

**County of Los Angeles**  
**Comprehensive Multi-Agency Juvenile Justice Plan**  
**and**  
**Annual Juvenile Justice Crime Prevention Act Budget**  
**2019-2020**

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

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*Adopted by the County of Los Angeles Juvenile Justice Coordinating Council on March 18, 2019*

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## **I. EXECUTIVE SUMMARY**

Juvenile Justice Crime Prevention Act (JJCPA), formerly known as Schiff-Cardenas, provides the County with an annual allocation of State funds to develop and implement a comprehensive multiagency juvenile justice plan. As mandated by Government Code Section 30061, the CMJJP is to be developed by the local juvenile justice coordinating council comprised of members outlined in the Welfare and Institutions Code Section 749.22. As required by existing law, the multiagency juvenile justice plan shall include, but not be limited to, all the following components:

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

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

The process to develop the annual CMJJP and JJCPA Budget will include:

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

The methodology used to develop the annual CMJJP and budget will ensure:

- The JJCC maintains the alignment of JJCPA funded services to the juvenile population to ensure Los Angeles County is meeting the needs of its at-risk and justice-involved juveniles;
- The underlying CMJJP framework used to allocate JJCPA resources remains relevant;
- The JJCC uses the best data possible to define the needs of youth in the County;
- The JJCPA budget process remains transparent, efficient, and in line with County of Los Angeles's budgeting process guidelines;
- The CMJJP is based on "programs and approaches that have been demonstrated to be effective in reducing delinquency and addressing juvenile crime for any elements of

response to juvenile crime and delinquency, including prevention, intervention, suppression, and incapacitation,” in accordance with the law that governs JJCPA funds.

## II. CMJJP AND JJCPA BACKGROUND<sup>1</sup>

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

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

- Assesses existing services and resources that target at-risk and justice-involved youth and their families;
- Prioritizes neighborhoods, schools, and other areas with high rates of juvenile crime;
- Lays out a strategy for prevention, intervention, suppression, and incapacitation responses to juvenile crime and delinquency that is based on programs and approaches with demonstrated effectiveness; and
- Develops information-sharing systems to coordinate actions and support evaluation.”<sup>2</sup>

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

Since 2001, Los Angeles has received approximately \$28 million each year in base funding, in addition to variable growth funds since 2015. The CMJJP has remained mostly unchanged since that time, and supported:

- Programs organized in three initiatives: 1) Enhanced Mental Health Services, 2) Enhanced Services to High-Risk/High-Need Youth, and 3) Enhanced School and Community-Based Services.
- 11 City and County agencies through interagency agreements with the Probation Department to provide programs, some of which are delivered through community-based organizations or other public agencies.
- The Probation Department’s School-Based, Parks-Based, Housing-Based, and Intensive Gang Supervision and Services in 139 schools, 5 public housing developments, and 1 county park. These caseloads have served youth on probation as well as “at-risk youth” pursuant to WIC 236 (youth who voluntarily supervised by probation, as opposed through a court order).
- 6 JJCPA programs provided by 14 Probation-contracted CBOs

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

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<sup>1</sup> Juvenile Justice Crime Prevention Act Landscape Analysis Report, prepared by RDA on 12/22/2017.

<sup>2</sup> Juvenile Justice Crime Prevention Act Gap Analysis Report, prepared by RDA on 4/30/2018.

In March 2018, the JJCC created a CMJJP Taskforce to develop a formalized ongoing planning process to redesign the CMJJP and to develop a revised spending plan based on RDA's evaluation, general research and other relevant information about Los Angeles County's population needs, and available youth services and funding resources. In November 2018, the JJCC Taskforce proposed and the JJCC adopted a mission and set of guiding principles for the CMJJP. Building on the mission and principles, the JJCC Taskforce has worked to propose a set of strategies for a new CMJJP.

#### **a. CMJJP Requirements and Limits under Government Code sections 30061**

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

- "An assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol, and youth services resources that specifically target at-risk juveniles, juvenile offenders, and their families.
  - An identification and prioritization of the neighborhoods, schools, and other areas in the community that face a significant public safety risk from juvenile crime, such as gang activity, daylight burglary, late-night robbery, vandalism, truancy, controlled substances sales, firearm-related violence, and juvenile substance abuse and alcohol use.
  - A local juvenile justice action strategy that provides for a continuum of responses to juvenile crime and delinquency and demonstrates a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-risk youth and juvenile offenders.
  - A description of the programs, strategies, or system enhancements that are proposed to be funded pursuant to this subparagraph."
- JJCPA-funded programs, strategies, and system enhancements must:
- "Be based on programs and approaches that have been demonstrated to be effective in reducing delinquency and addressing juvenile crime for any elements of response to juvenile crime and delinquency, including prevention, intervention, suppression, and incapacitation.
  - Collaborate and integrate services of all the resources set forth in the assessment of available resources.
  - Employ information sharing systems to ensure that county actions are fully coordinated and designed to provide data for measuring the success of juvenile justice programs and strategies."

JJCPA also cannot "supplant" funds, although the statute does not provide a definition of "supplant." The Board of State and Community Corrections (BSCC), which previously administered JJCPA at the state level and still collects reporting about the funds from counties, provides a definition of "supplant" in its Grants Administration Guide; however, because legislation (AB 1998) changed the need for approval of counties' CMJJP by the BSCC in 2018, the definition can provide guidance but does not pertain to JJCPA:

- **Definition:** Supplanting is the deliberate reduction in the amount of federal, state, or local funds being appropriated to an existing program or activity because grant funds have been awarded for the same purposes. When the Grantee replaces funds in this manner, it reduces the total amount that would have been available for the stated grant purpose.
- **Grantee's Responsibility:** BSCC grant funds shall be used to support new program activities or to augment existing funds that expand current program activities. BSCC grant funds shall not be

used to replace existing funds. It is the responsibility of the Grantee to ensure that supplanting does not occur. The Grantee must keep clear and detailed financial records to show that grant funds are used only for allowable costs and activities.

#### **b. Taskforce Approach**

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

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

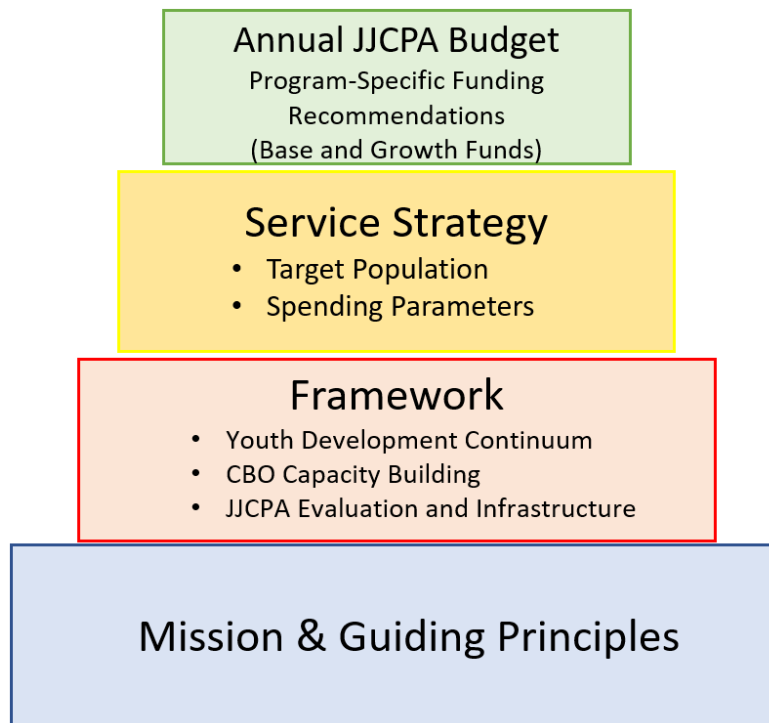
The work of the Probation Working Group in 2017 to develop a “Countywide Juvenile Justice Strategic Plan” is especially relevant. The principles adopted by the JJCC for the CMJJP are in large part lifted from that Plan, calling for “a comprehensive strategic framework focused on greater interagency collaboration,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

### III. ORGANIZATION AND IMPLEMENTATION OF LA COUNTY'S CMJJP

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

#### a. Structure of the CMJJP

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

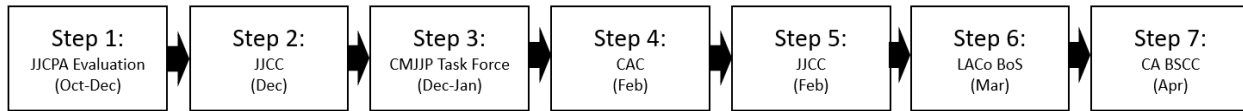


#### b. Key Stakeholders

- California Board of State and Community Corrections (BSCC)
- Los Angeles County Board of Supervisors (BoS)
  - Public Safety Cluster (District 1-5 BoS Justice Deputies)
- Los Angeles County Juvenile Justice Coordinating Council (JJCC)
  - Community Advisory Committee (CAC) – Standing Committee
  - Comprehensive Multi-agency Juvenile Justice Plan (CMJJP) Taskforce – Ad Hoc Committee
- Los Angeles County Probation Department
- Los Angeles County Departmental Partners
- Community Based Organization Service Providers
- Contracted Juvenile Justice Crime Prevention Act (JJCPA) Evaluator



### c. Annual CMJJP Planning, Development and Budget Approval Process



#### Step 1: JJCPA Evaluation (Early October to Early December)

Throughout the year, an independent researcher will conduct process and outcome evaluation of JJCPA funded programs and services. The research organization will develop the methodologies for evaluation to include literature reviews of effective programs and provide an annual gap analysis. The evaluation process should include input from members of the private and public sectors that do not receive JJCPA funding and do not have a conflict of interest or biases.

#### Step 2: JJCPA Evaluation Presented to JJCC (Early December)

The contracted research organization will provide the JJCC with an analysis of target population and community needs in addition to reports that document the outcomes of JJCPA funded programs and services with recommendation to ensure alignment with literature reviews of effective programs. The presentation to the JJCC will include public feedback and discussion of recommended changes. Thereafter, the JJCC will appoint an Ad Hoc CMJJP Taskforce to develop the CMJJP draft proposal for JJCC consideration and approval for the following fiscal year.

#### Step 3: CMJJP Taskforce (December through January)

The CMJJP Taskforce is formed by the JJCC to utilize the data and recommendations prepared by the JJCC and the contracted research organization to draft an annual update to the CMJJP and JJCPA Budget for the ensuing fiscal year.

