



***Proposed Systemic Reform Plan for the
Los Angeles County Probation Department***

Synthesis of Recommendations in the areas of:

- | | | | |
|-----------------------------------|---|--------------------------------------|---------------------------------------|
| a) Organizational Structure | b) Community Partnerships
& Service Delivery | c) Juvenile Facilities | d) Data and Information
Technology |
| e) Mission, Vision, and
Values | f) Juvenile Outcomes | g) Staffing, Hiring, and
Training | h) Structured Decision-
Making |

Submitted to the Los Angeles County Board of Supervisors

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**The PRIT appointees have collaborated as a full team over the past year to synthesize hundreds of recommendations and served as leads for the distinct areas, above. During the final step to consolidate the diverse perspectives into one plan, the Supervisorial appointees voted 4 to 1 in favor of this final synthesis, with the 5th District appointee registering a dissenting vote. We thank all of the PRIT members, the Probation Dept, County Counsel, and CEO for their participation on the PRIT and contributions to the attached templates with the elements requested by the Board of Supervisors.*

August 9, 2019

ORGANIZATIONAL STRUCTURE

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Re-organize into to an agency model with centralized administrative functions that support separate, juvenile, and adult operations</p>	<p><i>(The PRIT recommends the BOS move juvenile services out of the Probation Dept. Should the Board not move to do that, the PRIT recommends these deadlines and accompanying text)</i></p>	<ul style="list-style-type: none"> • The Department will have re-organized all client service operations under separate juvenile and adult divisions with centralized administrative functions (July 2020) • The Department will have created specialized trainings and approaches within both adult and juvenile divisions (September 2020) • The Department will have created and implemented a specialized Transitional Age Youth (TAY) unit in both the juvenile and adult divisions to serve clients aged 18-25 years old (September 2020) • The Department will have established and implemented specialized training in specific developmental needs and age-specific intervention for officers whom work with youth and TAY clients (September 2020) • The Department will have eliminated the use of the “district model” (September 2020) 	<ul style="list-style-type: none"> • All line staff will have a chain of command all the way up to Chief Deputy Probation Officer that is within either Adult of Juvenile Operations • Specialized trainings completed and 85% of all staff have completed training as evidenced by sign-in sheets and/or attendance log in Learning Management System (LMS) • TAY Unit formally established with POs and supervisors where TAY POs only have 18-25 year olds on their case loads • All field offices either serve only adult clients or juvenile clients and have only adult probation staff or juvenile probation staff 	<ul style="list-style-type: none"> • Reorganization of field offices into an “agency model” from a “district model” measured with data • Specialized trainings on positive youth development, adolescent brain development, transition age youth, and other topics that reflect the needs of the population under supervision, provided to juvenile and TAY field officers measured with data • Specialized trainings provided to adult field officers measured with data • Reassigning officers based on populations of clients in each region measured with data

ORGANIZATIONAL STRUCTURE

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
		<ul style="list-style-type: none"> The Department will have organized all juvenile field services and adult field services separately into regional offices (July 2020) The Department will have reassigned all officers and fiscal resources based on client populations in each region (September 2020) 		
Authority over operations and administration must be connected	July 2020	The Department will have realigned staff into an agency model	<i>Metrics same as above recommendation</i>	Reorganization of field offices into an “agency model” from a “district model” measured with data
Re-assign human and fiscal resources to region based client populations	July 2020	<ul style="list-style-type: none"> The Department will have re-organized all client service operations under separate juvenile and adult divisions with centralized administrative functions The Department will have eliminated the use of the “district model” The Department will have reassigned all offices and fiscal resources based on client populations in each region 	<p><i>Metrics same as above recommendation – in addition to:</i></p> <p>Separate position descriptions and separate formal business unit positions create for adult and juvenile probation officers.</p>	Reassigning officers based on populations of clients in each region measured with data
Establish a data and research unit, create a recruitment unit within Human Resources and	December 2020	<ul style="list-style-type: none"> The Department will have established an internal 	<ul style="list-style-type: none"> REU position descriptions finalized REU FTEs in the org structure and funded 	<ul style="list-style-type: none"> Make data driven decisions about budget allocation and

ORGANIZATIONAL STRUCTURE

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
integrate and centralize fiscal functions		<p>Research and Evaluation Unit (REU)</p> <ul style="list-style-type: none"> • The Department will have identified and assigned a minimum of 10-15 employees to the REU (September 2020) • The Department will have aligned the Department's data collection and reporting processes to research and evaluation need (September 2020) • The Department will have upgraded their ISB-developed data systems, purchased new data systems, and engaged in public-private partnerships to develop new data systems (Dec 2020) 	<ul style="list-style-type: none"> • 10-15 REU FTEs approved and funded • The Department has a new data-management system being utilized by staff and used to assess data by REU staff. • REU publishes regular data reports from the new data-management system 	<p>organizational structures measured with data</p> <ul style="list-style-type: none"> • Make data driven changes in practices in order to help promote positive organizational and client-level outcomes measured with data • Improve the Departments efficiency by use of data and measured with data • Department staff are adhering to the tools and not over-supervising or over-incarcerating youth measured with data
Invest in improved data collection systems and processes	December 2020	The Department will have invested in updated data/IT systems that can simplify the process of data extraction and provide real-time data via dashboards to assess key performance indicators on an ongoing basis	<ul style="list-style-type: none"> • The Department has a new data-management system being utilized by staff and used to assess data by REU staff • REU publishes regular data reports from the new data-management system, including regular dashboard reports on KPIs 	<ul style="list-style-type: none"> • Make data driven decisions about budget allocation and organizational structures measured with data • Make data driven changes in practices in order to help promote positive organizational and client-level outcomes measured with data • Improve the Departments efficiency by use of data and measured with data

