach to Violence Prevention. https://www.cdc.gov/violenceprevention/pdf/ph_app_violence-a.pdf

[vii] Butts, J. A., Bazemore, G., & Saa Meroe, A. 2010. Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development. Coalition for Juvenile Justice. Washington, DC: Coalition for Juvenile Justice.

[viii] Human Impact Partners. 2017. Reducing Youth Arrests Keeps Kids Healthy and Successful: A Health Analysis of Youth Arrest in Michigan. http://www.humanimpact.org/wp-content/uploads/HIP_MichYouthArrests_2017.06.pdf

[ix] Kirk, D.S., & Sampson, R.J. 2016. Juvenile Arrest and Collateral Educational Damage in the Transition to Adulthood. Sociology of Education, 86(1): 36-62.

[x] Sweeten, G. 2006. Who Will Graduate? Disruption of High School Education by Arrest and Court Involvement. Justice Quarterly, 23(4): 462-480.

[xi] Holman, B., & Ziedenberg, J. 2006. The Dangers of Detention: The Impact of Incarcerating Youth in Detention and Other Facilities. Washington, DC: Justice Policy Institute.

[xii] Gase, L., Glenn, B., Gomez, L.M., Kuo, T., Inkelas, M., Ponce, N.A. 2016. Understanding Racial and Ethnic Disparities in Arrest: The Role of Individual, Home, School, and Community Characteristics. Race and Social Problems.

[xiii] W. Haywood Burns Institute. 2016. Stemming the Rising Tide: Racial and Ethnic Disparities in Youth Incarceration and Strategies for Change. W. Haywood Burns Institute. Oakland, CA: W. Haywood Burns Institute.

[xiv] Bell, J. (2016). Repairing the Breach: A Brief History of Youth of Color in the Justice System. W. Haywood Burns Institute, W. Haywood Burns Institute, Oakland, CA.

[xv] Lipsey, M.W., Howell, J., Kelly, M.R., Chapman, G., Carver, D. 2010. Improving the Effectiveness of Juvenile Justice Programs: A New Perspective on Evidence-Based Practice.

[xvi] Seigle et al. 2014. Core Principles for Reducing Recidivism and Improving Other Outcomes for Youth in the Juvenile Justice System.

[xvii] Models for Change. 2011. Juvenile Diversion Guidebook. http://www.modelsforchange.net/publications/301

[xviii] Mears, D.P., et al. 2016. Juvenile Court and Contemporary Diversion: Helpful, Harmful, or Both? Criminology & Public Policy, 15(3).

[xix] Butts, J. 2016. Critical Diversion. Criminology & Public Policy, 15(3).

[xx] Defosset, A.R., Schooley, T., Abrams, L.S., Kuo, T., Gase, L. 2017. Describing Theoretical Underpinnings in Juvenile Justice Diversion: A Case Study Explicating Teen Court Program Theory to Guide Research and Practice. Children and Youth Services Review, 73: 419-429.

[xxi] Gase, L., Kuo, T., Lai, E.S., Stoll, M.A., Ponce, N.A. 2016. The Impact of Two Los Angeles County Teen Courts on Youth Recidivism: Comparing Two Informal Probation Programs. Journal of Experimental Criminology.

[xxii] Gase, L., Schooley, T., DeFosset, A., Stoll, M.A., Kuo, T. 2015. The Impact of Teen Courts on Youth Outcomes: A Systematic Review. Adolescent Research Review, 1: 51-67.

[xxiii] Wilson H, Hoge R. 2013. The effect of youth diversion programs on recidivism: A meta-analytic review. Crim Justice Behav.40(5):497-518.