#### Step 4: CMJJP Taskforce Presents Draft CMJJP and Annual JJCPA Budget to the CAC (Early February)

The CAC receives the draft CMJJP and Annual JJCPA Budget and shall engage the community in identifying needs, proven strategies, and systemic issues of JJCPA operations. Input from CAC is considered and incorporated into the CMJJP and Annual JJCPA Budget by the CMJJP Taskforce.

#### Step 5: JJCC Approves CMJJP and Annual JJCPA Budget (Late February)

The CMJJP Taskforce presents its findings and recommendations, as well as a draft CMJJP and Annual JJCPA Budget for the JJCC's consideration. Once a version of the CMJJP and the Annual JJCPA Budget are approved, they are forwarded to the County of Los Angeles's Board of Supervisors for initial review by their justice deputies at a Public Safety Cluster meeting.

#### Step 6: Los Angeles County Board of Supervisors Approves CMJJP and Annual JJCPA Budget (March)

The Board of Supervisors considers and adopts the CMJJP and budget by means of a Board Motion.

#### Step 7: Annual JJCPA Budget Submitted to Board of State and Community Corrections (April)

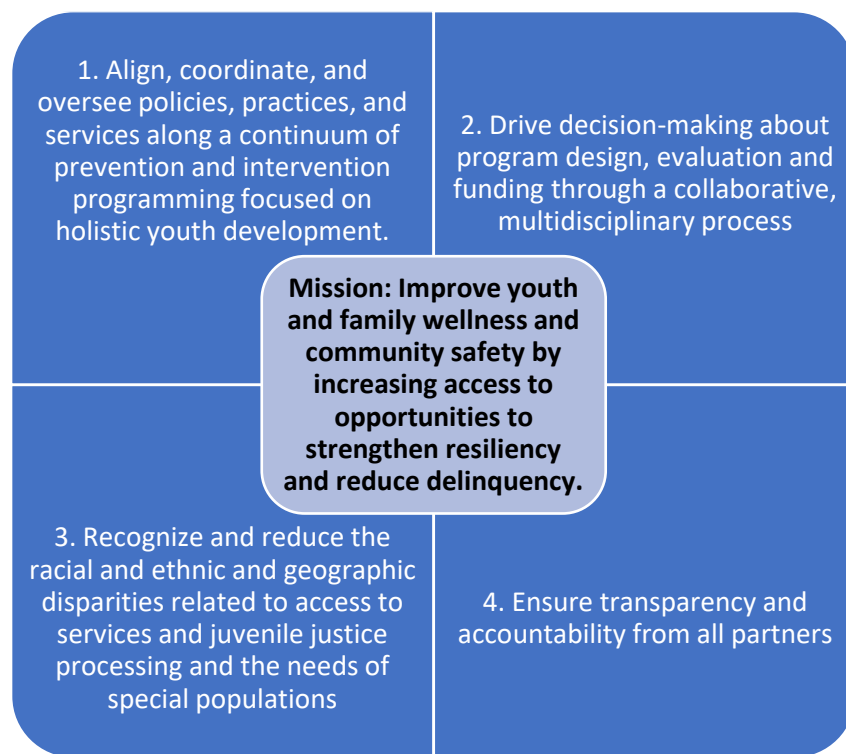
As required by statute, the CMJJP is submitted annually to the BSCC no later than May 1st.

#### IV. MISSION AND GUIDING PRINCIPLES

The Comprehensive Multi-Agency Juvenile Justice Plan (CMJJP) provides the County of Los Angeles with a strategy that focuses on building healthy and safe communities, using a comprehensive and coordinated plan partially funded by JJCPA. The mission of the CMJJP was approved by the JJCC In November 2018, which states:

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

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



Specifically, the guiding principles encompasses the following objectives:

- 1) *Align, coordinate, and oversee policies, practices, and services along a continuum of prevention and intervention programming focused on holistic youth development. The youth development system should:*
  - Whenever possible, reduce contact between youth and the juvenile justice system through the use of diversion programs and other community-based resources.
  - Deliver services using a continuum of promising practices, best practices, and evidence-based programs that build on youth's strengths and assets and support the development of youth's skills and competencies.
  - Use strength-based screening and assessment tools to assess youth and family needs, build

meaningful case plans and appropriately connect youth and families to appropriate services.

- When the use of out of home placements—non-secure or secure—is necessary, utilize family-based settings (e.g., relative, NREFM, and foster care placements) whenever possible, maintain safe environments in placements, engage/deliver services within a therapeutic milieu, and provide reentry services to ensure a seamless and positive return to the community.
- 2) *Drive decision-making about systems coordination and integration, programming and direct services, evaluation and funding through identifying, developing and resourcing opportunities for collaborative, multidisciplinary partnerships among county agencies, community-based organizations (CBOs), youth and parents that have been impacted by the juvenile justice system, and other interested stakeholders.*
  - 3) *Recognize and reduce the racial and ethnic and geographic disparities related to the access to services and juvenile justice processing and the needs of special populations including (but not necessarily limited to): females, LGBT youth, crossover/dually-involved youth, youth who become parents, undocumented, and transitional age youth without family/caretakers/support systems.*
  - 4) *Ensure transparency and accountability from all partners engaged in youth development service delivery for fiscal management, measuring outcomes related to their work, and implementing effective practices.*
    - Collect and report consistent and meaningful outcomes on program impact and effectiveness on an annual basis (at minimum) to assess the impact of policies, practices, and programs.
    - Develop and support capacity of all partners to conduct consistent and meaningful data collection and evaluation.
    - Ensure studies involve research methodologies that are aligned with the perceptions and experiences of communities of color.

## **V. FRAMEWORK**

Based on the mission and guiding principles above, the CMJJP uses the following definitions for youth development and model for a continuum of services, to outline five funding strategies: primary prevention, focused prevention/early intervention<sup>3</sup>, intervention, capacity-building and evaluation and infrastructure.

### **a. Youth Development and Empowerment**

Youth development has become recognized both as theoretical framework and practice based on adolescent stages of development. In theory, Youth Development supports research that youth are continuing to change and develop; and as practice, Youth Development programs prepare youth to meet the challenges of adolescence by focusing and cultivating their strengths to help them achieve their full potential. For systems including justice, child welfare and education, youth development approaches can serve “as an alternative approach to community health and public safety that builds on the strengths of youth, families and communities, addresses the root causes of crime and violence, prevents youth criminalization, recognizes youth leadership and potential, and turns young people’s dreams into realities.”<sup>4</sup> Youth development as a framework for service delivery works with youth in a place-based, asset-based, holistic and comprehensive way.

Based on research, youth development should be a system, a collective impact model, with its own infrastructure and resources to ensure effective coordination, efficacy and accountability across public agencies and community-based organizations.<sup>5</sup> Ultimately, youth development systems and supports would achieve outcomes through activities and experiences that help youth develop social, ethical, emotional, physical, and cognitive competencies. For instance, youth development should:

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

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

### **b. Continuum of Services**

As stated above in II.a., state law requires that the CMJJP include a “local juvenile justice action strategy that provides for a continuum of responses to juvenile crime and delinquency.” Funding should go to “programs and approaches that have been demonstrated to be effective in reducing delinquency and addressing juvenile crime for any elements of response to juvenile crime and delinquency, including

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<sup>3</sup> It is recognized that systems may use different terminology, like “focused prevention” or “secondary prevention,” to describe similar youth populations and stages of prevention and intervention.

<sup>4</sup> LA for Youth report: “Building a Positive Future for LA’s Youth: Re-imagining Public Safety of the City of Los Angeles with an Investment in Youth Development” (2016).

<sup>5</sup> *Ibid.*

prevention, intervention, suppression, and incapacitation.” Thus, the CMJJP should be grounded in a continuum of responses in Los Angeles County, even though JJCPA funds may only fund part of that continuum.

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

- **“At-risk” youth<sup>6</sup>** -- Risk or “risk factors” are considered alongside strengths or “protective factors” in determining what responses should happen to prevent or reduce the likelihood of further delinquency. The CMJJP adopts the definition of risk from a 2011 guidebook on delinquency intervention and prevention by the National Conference of State Legislators:

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

Individual risk factors include early antisocial behavior, poor cognitive development, hyperactivity and emotional factors, such as mental health challenges. Family risk factors include poverty, maltreatment, family violence, divorce, parental psychopathology, familial antisocial behaviors, teenage parenthood, single parent family and large family size. Peer factors of association with deviant peers and peer rejection are identified as risk factors. School and community risk factors include failure to bond to school, poor academic performance, low academic aspirations, neighborhood disadvantage, disorganized neighborhoods, concentration of delinquent peer groups, and access to weapons. Many of these risk factors overlap. In some cases existence of one risk factor contributes to existence of another or others.”<sup>7</sup>

Departments that have funding for this population include:

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

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<sup>6</sup> A federal definition of “at-risk youth” also exists under 20 U.S. Code § 6472): “The term ‘at-risk’, when used with respect to a child, youth, or student, means a school aged individual who is at-risk of academic failure, dependency adjudication, or delinquency adjudication, has a drug or alcohol problem, is pregnant or is a parent, has come into contact with the juvenile justice system or child welfare system in the past, is at least 1 year behind the expected grade level for the age of the individual, is an English learner, is a gang member, has dropped out of school in the past, or has a high absenteeism rate at school.”

<sup>7</sup> National Conference of State Legislators, *Delinquency Prevention and Intervention: Juvenile Justice Guidebook for Legislators* (2011).