ORGANIZATIONAL STRUCTURE

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
				<ul style="list-style-type: none"> • Department staff are adhering to the tools and not over-supervising or over-incarcerating youth measured with data
<p>Centralize and strengthen administrative operations support service delivery by (a) establishing a data and research unit with human resources and integrate and centralize fiscal functions (b) investing in improved data collection systems and processes</p>	December 2020	<ul style="list-style-type: none"> • The Department will have established an internal Research and Evaluation Unit (REU) • The Department will have identified and assigned a minimum of 10-15 employees to the REU • The Department will have aligned the Department’s data collection and reporting processes to research and evaluation needs • The Department will have upgraded their ISB-developed data systems, purchased new data systems, and engaged in public-private partnerships to develop new data systems • The Department will have invested in updated data/IT systems that can simplify the process of data extraction and provide real-time data via dashboards to assess key 	<p><i>Metrics for this recommendation covered by metrics in previous above recommendations</i></p>	<ul style="list-style-type: none"> • Make data driven decisions about budget allocation and organizational structures measured with data • Make data driven changes in practices in order to help promote positive organizational and client-level outcomes measured with data • Improve the Departments efficiency by use of data and measured with data • Department staff are adhering to the tools and not over-supervising or over-incarcerating youth measured with data

ORGANIZATIONAL STRUCTURE

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
		performance indicators on an ongoing basis		

COMMUNITY PARTNERSHIPS and SERVICE DELIVERY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
Facilitate a planning process that engages residents and institutions in communities with large numbers of probation clients, in order to align the local service delivery system with the needs and resources in the communities. This includes site design and service delivery.	Winter 2019	<ul style="list-style-type: none"> • Improved dialogue between the Department and communities with large numbers of probation client • More accurate mapping of community needs and existing resources • Improved site design of probation field offices • Improved site design of probation field offices • Improved and expanded service delivery 	<ul style="list-style-type: none"> • Assign planning committee to engage community with the Department and the Department's clients • Create a committee to map community resources 	Community stakeholders report increase trust with the Department and Probation Officers report increased trust with CBO providers
Expand and improve community service via a planning process that works with residents and institutions in areas with large numbers of probation clients	Winter 2019	<ul style="list-style-type: none"> • Improved dialogue between the Department and communities with large numbers of probation clients • More accurate mapping of community needs and existing resources • Improved and expanded service delivery 	<ul style="list-style-type: none"> • Assign planning committee to engage community with the Department and the Department's clients • Create a committee to map community resources • Create service contracts with new CBO providers • Expand contracts for client services with existing CBOs 	<ul style="list-style-type: none"> • Community stakeholders report increased trust with the Department and Probation Officers report increased trust with CBO providers • Increase in the number of CBOs with service agreements • Increase in the number of CBO contracts and services

COMMUNITY PARTNERSHIPS and SERVICE DELIVERY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Increase the department's ability to contract with local organizations by providing training and technical assistance to CBOs who serve the client population and establish a community capacity building fund</p>	<p align="center">Spring 2020</p>	<ul style="list-style-type: none"> • Increase in the number of CBO's contracted to provide services to Probation clients • Increased trust between service-providing CBO's and the Department 	<ul style="list-style-type: none"> • Development and implementation of training and technical assistance curriculum designed to support CBOs in contracting with the Department • Establishment of dedicated community capacity building fund 	<p>Increase in the number of CBOs contracted to provide services to Probation clients</p>
<p>Continue to expand efforts to disperse service agreements via Master Service Agreements and partnerships</p>	<p align="center">Ongoing</p>	<ul style="list-style-type: none"> • Increase efficiency in contracting with CBO service providers 	<p>Expansion of services</p>	<ul style="list-style-type: none"> • Increase in the number of CBO's qualified for master service agreements • Increase in the number of CBO contracts executed via master service agreement • Increased efficiency and speed for disbursing funds to CBO partners

COMMUNITY PARTNERSHIPS and SERVICE DELIVERY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Develop community-oriented probation field offices akin to NeON in New York</p>	<p>Spring 2021</p>	<ul style="list-style-type: none"> • Identification of the best geographic locations within each region, based on probation population density, transportation opportunities and consultation with community stakeholders. • Facilitation of a community planning process for site design, service planning with client’s families, community-based organizations, faith-based organizations, local business, merchants, and schools. • Renovation of existing field offices to create community-oriented probation offices that reflect input of the community and the Department’s commitment to rehabilitation. • Co-location of neighborhood-based probation sites at other CBOs, non-profit, or community centers and train staff to work alongside community partners. 	<ul style="list-style-type: none"> • Establishment of geographically appropriate locations for Probation field offices based on probation population, transportation resources and community input • Redesigned and renovated Probation field offices that are community-oriented 	<ul style="list-style-type: none"> • Greater satisfaction of probation clients and staff • Greater rate of service referral and reduced time between referral and service access • Physical redesign of Probation field offices

COMMUNITY PARTNERSHIPS and SERVICE DELIVERY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Identify the best geographic locations within each region, based on probation population density, transportation opportunities and consultation with community stakeholders</p>	<p>Spring 2020</p>	<p>Identification of the best geographic locations within each region, based on probation population density, transportation opportunities and consultation with community stakeholders.</p>	<ul style="list-style-type: none"> • Produce an updated and accurate map of the probation population by zip code in each Service Planning Area • Engage transportation agencies and community members to produce a map with all major transportation hubs and stops in each Service Planning Area • Produce a map with non-profit organizations providing services to probation clients in each Service Planning Area • Establish geographically-appropriate locations for Probation field offices based on 	<p>Greater satisfaction of probation clients and staff</p>

COMMUNITY PARTNERSHIPS and SERVICE DELIVERY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
			probation population, transportation resources and community input	
Facilitate a community planning process for site design, service planning with client’s families, community-based organizations, faith-based organizations, local business, merchants, and schools	Winter 2019	Facilitation of a community planning process for site design, service planning with client’s families, community-based organizations, faith-based organizations, local business, merchants, and schools.	<ul style="list-style-type: none"> • Establishment of geographically appropriate locations for Probation field offices based on probation population, transportation resources and community input • Redesigned and renovated Probation field offices that are community-oriented 	Greater satisfaction of probation clients and staff