Office of Violence  
Department of Public Health

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

Departments that have funding for this population include:  
District Attorney's Office  
Department of Children and Family Services  
Department of Mental Health

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

To support these populations, the CMJJP will fund the following continuum of youth development services that must be part of a broader continuum of responses to prevent or reduce delinquency in Los Angeles County. The continuum below is based on the holistic youth development framework defined above. Recognizing that the terms primary prevention, focused prevention/early intervention and intervention are used in a variety of fields – including juvenile justice, delinquency, dependency and child welfare, public health and education, the CMJJP also further defines these terms in the next section, adopting the holistic, health-oriented terms that the field of juvenile justice has increasingly embraced.<sup>8</sup>

Target Population	Estimated Numbers	Continuum of Youth Development services	Service categories (discussed further in the sections below)
At-risk youth	2.3 million	Primary Prevention	Behavioral Health Services Education/Schools Employment/Career/Life Skills Socio-emotional supports Housing Parent/caregiver support Arts and recreation
Youth with initial and early contacts with law enforcement	~7,000 petition offenses	Focused Prevention/Early Intervention	
Probation youth	~6-7,000	Intervention	

### c. Continuum-Based Funding Strategies

The following funding strategies for the CMJJP correspond with the continuum of services – which must

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<sup>8</sup> The U.S. Department of Justice Office of Juvenile Justice and Delinquency Prevention's definitions also provide helpful context when considering the development of a continuum of services:

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

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

adhere to the CMJJP guiding principles and youth development framework:

- **Strategy 1: Primary Prevention:** Provide children and families (focusing on those at-risk and the identification of conditions (personal, social, environmental) that contribute to the occurrence of delinquency) with an array of upfront supports within their own communities to minimize their chances of entering the juvenile justice system and maximize their chances of living healthy and stable lives.<sup>9</sup>
- **Strategy 2: Focused Prevention/Early Intervention:** Provide children and families identified as having greater risk of becoming delinquent with the upfront supports and services they need to prevent them from entering the juvenile justice system and/or limit their involvement with the system once they are known to it.<sup>10</sup>
  - o *Diversion Intervention to Community-Based Services* – Redirects system responses and provides children and families to avoid involvement or further involvement in delinquency with community-based supports and services to prevent a young person’s involvement or further involvement in the justice system. Although there is wide variation in diversion programming nationwide, evidence suggests that diverting young people from the juvenile justice system as early as possible is a promising practice.<sup>11</sup>

Departments or agencies that may refer youth to diversion programs include, but are not limited to, schools, service organizations, police, probation, or prosecutors.<sup>12</sup>
- **Strategy 3: Intervention:** Provide children and families who are already involved in delinquency with supports and services to address the factors leading to their behavior and reduce the likelihood or reoccurring delinquency.<sup>13</sup>
  - o *During Community Supervision* – Provide children who are on community supervision (including those reentering their homes and communities after a period of placement or detention) and their families with community-based supports and services to prevent the further involvement in the justice system.
  - o *In-Custody* – Provide in-custody children and their families with community-based supports and services prior to and while preparing to reenter their homes and communities to prevent their further involvement in the justice system.
- **Strategy 4: Capacity-building of community-based organizations:** Support community-based organizations with capacity-building, training and cross-training, evaluation, and to regularly track and monitor outcomes and use the results to drive County policy and practice change.
- **Strategy 5: JJCPA Evaluation and Infrastructure:** Support annual evaluation and ongoing training and supports for the JJCC and CAC to provide leadership on the development and implementation of the CMJJP.

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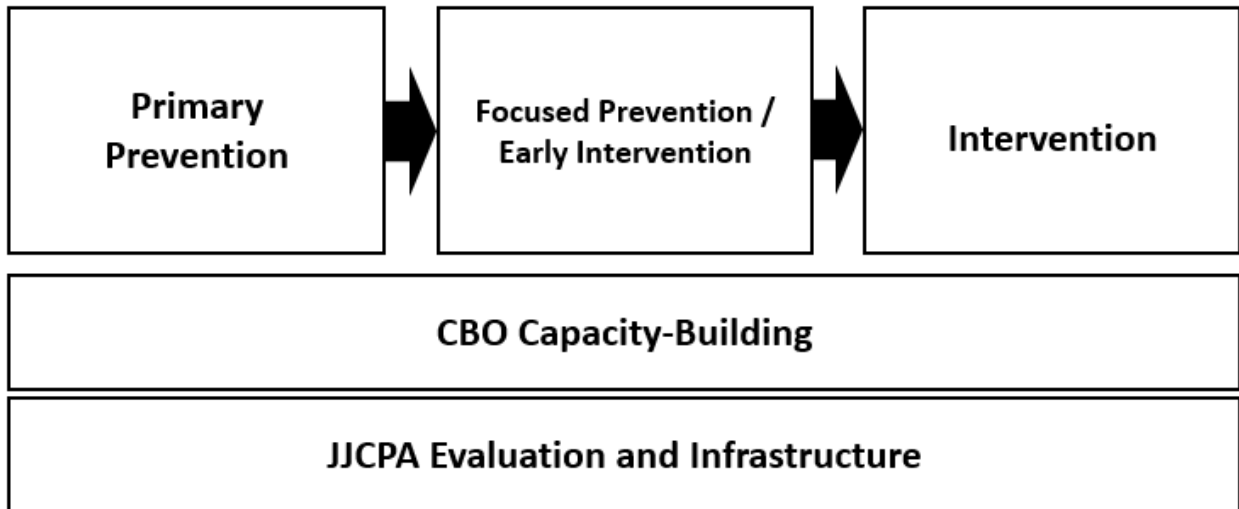
<sup>9</sup> Adapted from definition in OCP Prevention Plan; Denise Herz, Probation Workgroup Report, 3.3.17.

<sup>10</sup> *Ibid.*

<sup>11</sup> A Roadmap for Youth Diversion in Los Angeles County.

<sup>12</sup> Definition from Board of State and Community Corrections, *Youth Reinvestment Grant Program: Request for Proposals* (2018).

<sup>13</sup> Denise Herz, Probation Workgroup Report, 3.3.17.





## VI. SERVICE STRATEGY

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

### a. Landscaping the Need

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

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

To advance the Taskforce’s project on the condensed timeline in 2019, information was consolidated from available and accessible sources; it does not reflect a comprehensive mapping – only an attempt to be more informed about how JJCPA is situated in a broader context. Ultimately, the question that should drive the CMJJP and budget is – how should JJCPA funds best serve at-risk and probation youths’ needs in Los Angeles County given its available programs and funding resources?

### i. Demographics

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#### Probation Youth – Snapshot By Disposition and Psychotropic Medications

<b>Youth in probation system<sup>14</sup></b>	
Active supervision	5,098
Supervision dispositions	
- 654	448
- 654.2	247
- 725(a)	299
- 727(a)	1
- 790	277
- Home on probation	2162
- Suitable Placement	646
- DJJ	61
- Bench warrant	760
- Out-of-state/courtesy supervision	25
- Intercounty transfer to LA	79
- Pending	118
Halls (December 15, 2018)	538
- On psychotropic meds	149 (27.7%)
Camps (December 15, 2018)	259
- On psychotropic meds	93 (35.9%)
Dorothy Kirby (December 15, 2018)	48
- On psychotropic meds	37 (77%)

#### WIC 652 Investigations by Probation Disposition (November 2017-December 2018)

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<sup>14</sup> December 31, 2018 snapshot.

<b>WIC 654</b>	<b>WIC 654 Teen Court</b>	<b>WIC 654 Victim Offender Restitution Services (VORS)</b>	<b>WIC 654 Early Intervention and Diversion Program (EIDP)</b>	<b>District Attorney</b>	<b>Closed</b>	<b>Citation Diversion</b>	<b>Sealed</b>	<b>Total</b>
383	200	6	17	518	278	5	3	<b>1410</b>

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

Assault-Related Charges	559
Petty Theft Related Charges	160
Burglary Related Charges	93
Drug Related Charges	87
Vehicle Code Charges	66
Vandalism	60
Resisting Officer	60
Criminal Threat	57
Firearm/Weapons Related Charges	45
Lewd Act with Children Under 14/Aggravated Sexual Assault of Child Sex Penetration/Sex Penetration by Object by Force	33
Property Theft Related Charges	28
Engage/Solicit Lewd Conduct in Public Place	19
Robbery/Attempted Robbery	17
Weapon on School Grounds Related Charges	15
Bring into State Matter Depicting Minor in Sex Act/Indecent Exposure	13
Trespass Related Charges	11
Business & Professional (B&P) Code	10
Assault with Deadly Weapon	9
Unlawful Sexual Intercourse	9
Threaten to Injure School/Public Employee	8
Education Code Violations	6
Arson Related Charges	6
Municipal Code Violations	5
Disturbing the Peace	5
Defraud Innkeeper of \$950	4
Conspire to Commit Crime	3
Corporal Injury/Domestic Relations	3
Harass by Telephone	3
False Imprisonment	2

Litter on Public/Private Property with 1 Prior	2
Civil Code Violation	1
Disobedience of Court Order	1
Allow/Cause Injury to Elder/Dependent Adult	1
Advise/Encourage Suicide	1
Unauthorized Duplication of Keys to State Building	1
Possess Bill/Note/Check (over \$950)	1
Embezzlement	1
Extortion	1
Falsely Impersonate through Internet Website	1
Injure/Remove Wireless Communication Device	1
Electronically Distribute Harassing Material	1
Unauthorized Computer Access or Fraud	1
<b>Total</b>	<b>1410</b>

**School-based Probation** (December 2018 snapshot)

Number of youth	1238
Number probation officers	93 (65 funded by JJCPA)
Average caseload	13.31
Number of schools	111
Number of sites (including parks/housing)	129

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

**At-Risk Youth under “WIC 236” Probation**

(This practice was eliminated in 2018, but is included to provide a scope of the need among youth previously referred to voluntary probation)

<b>At-Risk Youth on School-Based Probation Supervision – Select Years 2003-2017</b>								
	2003-2004	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
High School	1,533	1,316	1,282	1,237	1,741	2,755	3,136	3,511
Middle School	2,006	1,285	1,196	962	985	1,252	1,381	1,241
<b>Total</b>	<b>3,539</b>	<b>2,601</b>	<b>2,478</b>	<b>2,199</b>	<b>2,726</b>	<b>4,007</b>	<b>4,517</b>	<b>4,752</b>

**At-risk Youth on School-based Probation Supervision – March 2016 Snapshot**

Total	3,590		
<i>Age</i>	<i>Number</i>	<i>Percentage</i>	
7	3	0.1	
8	0	0	
9	6	0.2	
10	8	0.2	
11	46	1.3	
12	197	5.5	
13	459	12.8	
14	499	13.9	
15	627	17.5	
16	771	21.5	
17	630	17.5	
18	292	8.1	
19	42	1.2	
20	5	0.1	
Incorrect Date of Birth	5	0.1	
<i>Race</i>	<i>Percentage</i>		
Hispanic	75.0		
Black	16.6		
White	3.1		
Asian	2.1		
American Indian	0.5		
Pacific Islander	0.4		
Other	1.2		
Unknown	1.2		
<i>Reason for Referral</i>	<i>Number</i>	<i>Percentage</i>	
Poor School Attendance	795	22.1%	80.5%
Poor School Grades	683	19.0%	
Poor School Behavior	451	12.6%	
Overall Poor School Performance	961	26.8%	
Unmotivated	155	4.3%	4.3%
Substance Abuse Problem	96	2.7%	15.2%
Beyond Parental Control	55	1.5%	
Anger Issues	54	1.5%	
Other	295	8.2%	
Data Not Provided	45	1.3%	
TOTAL	3590	100%	100%
<i>Programs/Services Delivered</i>	<i>Number</i>	<i>Percentage</i>	
Tutoring	1106	30.8%	
Gang Intervention Program	656	18.3%	
Gender Specific Program	527	14.7%	
Family Counseling	394	11.0%	
Substance Abuse Counseling	119	3.3%	
HRHN Employment	67	1.9%	

Anger Management Counseling	41	1.1%
Multi-Systemic Therapy	12	0.3%
Other	292	8.1%
None	376	10.5%
<b>TOTAL</b>	<b>3,590</b>	<b>100%</b>

#### Probation Youth by Race/Ethnicity

Active supervision (December 31, 2018 snapshot)	5098
- Hispanic	3035 (60%)
- Black	1571 (31%)
- White	302 (6%)
- API	36 (<1%)
- American Indian	7 (<1%)
- Other	93 (2%)
Unstated	54 (1%)
Camps + Dorothy Kirby (Oct. 31, 2018 snapshot)	301
- Hispanic	181 (60%)
- Black	107 (36%)
- White	4 (2%)
- API	2
- American Indian	0
- Other	4 (1%)
Halls (Oct. 31, 2018 snapshot)	569
- Hispanic	319 (56%)
- Black	218 (38%)
- White	22 (4%)
- API	2
- American Indian	0
- Other	5

#### Probation Youth by Gender

Active Supervision (December 31, 2018 snapshot)	5098
- Male	4047 (79%)
- Female	1051 (21%)
Camps + Dorothy Kirby (Oct. 31, 2018 snapshot)	301
- Male	252 (4%)
- Female	49 (16%)
Halls (Oct. 31, 2018 snapshot)	569
- Male	480 (64%)
- Female	89 (16%)

### Los Angeles County Overall Youth Arrests<sup>15</sup>

	2012	2013	2014	2015	2016
Total Juv. Pop. <sup>16</sup>	2,342,708	2,318,007	2,295,315	2,274,801	2,253,113
Total Arrests	25,581	20,076	17,279	13,237	11,399
Felony arrests <sup>17</sup>	9,271	7,806	6,906	5,224	4,827
Misdemeanor arrests <sup>18</sup>	12,362	9,702	8,184	6,716	5,709
Status Offense arrests <sup>19</sup>	3,948	2,568	2,189	1,277	863
<b>Total Detentions, Petitions, Arrests of Youth in Los Angeles County<sup>20*</sup></b>					
	2010	2011	2012	2013	2014
Detained	5,343	5,209	4,598	4,319	3,820
Petition Filed	12,813	12,520	12,048	10,857	8,650
Youth Arrests	44,487	34,301	26,208	20,649	17,773

### Youth on Probation by Geography

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

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

<sup>15</sup> Data from different sources are not always uniform.

<sup>16</sup> [https://www.ojjdp.gov/ojstatbb/ezapop/asp/profile\\_display.asp](https://www.ojjdp.gov/ojstatbb/ezapop/asp/profile_display.asp)

<sup>17</sup> <https://openjustice.doj.ca.gov/crime-statistics/arrests>

<sup>18</sup> *Ibid.*

<sup>19</sup> *Ibid.*

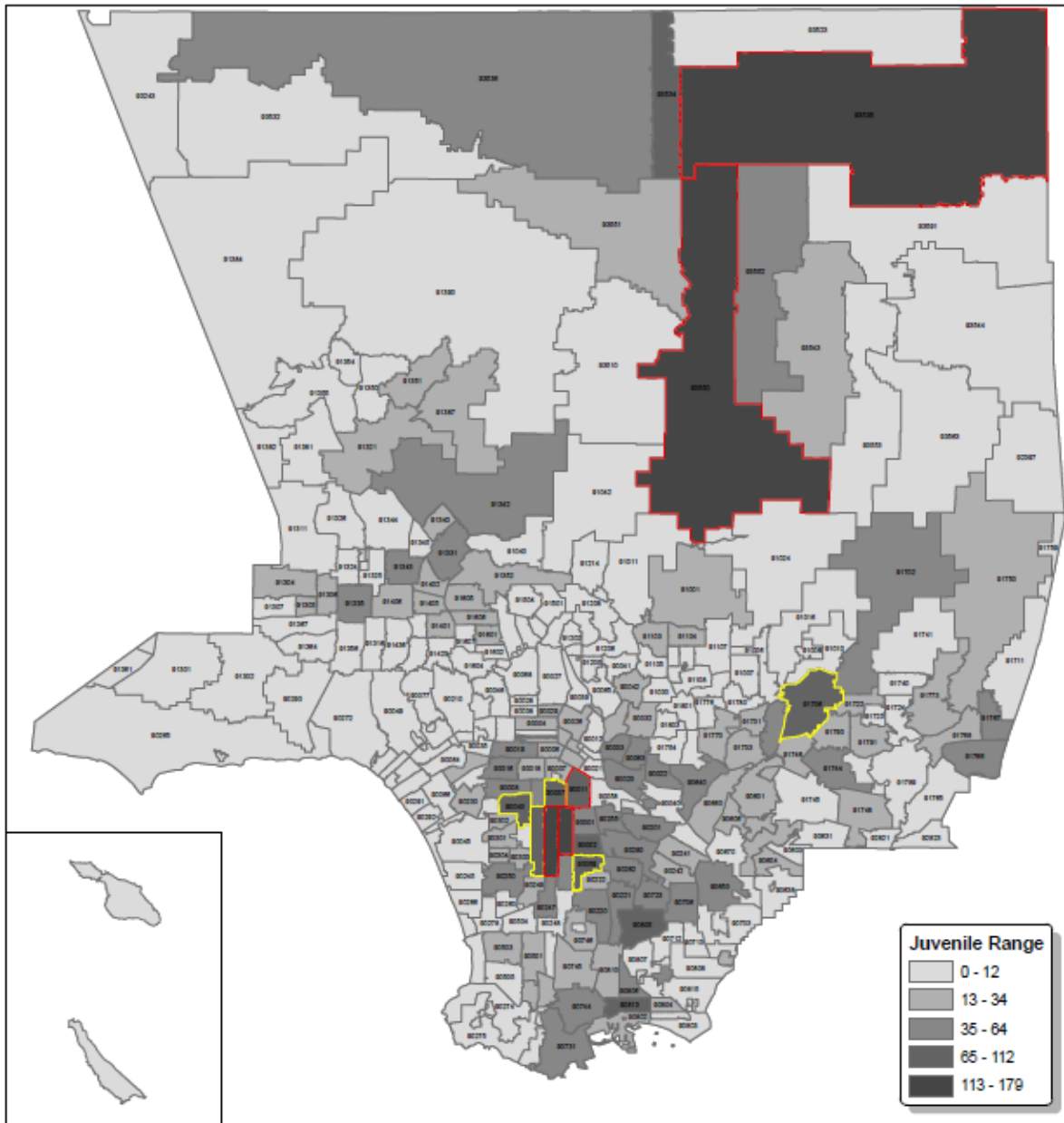
<sup>20</sup> <http://data.burnsinstitute.org/decisionpoints>



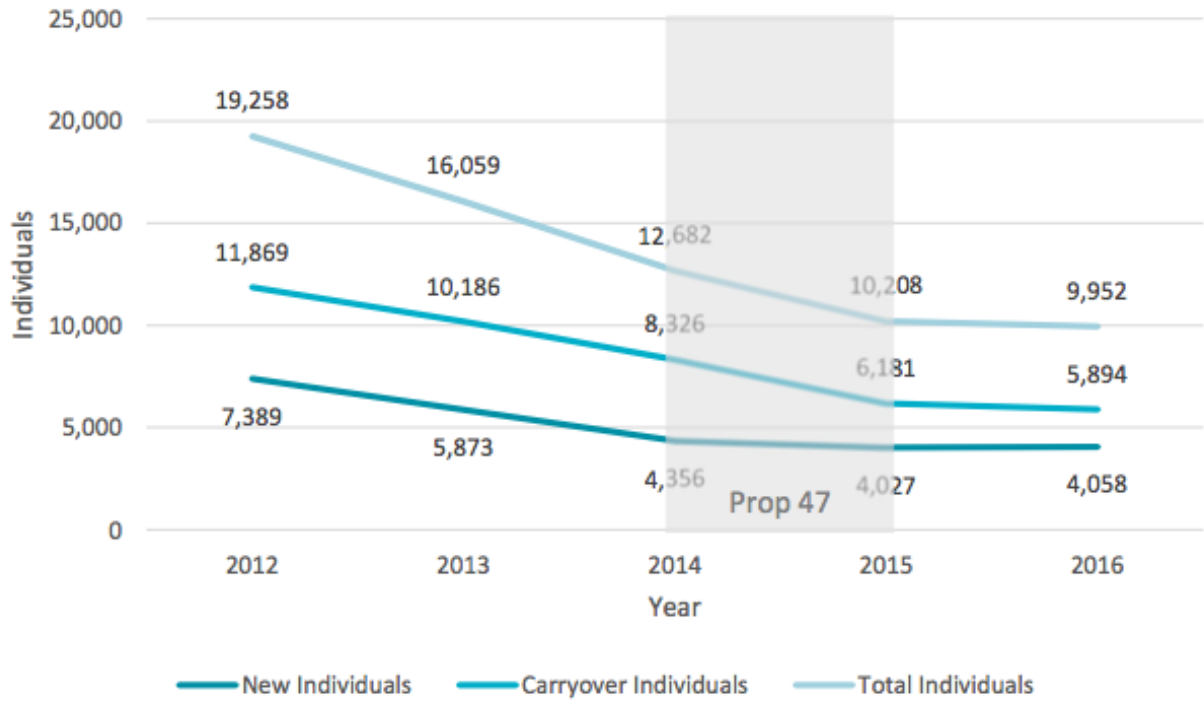
# County of Los Angeles Probation Department

## Juveniles by Zip Code

10/22/2018



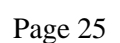
**Overall, the number of youth on probation supervision has dropped dramatically in recent years:**