COMMUNITY PARTNERSHIPS and SERVICE DELIVERY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
Renovate existing field offices to create community-oriented probation offices that reflect input of the community and the Department's commitment to rehabilitation	Winter 2020	Renovation of existing field offices to create community-oriented probation offices that reflect input of the community and the Department's commitment to rehabilitation.	<ul style="list-style-type: none"> • Establishment of geographically appropriate locations for Probation field offices based on probation population, transportation resources and community input • Redesigned and renovated Probation field offices that are community-oriented 	<ul style="list-style-type: none"> • Greater satisfaction of probation clients and staff • Greater rate of service referral and reduced time between referral and service access • Physical redesign of Probation field offices
Co--locate neighborhood-based probation sites at other CBOs, non-profit, or community centers and train staff to work alongside community partners	Spring 2020	Co-location of neighborhood-based probation sites at other CBOs, non-profit, or community centers and train staff to work alongside community partners.	<ul style="list-style-type: none"> • Establishment of geographically appropriate locations for Probation field offices based on probation population, transportation resources and community input • Redesigned and renovated Probation field offices that are community-oriented 	<ul style="list-style-type: none"> • Greater satisfaction of probation clients and staff • Greater rate of service referral and reduced time between referral and service access • Physical redesign of Probation field offices
Redefine the job of both juvenile and adult probation officers so that their main responsibility is to directly connect clients	January 2020	<ul style="list-style-type: none"> • Alignment with best practices of model jurisdictions • Train staff to focus on service delivery instead of compliance 	<ul style="list-style-type: none"> • Redefine job descriptions for juvenile and adult field probation officers • Delivery of training to juvenile and adult 	<ul style="list-style-type: none"> • Greater satisfaction of probation clients and staff • Greater rate of service referral and reduced time between referral and service access

COMMUNITY PARTNERSHIPS and SERVICE DELIVERY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
			probation officers on client services	
Expand AB 109 service access to adults	Ongoing	Expanded service delivery and alignment with best practices of model jurisdictions where AB 109 funds are used to provide services for a wider range of individuals than those who are part of statutorily defined AB 109 populations	New Probation policies facilitating the expansion of services funded by AB 109 funds beyond the AB 109 population	Increased breadth and depth of services available to all adult probation clients
Prioritize juvenile and adult probation officers main responsibility, to directly connect clients to needed services, supports and opportunities supporting positive change	Spring 2020	Probation officers will be responsible not only for providing referrals, but for connecting clients directly to services (as reflected in job descriptions)	Increase in the number of probation clients accessing available and appropriate services, supports and opportunities	Youth and adults report receiving appropriate and effective connection to services, supports and opportunities

JUVENILE FACILITIES

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
Continue making progress toward aligning the department’s approach to juvenile facilities with established best practices by shutting down older facilities and replacing them with small home-like locations within communities where most of the probation population lives; based on a rehabilitative model.	Ongoing <i>(The PRIT recommends the BOS move juvenile services out of the Probation Dept. These deadlines and the accompanying text are provided only to fulfill the BOS original request of the PRIT and in case the BOS chooses not to adopt our recommendation).</i>	<ul style="list-style-type: none"> • Facilities will no longer have prison like features • Will have made facilities conducive to rehabilitation • Family engagement will have been increased • Facilities will have been made safer for staff and youth • Facilities will have reduced trauma for youth in custody and promoted positive youth development 	<ul style="list-style-type: none"> • Facilities will be redesigned to eliminate prison like features • Family engagement services will have been studied and increased • Staff will have been trained in trauma-informed care 	<ul style="list-style-type: none"> • Reduction in recidivism measured with data • Reduction in youth’s risk level measured with data • Reduction in violent incidents in the facilities measured with data • Increase in employee moral measured by survey • Decrease in unfilled positions in the department measured with data • Increase in employee retention rates measured with data
Invest in renovations to improve current conditions of existing camps	Immediately <i>(The PRIT recommends that all juvenile facilities be closed by 2025 and that funding to ‘improve’ them be redirected to community-based settings. See above).</i>	<ul style="list-style-type: none"> • Facilities will no longer have prison like features • Will have made facilities conducive to rehabilitation • Family engagement will have been increased • Facilities will have been made safer for staff and youth 	Budget revised to invest on facility redesign	<ul style="list-style-type: none"> • Reduction in recidivism measured with data • Reduction in youth’s risk level measured with data • Reduction in violent incidents in the facilities measured with data • Increase in employee moral measured by survey

JUVENILE FACILITIES

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
		<ul style="list-style-type: none"> • Facilities will have reduced trauma for youth in custody and promoted positive youth development 		<ul style="list-style-type: none"> • Decrease in unfilled positions in the department measured with data
<p>Focus on shutting down older facilities and replacing them with smaller ones that are closer to neighborhoods where most youth probationers live.</p>	<p style="text-align: center;">Summer 2025</p> <p style="text-align: center;"><i>(The PRIT recommends that all juvenile facilities be closed by 2025 and that funding to ‘improve’ them be redirected instead to community-based settings. See above).</i></p>	<ul style="list-style-type: none"> • Facilities will no longer have prison like features • Will have made facilities conducive to rehabilitation • Family engagement will have been increased • Facilities will have been made safer for staff and youth • Facilities will have reduced trauma for youth in custody and promoted positive youth development 	<ul style="list-style-type: none"> • Survey/Study assessment of geographic location where clients live completed • Design of new facilities that provide home-like features completed • Groundbreaking on new home-like facilities 	<ul style="list-style-type: none"> • Reduction in recidivism measured with data • Reduction in youth’s risk level measured with data • Reduction in violent incidents in the facilities measured with data • Increase in employee moral measured by survey • Decrease in unfilled positions in the department measured with data • Increase in employee retention rates measured with data
<p>Work with CEO to completely overhaul Central Juvenile Hall</p>	<p style="text-align: center;"><i>(The PRIT recommends shutting down juvenile hall by July 2020 and that it be permanently closed and repurposed</i></p>	<ul style="list-style-type: none"> • Facilities will no longer have prison like features • Will have made facilities conducive to rehabilitation 	<p>CEO will meet with the Department and plan overhaul of Central Juvenile Hall</p>	<ul style="list-style-type: none"> • Reduction in recidivism measured with data • Reduction in violent incidents in the facilities measured with data