<sup>21</sup> See Appendix B

## 2019-2020 Los Angeles County CMJJP &amp; JJCPA Budget



## **ii. Sample of Existing, Relevant Programs, Services and Initiatives**

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

- 1) **Office of Diversion and Reentry, Youth Diversion and Development (YDD)** – YDD was created in 2017 as the result of a collaboration to develop a countywide blueprint for expanding youth diversion at the earliest point possible; in January 2018, YDD selected 9 service providers as the first cohort to receive law enforcement diversion referrals.
- 2) **Public-Private Partnership (PPP) with California Community Foundation and Liberty Hill Foundation** – The PPP was created to serve as a passthrough for county funding to be granted directly to community-based service organizations; technical assistance will also be available to those service providers.
- 3) **Office of Child Protection’s Prevention Plan** – Created in 2015, the Office of Child Protection released a comprehensive countywide prevention plan in 2017 for reducing child maltreatment. The plan was developed through collaboration across public agencies and community groups.
- 4) **Department of Children and Family Services Prevention-Aftercare Networks** – DCFS institutionalized its community-based networks of service providers in 2015 and established ten countywide Prevention and Aftercare networks (P&As). These include a broad range of public, private, and faith-based member organizations—groups that bring resources to the shared goal of preventing child abuse and neglect, along with designated lead agencies responsible for convening, organizing, and leading local grassroots groups. The P&A organizations are part of a critical web of providers across the county that effectively reach out to and engage parents, assisting them as they navigate often-complex systems of services. In so doing, providers develop relationships with these parents, building upon their natural assets through the Strengthening Families Approach. Those relationships in turn create trusting environments that encourage parents to disclose family needs and access appropriate services earlier, as family stressors occur.<sup>22</sup>
- 5) **Trauma-informed schools** – A new initiative was launched by the Los Angeles County Office of Education (LACOE) in September 2018 to support a trauma-informed approach in schools countywide. The initiative brings together LACOE, the County Department of Mental Health, UCLA and other agencies to enhance schools' capacity to address trauma, which impacts at least one in four students. The effort will involve professional development as well as enhancing resources at or near schools through partnerships with county agencies.<sup>23</sup>
- 6) **Performance Partnership Pilot (P3)** – has a 2017-2020 strategic plan to improve education, employment, housing and well-being for disconnected youth; an effort of the City of Los Angeles, the County of Los Angeles, Los Angeles Unified School District, Los Angeles Community College District, local Cal State Universities (CSU 5), Los Angeles Chamber of Commerce, Los Angeles Housing Service Agency, and over 50 public, philanthropic and community-based organizations to improve the service delivery system for a disconnected young adult population ages 16-24 and improve their educational, workforce, housing and social well-being outcomes.

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<sup>22</sup> OCP prevention plan.

<sup>23</sup> <https://www.lacoe.edu/Home/News-Announcements/ID/4232/Effort-aims-to-build-school-capacity-to-address-trauma>

- 7) Office of Violence Prevention
- 8) Trauma Prevention Initiative
- 9) Capacity Building Training and Technical Assistance
- 10) Incubation Academy
- 11) My Brother's Keeper
- 12) Whole Person Care
- 13) SEED School

**14) Non-Exclusive List of Governmental and CBO Service Providers in Los Angeles County:**

A New Way of Life	El Centro Del Pueblo
AADAP, INC.	El Proyecto del Barrio
Alliance for Children's Rights	Everychild Foundation
Alma Family Services	Five Keys Schools and Programs
Amanecer Community Counseling Services	Girls Club of LA
Anti-Recidivism Coalition	Girls Club of Los Angeles
Archdiocesan Youth Employment Services	Good City Mentors
Arts for Incarcerated Youth Network	Goodwill Southern California
Asian American Drug Abuse Program	Hathaway Family Resource Center
Asian Youth Center	Helper Foundation
Aviva Family & Children's Services	Helping Kids to Recover
Barrio Action Youth & Family Center	Helpline Youth Counseling, Inc.
Benevolence Health Center	Hillsides
Big Picture Learning	Hillview Mental Health Center, Inc.
Boys Republic	Homeboy Industries
Bresee Foundation	Homies Unidos
Brotherhood Crusade	Humansave
Cal State Universities	InsideOUT Writers
California Community Foundation	Inter-Agency Drug Abuse Recovery Programs
Catholic Charities of Los Angeles, Inc.	Jewish Vocational Service of Los Angeles
Center For the Empowerment of Families	Justice Children Deserve
Centinela Youth Services	Koreatown Youth & Community Center
Centinela Youth Services and The	LA Chamber of Commerce
Everychild Restorative Justice Center	LA City Economic and Workforce Development
Centro del Desarrollo Familiar	LA City Housing Authority
Challengers Boys and Girls Club	LA City Parks and Recreation
Child and Family Guidance Center	LACo Child Support Services Department
Children's Defense Fund California	LACo Dept of Children and Family Services
Chrysalis	LACo Dept of Health Services
Coalition For Engaged Education	LACo Dept of Mental Health
Coalition for Responsible Community Development	LACo Dept of Public Health
Communities In Schools of San Fernando Valley, Inc.	LACo Dept of Public Social Services
Community Career Development, Inc.	LACo District Attorney's Office
Didi Hirsch Community Mental Health Center	LACo Housing
Drawn To Success	LACo Office of Diversion and Re-Entry
Drumming For Your Life Institute	LACo Office of Education

LACo Parks and Recreation  
 LACo Probation Dept  
 LACo Public Library  
 LACo Sup. Court, Juvenile Court  
 LACo Workforce Development, Aging,  
 and Community Services  
 LAPD  
 LASD  
 LAW Project of Los Angeles  
 Legacy LA  
 LGBTQ Center of Long Beach  
 Liberty Hill Foundation  
 Liner LLP  
 Los Angeles Community College District  
 Los Angeles Unified School District  
 MELA Counseling Services Center  
 New Directions for Youth  
 New Earth  
 New Hope Academy of Change (NHAC)  
 NewLife Community Church  
 Pacific Clinics  
 Pacific Clinics  
 Pathways Community Services  
 Pathways Mental Health  
 Penny Lane Centers  
 Phoenix House  
 Phoenix House - California  
 Pomona Valley YMCA  
 Possmore Recovery Care Program  
 Project Soy  
 Project tools/Project Soy  
 Salvadoran American Leadership and  
 Education Fund (SALEF)  
 San Fernando Valley Community Mental  
 Health Center, Inc.  
 San Gabriel Valley Conservation Corps  
 Santa Clarita Valley Youth Project  
 Shields for Families

Shields for Families  
 Social Justice Learning Institute  
 Soledad Enrichment Action, Inc.  
 South Bay Workforce Investment Board,  
 Inc  
 Southeast Los Angeles County Workforce  
 Development Board (SELACO WDB)  
 Southern California Health &  
 Rehabilitation Program (SCHARP)  
 Special Services for Groups  
 Spirit Awakening Foundation  
 Star View Children and Family Services  
 StudentNest.com  
 The Actors' Gang  
 The Advot Project  
 The Harmony Project  
 "The Los Angeles Centers for  
 Alcohol and Drug Abuse (LACADA)"  
 The Positive Results  
 The Right Way Foundation  
 The Unusual Suspects  
 The Wellness Center at General Hospital in  
 Boyle Heights  
 The Whole Child  
 Theatre of Hearts Youth First  
 UCLA Community Based Learning  
 Program  
 United Peace Officers Against Crime  
 Up2Us Sports  
 UpRising Yoga  
 Volunteers of America LA  
 Wayfinder Family Services  
 Westside Children's Center  
 Westside Children's Center  
 YMCA of Metropolitan Los Angeles  
 Youth Justice Coalition  
 Youth Policy Institute

## **b. Recommended Service Categories and Approaches**

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

<b>Behavioral Health Services</b>
<ul style="list-style-type: none"><li>• Provide target youth populations with appropriate health, mental health, and substance abuse treatment that target their individual needs<sup>24</sup></li><li>• Specifically, fund community-based cognitive behavioral interventions and more community-based substance abuse treatment in neighborhoods with high density of youth on probation<sup>25</sup></li></ul>
<b>Schools/Education</b>
<ul style="list-style-type: none"><li>• Fund educational advocacy and system navigation for parents</li><li>• Fund an asset-based, family and community centered approach to truancy reduction that helps families address issues that limit regular school attendance<sup>26</sup></li><li>• Fund community-based providers in schools to provide tutoring/academic support for youth, and educational advocacy and system navigation for youth and families.<sup>27</sup></li><li>• Fund intervention workers to facilitate violence prevention and safe neighbor hoods</li></ul>
<b>Employment/Career/Life Skills<sup>28</sup></b>
<ul style="list-style-type: none"><li>• Increase focus on job development, including career readiness and professional skill-building, vocational training, creative and alternative career training</li><li>• Support access to community college courses</li><li>• Providers should be able to subsidize employment for up to 6-months to increase the likelihood that employers will hire youth</li><li>• Increase opportunities for vocational skill development, and align vocational training with career opportunities</li><li>• Loosen the restrictions on the type of accepted employment opportunities to support internships, seasonal employment, and subsidized employment that support career pathways. <sup>[SEP]</sup></li><li>• Leverage and align HRHN Employment with existing LA County youth employment programs, such as Youth Workforce Innovations and Opportunity Act-funded YouthSource Centers. <sup>[SEP]</sup></li><li>• Support financial literacy components to employment and educational programs</li></ul>
<b>Socio-emotional support<sup>29</sup></b>
<ul style="list-style-type: none"><li>• Contract with community-based organizations to provide programming focused on personal growth and expression, including creativity, mindfulness, and spirituality – including programs that cultivate leadership and empowerment, and conflict resolution such as restorative and transformative justice,</li><li>• Provide peer and adult mentoring services, particularly for young men of color</li><li>• Provide gender-specific, culturally-responsive services for males</li><li>• Partner with schools or CBOs to provide restorative justice models in schools</li></ul>

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<sup>24</sup> OCP Plan

<sup>25</sup> RDA

<sup>26</sup> *Ibid.*

<sup>27</sup> *Ibid.*

<sup>28</sup> *Ibid.*

<sup>29</sup> *Ibid.*

<ul style="list-style-type: none"> <li>• Provide CBOs discretionary funding that can be used for supplemental services to support youth and their families (e.g., incentives, household goods, field trips).</li> <li>• Increase services that serve youth and families together, as well as those specifically for parents/caregivers</li> <li>• Support community-based programs with a focus on racial equity, historical trauma, and racism</li> <li>• Prioritize providers who work across the continuum so as to provide continuity of services for youth</li> </ul>
<b>Housing<sup>30</sup></b>
<ul style="list-style-type: none"> <li>• Support housing linkage assistance for youth and families with unstable housing</li> <li>• Support alternative housing for youth who cannot live at home</li> <li>• Partner with the LA County Homeless Initiative, particularly housing navigation and housing problem-solving for TAY<sup>31</sup></li> <li>• Establish pathways to LA County's Coordinated Entry System (CES)<sup>32</sup></li> </ul>
<b>Parent/caregiver support<sup>33</sup></b>
<ul style="list-style-type: none"> <li>• Fund wraparound services that include the family</li> <li>• Support with basic needs, homelessness</li> <li>• Fund individual and group mental health support to parents/caregivers</li> <li>• Fund family liaisons into existing services</li> </ul>
<b>Arts and Recreation<sup>34</sup></b>
<ul style="list-style-type: none"> <li>• Support arts-focused programming in the areas of employment/career and socio-emotional development</li> </ul>

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

Ultimately, the success of the CMJJP and any particular program funded by JJCPA must be guided by an evaluation of its implementation and impact. The following outcomes at three levels – system implementation, service provision, and youth and family impact – can guide evaluation and systems and program improvement.<sup>35</sup>

Systems level	Service provider level	Youth/Family level
See CMJJP guiding principles	<b>Probation Practice</b> - Successful completion rates for	<b>Improvement in Protective Factors—Individual and Family Strengths</b>

<sup>30</sup> RDA

<sup>31</sup> In response to LA's homeless crisis, BOS created LACHI in 2015. In 2016, BOS approved 47 strategies that reach across government and community boundaries to forge effective partnerships and get results. In 2017, voters approved Measure H, which provides an estimated \$355 million per year for ten years to fund services, rental subsidies and housing. <http://homeless.lacounty.gov/wp-content/uploads/2017/01/HI-Report-Approved2.pdf>. There is an in-depth budget and funding process on the website. <http://homeless.lacounty.gov/wp-content/uploads/2019/02/FY-2018-19-Measure-H-Funding-Recommendations-.pdf>.

<sup>32</sup> CES aligns the Single Adult, Family, and Youth Systems into a seamless, collaborative, county-wide platform for housing and service delivery to homeless households. The main objectives of the system are to:

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

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

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

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

<sup>35</sup> The outcomes for service delivery and improved youth and family well-being are adopted from the 2017 Probation Working Group's report.

	<p>supervision</p> <ul style="list-style-type: none"> <li>- Average length of time under supervision and in specific Probation programming</li> <li>- Average length of detention in juvenile hall pending disposition or post-disposition awaiting placement or camp</li> <li>- Factors related to the increase or decrease of length of time under supervision</li> <li>- Level and type of interaction and contact between supervising probation officers and their clients</li> <li>- Relationship between the use of a validated risk and needs tool, case plan goals, and referred/completed services</li> <li>- Relationship between risk and needs identified by a validated tool and the services received</li> <li>- Relationship between services, supervision, and achieving case plan goals</li> <li>- Amount and type of service delivery for youth in placements</li> <li>- Continuity of services once youth leave placements and reentry the community</li> <li>- Level of coordination between agencies (e.g., Probation, the Department of Children and Family Services, and the Department of Mental Health)</li> <li>- Strengths and challenges related to interagency collaboration</li> </ul> <p><b>Program Delivery by Community-Based Agencies</b></p> <ul style="list-style-type: none"> <li>- Types of programs accessed by clients</li> <li>- Successful completion rates for programs</li> <li>- Average length of time in programs</li> <li>- Retention rates for programs</li> <li>- Fidelity of service delivery across programs</li> <li>- Average time between service referral and provision of services</li> <li>- Cultural competency of programs (including gender specific programs)</li> </ul> <p><b>Youth and Family Engagement and Experiences</b></p> <ul style="list-style-type: none"> <li>- Extent to which youth and family felt they understood juvenile justice process</li> <li>- Extent to which youth and family were</li> </ul>	<ul style="list-style-type: none"> <li>- Change in protective/strength assessment scores</li> <li>- Stable living situation</li> <li>- Stable educational plan (enrollment in school, improvement in attendance, improvement in performance, improved behavior at school, access to an IEP, school progressions (increase in credits, graduation, GED))</li> <li>- Economic stability (e.g., employment for older youth)</li> <li>- Increase in positive, supportive family relationships</li> <li>- Connection to positive, supportive adults</li> <li>- Connection to positive, extracurricular activities</li> <li>- Connection to employment</li> </ul> <p><b>Reduction in Risk and Need Factors</b></p> <ul style="list-style-type: none"> <li>- Risk/need assessment scores</li> <li>- Decreased family conflict</li> <li>- Decreased substance misuse/abuse</li> <li>- Decreased mental health stress</li> <li>- Access to basic legal documents needed for employment</li> </ul> <p><b>Supervision Success</b></p> <ul style="list-style-type: none"> <li>- Completion of probation</li> <li>- Completion of community service</li> <li>- Completion of restitution</li> <li>- Probation violations and whether sustained (WIC 777—e.g., violations related to school, drugs)</li> </ul> <p><b>Recidivism</b></p> <ul style="list-style-type: none"> <li>- New camp/DJJ placements</li> <li>- New arrests</li> <li>- Sustained petitions</li> </ul>
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	satisfied with their experience in the juvenile justice system - Extent to which youth and family found experiences with Probation and community-based providers helpful	
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## VII. CMJJP SPENDING ALLOCATIONS AND 2019-2020 JJCPA BUDGET

### a. Overview

Each year, Los Angeles County receives approximately \$28 million in JJCPA funds from the State at the beginning of the new fiscal year– these are known as “base funds” and support ongoing programs.<sup>36</sup> Midway during the fiscal year, the County also receives an allocation of “growth funds” – the amount of which varies. Growth funds have been used for one-time projects.<sup>37</sup>

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

The 2019-2020 budget will not reflect the model allocation – in light of variables including the one-time allocation of accumulated funds in recent years that still need to be spent down, and the need to conduct further assessment and/or planning to significantly reduce or end JJCPA funding for some programs, and Additional time should be committed to further research, especially about other available funding sources, to accurately assess whether a particular program or service should receive JJCPA funding versus other funds, or no funds because the program is not supported by outcomes data or best practices research.

The JJCC should ensure that that the implementation of the model allocation is phased in over the next several years.

### b. Additional Spending Parameters

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

- 1) When compared to previous budgets, increase the amount of the JJCPA budget that goes toward programming and direct services provided to clients by and in coordination with CBOs.<sup>38</sup>
- 2) Prioritize the funding of public agency personnel’s time to specifically facilitate service referral to, coordination, and delivery partnerships with CBOs
- 3) Rather than dividing services equally by the five clusters, target services by needs, demographics, gaps in services, and existing resources, such as the Service Planning Areas (SPA) developed by the LA County Department of Public Health.<sup>39</sup>
- 4) Leverage and prioritize existing partnerships that facilitate service coordination and

<sup>36</sup> CEO policy 4.030 – Budget Policies and Priorities

<sup>37</sup> *Ibid.*

<sup>38</sup> As has been discussed over many years, successful implementation of any CMJJP will need to improve the referral systems to and contract challenges with community-based service providers.

<sup>39</sup> Gap Analysis, 9



delivery and have demonstrated good results, or are promising, including the Public-Private Partnership, Prevention-Aftercare Networks and the Youth Development and Diversion division of the Office of Diversion and Reentry.

**c. Model Base-Funding Allocation**

The following allocation goals of the CMJJP for base funding were based on an assessment of youth, program and funding needs in Los Angeles County. Again, these allocations will not be reflected in the 2019-2020 budget but should be reached in the next several years:

<i><b>Funding strategy</b></i>	<i><b>Allocation</b></i>	<i><b>Approximate \$ (based on \$28 million budget)</b></i>
Primary Prevention	40%	11.2 million
Focused Prevention/Early Intervention	25%	7 million
Intervention	25%	7 million
Capacity-building of community-based organizations	5%	1.4 million
JJCPA Evaluation and Infrastructure	5%	1.4 million

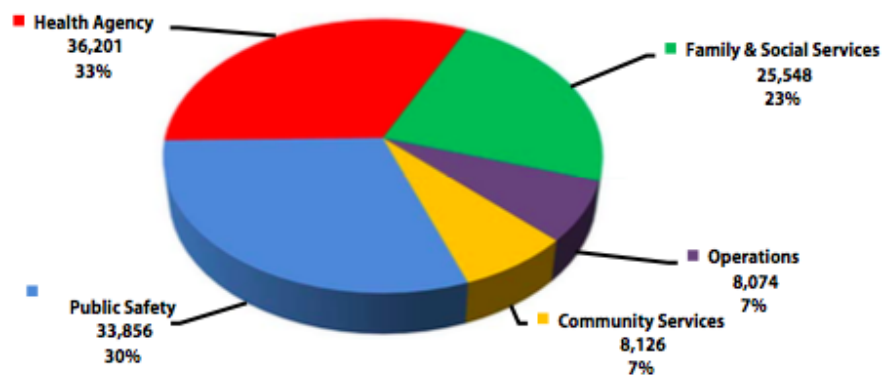
Additionally, as one-time funds are exhausted and the model allocations are phased in, the CMJJP should include funds for:

- The Youth Diversion and Development division of the Office of Diversion and Reentry
- Programs for Commercially Sexually Exploited Children.