JUVENILE FACILITIES

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
	<i>for other uses identified by the community. See above).</i>	<ul style="list-style-type: none"> • Facilities will have been made safer for staff and youth • Facilities will have reduced trauma for youth in custody and promoted positive youth development 		<ul style="list-style-type: none"> • Increase in employee moral measured by survey • Decrease in unfilled positions in the department measured with data • Increase in employee retention rates measured with data
Continue to reduce the number of youth that are placed in facilities and develop alternatives set in communities including smaller rehab-based home models.	Immediately	<ul style="list-style-type: none"> • Will have created a therapeutic environment that promotes positive youth development • Criminogenic effect of facilities will have been reduced • Psychological harm to youth will have been reduced • Youth's needs will have been better met • Youth success will have been promoted 	<ul style="list-style-type: none"> • Revised requirements for in custody placement will be revised • New contracts with community-based providers will be signed • Department clients will be referred to out of custody smaller rehab-based home models 	<ul style="list-style-type: none"> • Reduction in recidivism measured with data • Reduction in youth's risk/needs level measured with data • Increased family engagement measured with data and surveys • Increased youth success measured with data on goals met in case plans

JUVENILE FACILITIES

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Work with the CEOs Master planning unit to completely overhaul Central JH by: a. shutting down sections unfit for housing young people or temporarily close CJH. b. Temporarily transferring youth to another facility such as Barry J Nidorf and Los Padrinos, while CJH is completely renovated. c. Renovate the facility to create a humane and therapeutic environment.</p>	<p>Immediately</p> <p><i>(The PRIT recommends that all youth be removed from juvenile hall to more humane settings as soon as possible. See above).</i></p>	<ul style="list-style-type: none"> • Facilities will no longer have prison like features • Will have made facilities conducive to rehabilitation • Facilities will have been made safer for staff and youth • Facilities will have reduced trauma for youth in custody and promoted positive youth development 	<ul style="list-style-type: none"> • CEO/CEO's Master Planning Unit will meet with the Department and plan overhaul of Central Juvenile Hall • Unfit sections for housing in Central Juvenile Hall have been shut down and renovated • All renovations at Central Juvenile Hall are designed and constructed to reflect a humane and therapeutic environment 	<ul style="list-style-type: none"> • Reduction in recidivism measured with data • Reduction in violent incidents in the facilities measured with data • Increase in employee moral measured by survey • Decrease in unfilled positions in the department measured with data • Increase in employee retention rates measured with data
<p>Improve juvenile programming services and education inside JH (a.) transition each remaining hall into a small, home-like campus that has education and rehab as its focus, modeling after Missouri successful juvenile system (b.) strengthen incentive-based behavior management systems for youth and reward facility managers and unit supervisors who can reduce critical</p>	<p>Ongoing – Summer 2021</p> <p><i>(The PRIT recommends that all juvenile facilities be closed by 2025 and that funding to 'improve' them be redirected instead to community-based settings. We believe these services should be delivered at the neighborhood level. See above).</i></p>	<ul style="list-style-type: none"> • Youth's educational needs will have been identified and met • Youth will have been placed in proper courses, based on individual needs • Math and English coursework will have been calibrated to the youth's proper need • An encouraging environment for youth will have been created 	<ul style="list-style-type: none"> • Increase contracts with service providers inside Juvenile Halls to provide robust services • Facilities will be redesigned to eliminate prison like features • Budget revised to invest on facility redesign • CEO/CEO's Master Planning Unit will meet with the Department and plan overhaul remaining Juvenile Halls in the county 	<ul style="list-style-type: none"> • Increased literacy and math abilities measured with data • Increased school attendance and youth performance in school measured with data • Reduced recidivism measured with data • Increased employee morale measured by survey

JUVENILE FACILITIES

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
incidents and increase school attendance.		<ul style="list-style-type: none"> • Youth’s literacy skills will have been increased • Positive behavior by youth will have been reinforced • Safety for staff and youth will have been increased • Equitable system of rewards for supervisors will have been created 	<ul style="list-style-type: none"> • A system of rewards for supervisors that reduce critical incidents and increase school attendance will be designated and implemented 	

DATA/INFORMATION TECHNOLOGY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
Invest in an improved data collection/ IT system and processes and identify staff for a research and evaluation unit	September 2020	<ul style="list-style-type: none"> • The Department will have established an internal Research and Evaluation Unit (REU) • The Department will have identified and assigned a minimum of 10-15 employees to the REU • The Department will have aligned the Department’s data collection and reporting processes to research and evaluation needs • The Department will have established a local inter-university consortium to support ongoing research efforts • The Department will have invested in updated data/IT systems that can simplify the process of data extraction and provide real-time data via dashboards to assess key performance indicators on an ongoing basis • The Department will have upgraded their ISB-developed data systems and engaged in public-private partnerships to 	<ul style="list-style-type: none"> • REU position descriptions finalized • REU FTEs in the org structure and funded • 10-15 REU FTEs approved and funded • The Department has a new data-management system being utilized by staff and used to assess data by REU staff • REU publishes regular data reports from the new data-management system. • The Department has a new data-management system being utilized by staff and used to assess data by REU staff • REU publishes regular data reports from the new data-management system, including regular dashboard reports on KPIs 	<ul style="list-style-type: none"> • Measure staff performance driven by data and measured with data • Make data driven decisions about budget allocation and organizational structures measured with data • Make data driven changes in practices in order to help promote positive organizational and client-level outcomes measured with data • Improve the Departments efficiency by use of data and measured with data • Department staff are adhering to data tools and not over-supervising or over-incarcerating youth measured with data