# Appendix A

## **Existing Budgets and Potentially Relevant Funding Streams**

Overall County 2018-2019 Budget: \$32.8 billion<sup>40</sup> (numbers below are in millions)



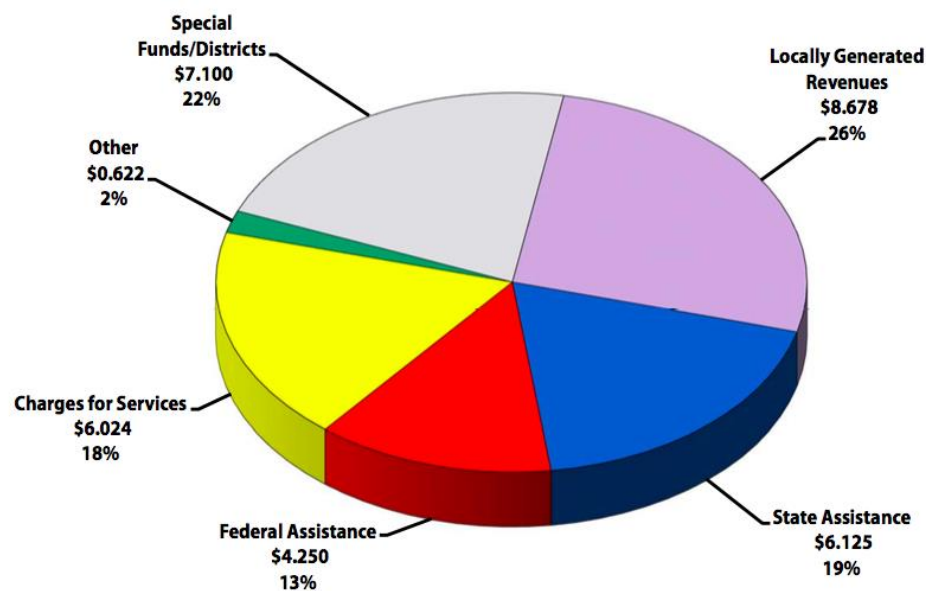
Public Safety	
Alternate Public Defender	334
Animal Care and Control	442
District Attorney	2,231
Grand Jury	5
Fire Department	4,696
Medical Examiner-Coroner	251
Probation - Summary	6,426
Public Defender	1,175
Sheriff - Summary	18,246
Trial Court Operations	50
<b>Total</b>	<b>33,856</b>

Health Agency	
Health Services	7,170
Hospital Enterprise	18,522
Mental Health	5,591
Public Health - Summary	4,918
<b>Total</b>	<b>36,201</b>

Family and Social Services	
Child Support Services	1,479
Children and Family Service	9,639
WDACS	566
Military & Veterans Affairs	40
Public Social Services	13,824
<b>Total</b>	<b>25,548</b>

Operations	
Assessor	1,428
Auditor-Controller	631
Board of Supervisors	476
Chief Executive Officer	488
Consumer & Business Affairs	115
County Counsel	663
Human Resources	426
Internal Services	2,198
Museum of Art	34
Museum of Natural History	9
Registrar-Recorder/CC	1,075
Treasurer and Tax Collector	531
<b>Total</b>	<b>8,074</b>

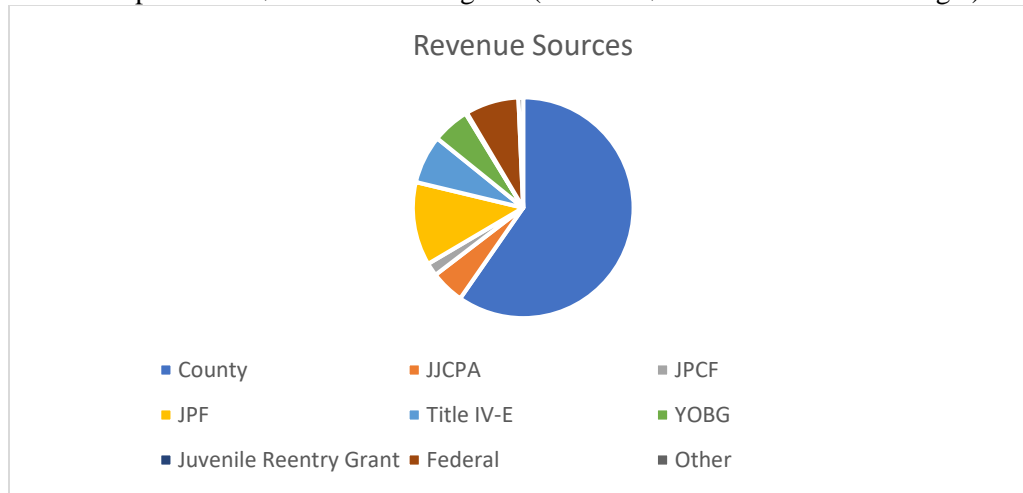
Community Services	
Agricultural Commissioner	397
Beaches and Harbors	306
Parks and Recreation	1,697
LA County Library	1,369
Public Works Internal Sys Fund	4,153
Regional Planning	204
<b>Total</b>	<b>8,126</b>



<sup>40</sup> <https://www.lacounty.gov/budget>

## Probation Department Budget: \$935 million<sup>41</sup>

Juvenile Operations: \$534 million budgeted (of about \$900 million overall budget)<sup>42</sup>



- County contribution: \$343 million (64%)
- State funding: \$142 million (26%)
  - JJCPA: \$28.4 million (5%)
  - Juvenile Probation Camp Funding (JPCF): \$11 million (2%) – for camp operations
    1. 84% (\$9,240,000) Salary and Employee Benefits
    2. 6% (\$660,000) Supplies
    3. 4% (\$440,000) Building Maintenance
    4. 4% (\$440,000) Contract Services
    5. 1% (\$110,000) Training
    6. 1% (\$110,000) Capital Assets
  - Juvenile Probation Funding (JPF): \$70.3 million (13%) – for habitual truants, runaways at risk of being wards of the court under section 601 or 602, juvenile court supervision, or supervision of probation departments
    7. 74% (\$51,800,000) Salaries and Employee Benefit
    8. 16% (\$11,200,000) Contract services
    9. 4% (\$2,800,000) Building Maintenance
    10. 4% (\$2,800,000) Supplies
    11. 1% (\$700,000) Training
    12. 1% (\$700,000) Capital Assets
  - Title IV-E: \$40.6 million (8%) -- for providing safe and stable out-of-home care for foster youth in probation and in-home wraparound services
    13. 81% (\$33,210,000) Salaries and Benefits
    14. 1% (\$410,000) Supplies
    15. 2% (\$820,000) Building Maintenance
    16. 15% (\$6,150,000) Service Contracts
    17. 1% (\$410,000) Training

<sup>41</sup> <http://prit.lacounty.gov>

<sup>42</sup> Power point presentation at Public Safety cluster meeting by Deputy Chief Probation Officer Sheila Mitchell, March 2018.

- Youth Offender Block Grant (YOBG): \$31.4 million (6%)
  - 18. 85% (\$26,350,000) Salaries and Employee Benefits
  - 19. 6% (\$1,860,000) Supplies
  - 20. 4% (\$1,240,000) Building Maintenance
  - 21. 4% (\$1,240,000) Contract Services
  - 22. 1% (\$310,000) Capital Assets
- Juvenile Reentry Grant - AB 1628: \$1.2 million – for local supervision and programming of youth returning from DJJ
  - 23. 87% (\$1.04 Million) goes to Salaries and Employee Benefits
  - 24. 13% (\$156,000) goes to contract services
- b. Federal funding: \$45 million (9%)
- c. Other: \$4 million (1%)

#### **Mental Health Services Act**

- Passed in 2004 by Proposition 63, the Mental Health Services Act places a one percent tax on personal income over \$1 million, and now generates about \$2 billion a year for mental health services in California. A 2018-2019 fiscal report to the Board of Supervisors indicated \$896,957,000 in accumulated funds. The annual spending plan or “current spending plan” allocates a total of \$534,549,000 to the following areas:
  - d. 262,869,000 Community Services and Support Funding (CSS)
  - e. \$110, 260,000 Prevention and Early Intervention (PEI)
  - f. \$129,720,000 Innovation (INN)
  - g. \$24,200,000 Workforce Education and Training (WET)
  - h. \$16,500,000 Capital Facilities/Information Technology (CF/IT)
- An additional spending plan for new or expanded programs was proposed in 2018 to spend \$353,408,000 in accumulated funds.

# Appendix B

## **Absenteeism and Truancy in Los Angeles County School Districts**

**Absenteeism by School District (2017-2018)<sup>43</sup>**

<b>Name</b>	<b>Cumulative Enrollment</b>	<b>Chronic Absenteeism Eligible Enrollment</b>	<b>Chronic Absenteeism Count</b>	<b>Chronic Absenteeism Rate</b>
<u>SBE - Barack Obama Charter</u>	464	445	149	33.50%
<u>Centinela Valley Union High</u>	11,065	8,739	2,727	31.20%
<u>SBE - Prepa Tec Los Angeles High</u>	246	235	57	24.30%
<u>Gorman Joint</u>	95	92	22	23.90%
<u>Los Angeles County Office of Education</u>	12,526	10,068	2,283	22.70%
<u>Antelope Valley Union High</u>	25,491	24,523	5,417	22.10%
<u>Eastside Union Elementary</u>	3,895	3,727	722	19.40%
<u>SBE - Anahuacalmecac International University Preparatory of North America</u>	400	378	73	19.30%
<u>Hughes-Elizabeth Lakes Union Elementary</u>	210	207	38	18.40%
<u>Lancaster Elementary</u>	17,213	16,586	2,911	17.60%
<u>Palmdale Elementary</u>	25,728	24,900	4,358	17.50%
<u>Lynwood Unified</u>	14,954	14,660	2,531	17.30%
<u>Wilsona Elementary</u>	1,492	1,434	245	17.10%
<u>Acton-Agua Dulce Unified</u>	25,196	22,918	3,554	15.50%
<u>SBE - The School of Arts and Enterprise</u>	850	822	127	15.50%
<u>Compton Unified</u>	25,475	24,731	3,765	15.20%
<u>Inglewood Unified</u>	12,932	12,482	1,788	14.30%
<u>Long Beach Unified</u>	78,303	76,560	10,205	13.30%
<u>West Covina Unified</u>	14,248	13,656	1,759	12.90%
<u>Pomona Unified</u>	25,448	24,743	3,126	12.60%
<u>Whittier Union High</u>	12,354	12,050	1,494	12.40%
<u>Monrovia Unified</u>	5,774	5,672	696	12.30%
<u>El Monte Union High</u>	9,357	9,084	1,110	12.20%
<u>Pasadena Unified</u>	19,321	18,700	2,280	12.20%
<u>Los Angeles Unified</u>	646,075	633,498	75,426	11.90%
<u>Montebello Unified</u>	27,799	26,444	3,155	11.90%
<u>Baldwin Park Unified</u>	27,278	20,740	2,434	11.70%
<b><u>CA Statewide Totals/Average</u></b>	<b>6,384,919</b>	<b>6,315,131</b>	<b>702,531</b>	<b>11.10%</b>