DATA/INFORMATION TECHNOLOGY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
		develop new data collection systems		
<p>Prioritize investments in IT and data systems that can simplify the process of data extraction and provide real-time data via dashboards to assess key performance indicators in an ongoing process: a. invest in upgrading ISB-developed data systems, purchasing new data systems and engaging in public-private partnerships to develop new data systems b. examine what other counties LA s and states are doing in relationship to partnering with large private sector companies to meet the IT ad real-time data needs</p>	<p>September 2020</p>	<ul style="list-style-type: none"> • The Department will have aligned the Department’s data collection and reporting processes to research and evaluation needs • The Department will have established a local inter-university consortium to support ongoing research efforts • The Department will have invested in updated data/IT systems that can simplify the process of data extraction and provide real-time data via dashboards to assess key performance indicators on an ongoing basis • The Department will have upgraded their ISB-developed data systems, purchased new data systems, and engaged in public-private partnerships to develop new data systems 	<p><i>In addition to above metrics:</i></p> <p>The Department has an executed MOU with a University or research institution partner to support research</p>	<ul style="list-style-type: none"> • Make data driven decisions about budget allocation and organizational structures measured with data • Make data driven changes in practices in order to help promote positive organizational and client-level outcomes measured with data • Improve the Departments efficiency by use of data and measured with data • Department staff are adhering to the tools and not over-supervising or over-incarcerating youth measured with data • Existence of robust extractable and linked data from the Department measured with data

DATA/INFORMATION TECHNOLOGY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Establish an internal research evaluation (REU) unit, 10-15 staff that can: 1. work with operations to define the research, evaluation and reporting needs 2. work with ISB to ensure data systems and reporting, align with the needs 3. establish data collection processes and quality assurance (QA) processes 4. work with outside researchers, including contracted researchers and a local IUC to analyze program, unit and system data based on research and evaluation</p>	<p>September 2020</p>	<ul style="list-style-type: none"> • The Department will have established an internal Research and Evaluation Unit (REU) • The Department will have identified and assigned a minimum of 10-15 employees to the REU • The Department will have aligned the Department’s data collection and reporting processes to research and evaluation needs • The Department will have established a local inter-university consortium to support ongoing research efforts • The Department will have invested in updated data/IT systems that can simplify the process of data extraction and provide real-time data via dashboards to assess key performance indicators on an ongoing basis • The Department will have upgraded their ISB-developed data systems, purchased new data systems, and engaged in public-private partnerships to develop new data systems 	<p><i>Metrics in the first Recommendation cover this section</i></p>	<ul style="list-style-type: none"> • Measure staff performance driven by data and measured with data • Make data driven decisions about budget allocation and organizational structures measured with data • Make data driven changes to practices in order to help promote positive organizational and client-level outcomes measured with data • Improve the Departments efficiency by use of data and measured with data • Department reduction in gaps and redundancies in existing data reports and data fields measured with data • Redesigned Department policies and protocols for data collection measured with data • The Department will have universal data dictionary to ensure consistent use of terminology and coding

DATA/INFORMATION TECHNOLOGY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
		<ul style="list-style-type: none"> • The Department will have compared both existing data fields and existing data reports to Department needs in order to identify gaps and redundancies and develop a plan to address both • The Department will have developed a universal data dictionary to ensure consistent use of terminology and coding 		
<p>Align data collection reporting and processes with research needs 1. Assess current data collection and analysis systems by inventory all data systems, assess the quality of data entry and inventory current reports produced by ISB 2. Identify unit-specific and department-wide and research needs by working with executive management to establish department-level evaluation questions; work with each unit and division to establish evaluation questions and data needs and identify metrics for</p>	<p>September 2020</p>	<ul style="list-style-type: none"> • The Department will have aligned the Department’s data collection and reporting processes to research and evaluation needs • The Department will have invested in updated data/IT systems that can simplify the process of data extraction and provide real-time data via dashboards to assess key performance indicators on an ongoing basis • The Department will have upgraded their ISB-developed data systems, purchased new data systems, and engaged in 	<p>The Department</p> <p><i>In addition to above metrics:</i></p> <ul style="list-style-type: none"> • The Department completes an internal report on data gaps and redundancies and have identified solutions. • The Department publishes an internal data dictionary that clarifies the use of terminology and coding • The Department codifies data collection procedures in the issuing of official policies. 	<ul style="list-style-type: none"> • Measure staff performance driven by data and measured with data • Make data driven decisions about budget allocation and organizational structures measured with data • Make data driven changes in practices in order to help promote positive organizational and client-level outcomes measured with data • Improve the Departments efficiency by use of data and measured with data • Department reduction in gaps and redundancies in existing data reports and data fields measured with data • Redesigned Department policies and protocols for data collection measured with data

DATA/INFORMATION TECHNOLOGY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>nit-specific and department-wide evaluation and data needs</p>		<p>public-private partnerships to develop new data systems</p> <ul style="list-style-type: none"> • The Department will have compared both existing data fields and existing data reports to Department needs in order to identify gaps and redundancies and develop a plan to address both • The Department will have developed a universal data dictionary to ensure consistent use of terminology and coding • The Department will have developed policies and protocols for data collection 		<ul style="list-style-type: none"> • The Department’s use of new policies and protocols for data collection measured with data
<p>Establish an IUC to support the departments research needs, the REU in partnership with executive</p>	<p>November 2020</p>	<ul style="list-style-type: none"> • The Department will have identified funding to support the initial development of an inter-university consortium (IUC) • The Department will have convened representatives from area universities with criminal/juvenile justice research centers • The convened group will have identified a lead university, based on knowledge and capacity; 	<ul style="list-style-type: none"> • Funding is budgeted and earmarked for an institutional partner to support the research needs of the new REU. • An MOU or contract between the Department and a university or institutional partner is executed • The university or institution partner is performing 	<ul style="list-style-type: none"> • Make data driven changes in practices in order to help promote positive organizational and client-level outcomes measured with data • Improve the Departments efficiency by use of data and measured with data • Redesigned Department policies and protocols for data collection measured with data • The Department’s use of new policies and protocols for data collection measured with data

DATA/INFORMATION TECHNOLOGY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
		establish a governance structure; and identify projects and research needs for which the IUC can partner with the Department <ul style="list-style-type: none"> • The Department will have developed an IUC for research • IUC will have analyzed program, unit, and system data based on the Department’s research and evaluation needs • IUC will be engaged in ongoing research efforts on the Department’s behalf 	research on behalf of the Department.	
Clearly define and consistently measure and report a list of clearly defined key outcomes (e.g., dashboard outcomes)	September 2020	<ul style="list-style-type: none"> • The Department will have identified all meaningful outcomes for program’s impacts and effectiveness • The Department will have required programs to report meaningful outcomes of participants in programs • The Department will have collected meaningful outcomes from programs • The Department will have created a dashboard for client’s successes and meaningful outcomes 	<ul style="list-style-type: none"> • The Depart publishes publicly a list of measurable goals and objectives for each division of the Dept. • The Dept. issues a public template of the data dashboard that will be published regularly 	<ul style="list-style-type: none"> • The Department’s use of a new dashboard created using data on key outcomes measured with data • The Department’s tracking of data requirements from programs measured with data

DATA/INFORMATION TECHNOLOGY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Conduct full-scale evaluations of the various programs and services provided to Probation clients as part of the research, practice and policy feedback loop</p>	<p>December 2020</p>	<ul style="list-style-type: none"> • The Department will have identified all meaningful outcomes for program and services impacts and effectiveness • The Department will have required programs and services to report meaningful outcomes of participants in programs and services • The Department will have collected meaningful outcomes from programs and services • The Department will have assessed the impact of policies, practices, and programs • The Department will have eliminated unsuccessful policies, practices, programs, and services based on data decisions and meaningful outcomes 	<ul style="list-style-type: none"> • The Department conducts and publishes outcome evaluations of programs provided to youth and adults on probation 	<ul style="list-style-type: none"> • Make data driven decisions about budget allocation and organizational structures measured with data • Make data driven changes in practices in order to help promote positive organizational and client-level outcomes measured with data • Improve the Departments efficiency by use of data and measured with data • The Department's use of effective services as measured by data • The Department's tracking of client successes and meaningful outcomes with data measured by data
<p>Collaborate with external researchers and evaluators to develop and implement a research agenda and generate a regular data reporting plan</p>	<p>November 2020</p>	<ul style="list-style-type: none"> • The Department will have convened representatives from area universities with criminal/juvenile justice research centers 	<ul style="list-style-type: none"> • The Depart publishes publicly a list of measurable goals and objectives for each division of the Dept. • The Dept. issues a public template of the data dashboard that will be 	<ul style="list-style-type: none"> • Make data driven decisions about budget allocation and organizational structures measured with data • Make data driven changes in practices in order to help promote positive organizational and client-level outcomes measured with data

DATA/INFORMATION TECHNOLOGY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
		<ul style="list-style-type: none"> • The convened group will have identified a research agenda and regular data reporting plan • The convened group will have identified a lead research organization to develop and train Department staff on use of data reporting plan 	published regularly and announces the regular intervals of data dashboard to be released.	<ul style="list-style-type: none"> • Improve the Departments efficiency by use of data and measured with data • Department reduction in gaps and redundancies in existing data reports and data fields measured with data • Redesigned Department policies and protocols for data collection measured with data
<p>Probation's data system should be a dynamic, flexible, and adaptable web-based platform that interfaces with other systems and supports direct data entry by community-based providers serving Probation-involved youth</p>	September 2020	<p>The Departments' data system will be dynamic flexible and adaptable to a web-based platform.</p>	<p>The Department launches a new data-management system that is web-based and allows for input by CBOs contracted by the Department.</p>	
<p>Data system should be centralized around the use of a validated risk and needs tool that drives the development of case plans and youth goals</p>	November 2020	<ul style="list-style-type: none"> • The Department will have implemented a validated risk and needs assessment tool • The Department will have linked validated needs and assessment tool to database to create individualized case plans for clients based on their unique needs and risks 	<ul style="list-style-type: none"> • The Department implements new or updated risk assessments for juvenile detention, juvenile supervision, and adult supervision • The Department implements a policy that detention decisions and community supervision 	<ul style="list-style-type: none"> • Make data driven decisions about case management measured with data • Measure staff performance driven by data and measured with data

DATA/INFORMATION TECHNOLOGY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
		<p>The Department will have trained all relevant staff on use of validated needs and assessment tool and database to produce data driven case plans</p>	<p>levels are driven by the new risk assessments.</p>	
<p>Data system should provide access to a referral system and house a database of services available for Probation-involved youth with the type of services offered, the service areas served, the population served (including risk assessment levels and exclusionary criteria), etc., and align with the youth's case plan</p>	<p>November 2020</p>	<ul style="list-style-type: none"> • The Department will have cataloged all available services through the referral services process with the program's requirements and specific services and exclusion criteria in a linked database with case management/data collection system • Department personnel will have been trained in the linked database with case management/data collection system • Department personnel will use a linked database with case management/data collection system to make program and service referrals 	<ul style="list-style-type: none"> • The Department issues a resource list of all services available to youth and adults on probation. • The Department incorporates the resource list into the new data management system 	<ul style="list-style-type: none"> • Increase in clients receiving appropriate services measured with data • Reduction in youth's risk level driven by data and measured with data • Make data driven decisions about case management measured with data • Client linkage to appropriate programs and services based on risk assessment levels