<sup>43</sup> California Department of Education

<u>Downey Unified</u>	22,929	22,528	2,457	10.90%
<u>Los Angeles</u>	1,548,191	1,519,569	165,861	10.90%
<u>SBE - Academia Avance Charter</u>	428	416	45	10.80%
<u>Bellflower Unified</u>	12,649	12,379	1,309	10.60%
<u>Lennox</u>	7,498	7,389	783	10.60%
<u>San Gabriel Unified</u>	11,743	8,222	873	10.60%
<u>El Rancho Unified</u>	9,115	8,923	919	10.30%
<u>William S. Hart Union High</u>	28,122	26,883	2,750	10.20%
<u>Bassett Unified</u>	3,814	3,723	373	10.00%
<u>Sulphur Springs Union</u>	5,742	5,655	547	9.70%
<u>Keppel Union Elementary</u>	3,461	3,358	322	9.60%
<u>Westside Union Elementary</u>	10,153	9,955	947	9.50%
<u>Hawthorne</u>	8,871	8,705	818	9.40%
<u>Santa Monica-Malibu Unified</u>	11,121	11,005	1,020	9.30%
<u>Rowland Unified</u>	15,113	14,747	1,357	9.20%
<u>Beverly Hills Unified</u>	4,095	4,019	364	9.10%
<u>Covina-Valley Unified</u>	12,497	12,228	1,110	9.10%
<u>Azusa Unified</u>	8,892	8,641	778	9.00%
<u>Norwalk-La Mirada Unified</u>	18,686	18,381	1,648	9.00%
<u>Duarte Unified</u>	9,797	4,674	417	8.90%
<u>Charter Oak Unified</u>	5,095	4,982	439	8.80%
<u>South Whittier Elementary</u>	2,969	2,876	246	8.60%
<u>Whittier City Elementary</u>	6,479	6,349	545	8.60%
<u>Burbank Unified</u>	15,642	15,470	1,296	8.40%
<u>Paramount Unified</u>	16,137	15,821	1,279	8.10%
<u>Culver City Unified</u>	7,197	7,120	571	8.00%
<u>Hacienda la Puente Unified</u>	19,410	19,007	1,516	8.00%
<u>Mountain View Elementary</u>	7,155	7,003	544	7.80%
<u>Bonita Unified</u>	10,747	10,420	805	7.70%
<u>Claremont Unified</u>	7,278	7,220	559	7.70%
<u>Las Virgenes Unified</u>	11,658	11,524	841	7.30%
<u>Wiseburn Unified</u>	4,888	4,571	333	7.30%
<u>Lawndale Elementary</u>	6,203	6,119	443	7.20%
<u>ABC Unified</u>	21,306	21,026	1,457	6.90%
<u>SBE - Celerity Rolas</u>	334	323	22	6.80%
<u>Glendale Unified</u>	26,886	26,608	1,731	6.50%
<u>Garvey Elementary</u>	5,224	4,859	307	6.30%
<u>Redondo Beach Unified</u>	10,149	10,040	635	6.30%
<u>Valle Lindo Elementary</u>	1,090	1,070	67	6.30%



<u>Glendora Unified</u>	7,632	7,540	471	6.20%
<u>Castaic Union</u>	2,266	2,219	133	6.00%
<u>Palos Verdes Peninsula Unified</u>	11,667	11,565	699	6.00%
<u>East Whittier City Elementary</u>	9,028	8,866	523	5.90%
<u>Saugus Union</u>	10,409	10,321	580	5.60%
<u>SBE - Celerity Himalia</u>	638	632	35	5.50%
<u>Little Lake City Elementary</u>	4,664	4,603	249	5.40%
<u>El Segundo Unified</u>	3,539	3,516	186	5.30%
<u>South Pasadena Unified</u>	5,072	4,884	260	5.30%
<u>Newhall</u>	6,866	6,780	345	5.10%
<u>Lowell Joint</u>	3,293	3,246	157	4.80%
<u>Temple City Unified</u>	6,024	5,967	285	4.80%
<u>Torrance Unified</u>	24,196	23,858	1,153	4.80%
<u>Manhattan Beach Unified</u>	6,746	6,676	310	4.60%
<u>Hermosa Beach City Elementary</u>	1,394	1,379	59	4.30%
<u>Arcadia Unified</u>	9,804	9,697	403	4.20%
<u>Walnut Valley Unified</u>	14,700	13,722	568	4.10%
<u>El Monte City</u>	8,729	8,573	345	4.00%
<u>Alhambra Unified</u>	17,485	17,210	666	3.90%
<u>La Canada Unified</u>	4,218	4,178	137	3.30%
<u>Los Nietos</u>	1,756	1,699	53	3.10%
<u>San Marino Unified</u>	3,138	3,106	87	2.80%
<u>SBE - New West Charter</u>	842	834	20	2.40%
<u>Rosemead Elementary</u>	2,559	2,535	33	1.30%

#### Truancy by School District (2015-2016)<sup>44</sup>

Name	Census Enrollment	Cumulative Enrollment	Truant Students	Truancy Rate (%)
SBE - Barack Obama Charter	315	318	249	78.3
Eastside Union Elementary	3,424	3,949	2,836	71.82
Centinela Valley Union High	7,682	10,908	6,695	61.38
Long Beach Unified	77,812	81,664	47,872	58.62
Los Angeles Unified	639,337	666,108	349,074	52.41
Charter Oak Unified	4,954	5,293	2,733	51.63
Keppel Union Elementary	2,627	2,958	1,515	51.22
Pasadena Unified	18,492	19,753	10,110	51.18
Antelope Valley Union High	24,127	27,603	14,078	51
Whittier City Elementary	6,091	6,538	3,309	50.61

<sup>44</sup> California Department of Education

Wilsona Elementary	1,307	1,541	723	46.92
Los Nietos	1,720	1,813	812	44.79
Sulphur Springs Union	5,383	5,756	2,454	42.63
Inglewood Unified	13,162	14,198	6,035	42.51
Lennox	6,913	7,175	3,031	42.24
Los Angeles County Office of Education	7,687	13,538	5,568	41.13
South Whittier Elementary	3,067	3,285	1,338	40.73
Paramount Unified	15,547	16,588	6,412	38.65
Castaic Union	2,354	2,461	943	38.32
Little Lake City Elementary	4,382	4,584	1,750	38.18
Lancaster Elementary	15,291	17,541	6,670	38.03
East Whittier City Elementary	8,891	9,320	3,465	37.18
Hawthorne	8,689	9,278	3,336	35.96
Westside Union Elementary	9,070	9,898	3,454	34.9
<b>California State-Wide Totals/Average</b>	<b>6,226,737</b>	<b>6,407,013</b>	<b>2,182,978</b>	<b>34.07</b>
Downey Unified	22,649	23,645	7,938	33.57
Rowland Unified	14,603	15,641	5,201	33.25
Palos Verdes Peninsula Unified	11,499	11,770	3,874	32.91
SBE - New West Charter	823	856	273	31.89
Santa Monica-Malibu Unified	11,249	11,581	3,550	30.65
Bassett Unified	3,789	4,053	1,195	29.48
Norwalk-La Mirada Unified	18,704	19,534	5,737	29.37
Mountain View Elementary	7,216	7,704	2,071	26.88
Pomona Unified	24,716	26,619	7,141	26.83
Glendale Unified	26,117	27,126	7,271	26.8
Monrovia Unified	5,838	6,100	1,632	26.75
Palmdale Elementary	22,006	25,043	6,687	26.7
Azusa Unified	8,900	9,419	2,506	26.61
Arcadia Unified	9,523	9,951	2,640	26.53
Bonita Unified	10,269	10,988	2,876	26.17
El Monte Union High	9,115	9,721	2,521	25.93
Baldwin Park Unified	18,407	29,367	7,365	25.08
Compton Unified	21,835	25,836	6,359	24.61
Claremont Unified	6,973	7,228	1,776	24.57
Manhattan Beach Unified	6,774	6,931	1,700	24.53
Duarte Unified	3,853	6,775	1,660	24.5
Montebello Unified	28,323	29,933	7,180	23.99
Whittier Union High	12,510	13,169	3,073	23.34
Bellflower Unified	12,678	13,487	3,096	22.96
Newhall	6,650	6,963	1,537	22.07
ABC Unified	20,863	21,707	4,580	21.1

Hacienda la Puente Unified	19,367	20,288	4,243	20.91
Culver City Unified	6,763	6,926	1,365	19.71
Burbank Unified	16,081	18,195	3,323	18.26
El Rancho Unified	8,866	9,491	1,683	17.73
Saugus Union	9,984	10,756	1,903	17.69
Lynwood Unified	14,830	15,707	2,663	16.95
El Monte City	8,709	9,255	1,562	16.88
Lowell Joint	3,185	3,355	556	16.57
Wiseburn Unified	4,129	4,255	684	16.08
Lawndale Elementary	6,192	6,474	1,040	16.06
Hermosa Beach City Elementary	1,430	1,465	212	14.47
William S. Hart Union High	27,155	30,369	4,363	14.37
Beverly Hills Unified	4,144	4,322	618	14.3
South Pasadena Unified	4,733	5,029	703	13.98
Redondo Beach Unified	9,529	9,781	1,315	13.44
Glendora Unified	7,607	8,090	903	11.16
Covina-Valley Unified	11,906	12,697	1,356	10.68
Rosemead Elementary	2,611	2,725	281	10.31
Walnut Valley Unified	14,468	14,853	1,462	9.84
Temple City Unified	5,893	6,131	585	9.54
Hughes-Elizabeth Lakes Union Elementary	39	219	20	9.13
SBE - Anahuacalmecac International University Preparatory of North America	368	388	34	8.76
San Gabriel Unified	6,430	8,720	716	8.21
SBE - The School of Arts and Enterprise	733	794	55	6.93
Valle Lindo Elementary	1,160	1,194	79	6.62
Las Virgenes Unified	11,374	11,788	721	6.12
Alhambra Unified	17,301	18,078	1,097	6.07
SBE - Academia Avance Charter	437	449	27	6.01
West Covina Unified	13,712	15,398	879	5.71
Torrance Unified	23,885	25,141	1,410	5.61
Acton-Agua Dulce Unified	7,475	11,965	620	5.18
Garvey Elementary	4,890	5,522	274	4.96
San Marino Unified	3,136	3,196	107	3.35
El Segundo Unified	3,471	3,551	71	2
La Canada Unified	4,093	4,174	66	1.58
SBE - Lifeline Education Charter	581	618	6	0.97
Gorman Elementary	2,339	2,791	6	0.21