DATA/INFORMATION TECHNOLOGY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Data system should produce regular reports (e.g., daily, monthly, etc.) to guide meaningful oversight and supervision of case management and be used to develop a regular real-time feedback loop to impact practice</p>	<p>September 2020</p>	<ul style="list-style-type: none"> • The Department will have aligned the Department’s data collection and reporting processes to research and evaluation needs • The Department will have invested in updated data/IT systems that can simplify the process of data extraction and provide real-time data via dashboards to assess key performance indicators on an ongoing basis • The Department will have trained all staff on use of data collection systems • The Department will have compared both existing data fields and existing data reports to Department needs in order to identify gaps and redundancies and develop a plan to address both 	<p>The Dept. issues a public template of the data dashboard that will be published regularly and announces the regular intervals of data dashboard to be released.</p>	<ul style="list-style-type: none"> • Make data driven changes in practices in order to help promote positive organizational and client-level outcomes measured with data • Improve the Departments efficiency by use of data and measured with data • Department staff are adhering to the tools and not over-supervising or over-incarcerating youth measured with data • Department reduction in gaps and redundancies in existing data reports and data fields measured with data

DATA/INFORMATION TECHNOLOGY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Data should be reported on a regular basis and presented in a way that compares the current time period to earlier time periods to identify patterns of change over time</p>	<p>September 2020</p>	<ul style="list-style-type: none"> • The Department will have aligned the Department’s data collection and reporting processes to research and evaluation needs • The Department will have invested in updated data/IT systems that can simplify the process of data extraction and provide real-time data via dashboards to assess key performance indicators on an ongoing basis • The Department will have trained all staff on use of data collection systems • The Department will have compared both existing data fields and existing data reports to Department needs in order to identify gaps and redundancies and develop a plan to address both • The Department will have compared current time period to earlier time periods and have identified patterns of change and the changes cause 	<p>The Department’s data dashboard that will be published on a regular scheduled per above metrics, will include current time period data and data from the same category from earlier time periods, which could be previous year and previous quarter</p>	<ul style="list-style-type: none"> • Make data driven changes in practices in order to help promote positive organizational and client-level outcomes measured with data • Improve the Departments efficiency by use of data and measured with data • Department staff are adhering to the tools and not over-supervising or over-incarcerating youth measured with data • Department reduction in gaps and redundancies in existing data reports and data fields measured with data

DATA/INFORMATION TECHNOLOGY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Data should include demographics (i.e., gender, race/ethnicity, age, zip code) to understand and identify disproportionate minority contact and specific patterns related to gender.</p>	<p>December 2020</p>	<ul style="list-style-type: none"> • The Department will have recorded data on race/ethnicity, age, and zip code for every client • The Department will have created a geographic map to represent the information collected above 	<p>Dept. produces an annual report card on specific patterns related to gender and race and ethnicity, to determine if there are existing disparities in decisions regarding placement, risk level, service provision, or violations of probation that led to detention/incarceration</p>	<p>Reduction/elimination of racial/ethnic and gender disparities in violations and out of home placements measured with data</p>
<p>Probation Research and Evaluation Unit should develop a web-based system that allows for real time report generation on a wide range of process and outcome related questions similar to other states, such as Florida and Georgia</p>	<p>November 2020</p>	<ul style="list-style-type: none"> • The Department will have a web based system that aligns the Department's data collection and reporting processes to research and evaluation needs • The Department will have invested in updated data/IT systems that can simplify the process of data extraction and provide real-time data via dashboards to assess key performance indicators on an ongoing basis • The Department will have upgraded their ISB-developed data systems, purchased new data systems, and engaged in 	<p>The Department launches a new data-management system that is web-based</p>	<ul style="list-style-type: none"> • Measure staff performance driven by data and measured with data • Make data driven decisions about budget allocation and organizational structures measured with data • Make data driven changes in practices in order to help promote positive organizational and client-level outcomes measured with data • Improve the Departments efficiency by use of data and measured with data • Department reduction in gaps and redundancies in existing data reports and data fields measured with data • Redesigned Department policies and protocols for data collection measured with data

DATA/INFORMATION TECHNOLOGY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
		<p>public-private partnerships to develop new data systems</p> <p>The Department will have compared both existing data fields and existing data reports to Department needs in order to identify gaps and redundancies and develop a plan to address both</p>		
<p>The internal Probation Research and Evaluation Unit needs strong leadership and should be comprised of juvenile justice subject matter experts and statistical analysts</p>	<p>December 2021</p>	<p>Have a REU with strong leadership and juvenile justice subject matter experts</p>	<ul style="list-style-type: none"> • REU Director position description finalized including criteria for expertise in juvenile justice • REU Director position placed in the org structure and FTE funded and approved 	<ul style="list-style-type: none"> • Make data driven decisions effective client services measured with data • Make data driven decisions about budget allocation and organizational structures measured with data • Make data driven changes in practices in order to help promote positive organizational and client-level outcomes measured with data • Improve the Departments efficiency by use of data and measured with data • Department reduction in gaps and redundancies in existing data reports and data fields measured with data
<p>The Probation Research and Evaluation Unit will need to have partnerships with external researchers from local</p>	<p>November 2020</p>	<ul style="list-style-type: none"> • The Department will have identified and assigned a minimum of 10-15 employees to the REU 	<ul style="list-style-type: none"> • Funding is budgeted and earmarked for an institutional partner to 	<ul style="list-style-type: none"> • Measure staff performance driven by data and measured with data

DATA/INFORMATION TECHNOLOGY

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>universities and independent research organizations who specialize in various juvenile justice issues. This brings objectivity and credibility to the research, provides technical assistance, and/or peer review of the work completed internally</p>		<ul style="list-style-type: none"> • The Department will have aligned the Department’s data collection and reporting processes to research and evaluation needs • The Department will have established a local inter-university consortium to support ongoing research efforts 	<p>support the research needs of the new REU.</p> <ul style="list-style-type: none"> • An MOU or contract between the Department and a university or institutional partner is executed • The university or institution partner is performing research on behalf of the Department. 	<ul style="list-style-type: none"> • Make data driven decisions about budget allocation and organizational structures measured with data • Make data driven changes in practices in order to help promote positive organizational and client-level outcomes measured with data • Improve the Departments efficiency by use of data and measured with data • Department reduction in gaps and redundancies in existing data reports and data fields measured with data • Redesigned Department policies and protocols for data collection measured with data

MISSION, VISION, VALUES				
Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
Interim step: Adapt interim Mission, Vision, Values (MVV) statements that better reflect the rehabilitative, positive development, and community collaboration approach to probation	<i>(The Dept. reports that a draft MVV is underway. It will be submitted to the Dept's. Executive leadership team for review by August 15, 2019)</i>			
Initiate a collaborative process, including BOS, staff, community and key stakeholders to craft a new Mission, Vision, and Values Statement.	<p>By October 2019: Create and convene workgroup of key stakeholders to develop new permanent MVV statements</p> <p>By January 1, 2020: Workgroup finalizes new permanent MVV statements and submits to Chief PO and/or POC</p>	The creation of a collaborative process among key stakeholders to develop new, permanent MVV statements for the Probation Dept.	Creation of a workgroup made up of key stakeholders to develop new MVV statements; regular convening's of the workgroup; draft versions of the MVV statements; final drafts of MVV statements submitted to Chief PO and/or POC	<p>Creation of new MVV statements Workgroup</p> <p>Workgroup drafts permanent MVV statements for submission to Chief PO and/or POC</p>
Embed Mission and Vision into operations and processes in all documents	March 2020	Publish new MVV statements that reflect a rehabilitative, positive development, and	The new MVV statements are found on all Probation	The Probation Department revises all of its forms, reports, website, and social media to

MISSION, VISION, VALUES				
Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
and communicated messages		community collaboration approach to probation and widely distribute and post the statements throughout the department.	forms, reports, website, and social media	include the new MVV statements
Update and/or revise admin documents with Mission and materials: website, job descriptions, performance evaluations, data collection plans, Request for Proposals, evaluations efforts, procurement evaluation criteria, staff trainings	March 2020	The Probation Department saturates its environment with the new MVV statements	The new MVV statements are found on all Probation forms, reports, website, and social media	The Probation Department revises all of its forms, reports, website, and social media to include the new MVV statements
Assess operations and service delivery, redefine the job of a Probation Officer to focus on rehabilitation and referrals, and ensure placements align with the least restrictive setting consistent with public safety and youth development; expand community services and supports.	<p><i>(This recommendation is also in the Community Partnership section)</i></p> <p>By January 30, 2020: New position descriptions drafted</p> <p>By March 1, 2020: New finalized and approved by</p> <p>By September 2020:</p>	The main duties and responsibilities of field based POs become to connect the youth or adults on their caseload to meaningful services and supports in the community.	<ul style="list-style-type: none"> • All agency strategic plans references the Countywide Juvenile Justice Strategic Plan. • Position Description of field based POs are revised to make clear that their main duties and responsibilities are to connect the youth and adults on their case load with meaningful and appropriate services, supports and opportunities in the community; • Field based POs receive annual performance 	<ul style="list-style-type: none"> • All agency strategic plans references the Countywide Juvenile Justice Strategic Plan. • Position Description of POs revised accordingly • Annual performance evaluations of POs primarily address their responsibility of connecting the youth or adults on their caseloads to community services.

MISSION, VISION, VALUES

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
	All POs trained in new duties		evaluations that primarily based on their work to connect the youth or adults on their caseloads to community services	
Reinvest funds saved from reduced probation populations into community services	<p>By September 2019: Begin tracking/keeping data on the reduction of the probation populations (juvenile facilities, juvenile services, and adult services) through the implementation of all reform measures implemented through the PRIT and other processes;</p> <p>By November 2019: Quantify the amount of funds saved from certain units of probation population reduction (For instance, 100 fewer youth on probation equates to \$2 million in savings or 50 fewer youth in Camps equals \$5 million in</p>	Significant increase in Probation budget dollars being reallocated to community services for youth and adults on probation	<ul style="list-style-type: none"> • Increase amount of funds allocated to the private/public partnership (LH & CCF) the Probation Department developed, to at least 5% of Probation Department budget; • Increase amount of overall funds allocated to community service providers to at least 15% of Probation budget; • Increase in Probation Departments' County General Fund dollars going to community services 	<ul style="list-style-type: none"> • Reorganization of field offices into an "agency model" from a "district model" measured with data • Increase amount of funds allocated to the private/public partnership (LH & CCF) the Probation Department developed; • Increase amount of overall funds allocated to community service providers by Probation • Increase in Probation County General Fund dollars going to community services

MISSION, VISION, VALUES

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
	savings) By July 2020 : Begin reallocating portions of the Probation Dept’s County General Fund budget to community services.			
Implement an accountability plan, tied to data driven performance management structure throughout the department to reflect the refined Mission and Vision	By March 2020 : The BOS, POC, and/or the Chief PO develop 10 Department-wide key outcome measures that will be the main performance goals for the Department; By May 2020 : Expand the ProbStat process and/or POC create a data-driven performance management process that collects data on the 10 key Department-wide outcome measures and conducts a	To have a data-driven performance management process that holds the Probation Department accountable to achieving the new vision and values and the objectives of the PRIT reform plans.	<ul style="list-style-type: none"> • The development of 10 Department-wide key outcome measures that reflect the new MVV statements that will be the main performance goals for the Department; • Through ProbStat and/or a POC process, a data-driven performance management process is launched that collects data on the 10 key Department-wide outcome measures and conducts a quarterly accountability process to review progress toward those 10 main outcomes. 	<ul style="list-style-type: none"> • Development of the 10 Department-wide key outcome measures • The launch of a new or revised data-driven performance management process that holds the Department accountable to achieving the outcomes

MISSION, VISION, VALUES

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
	quarterly accountability process to review progress toward those 10 main outcomes.			
Implement performance measures for the department, divisions, and units in alignment with Mission, Vision, and Values.	<p style="text-align: center;">June 2020</p> <p>The Probation Dept. replicate the above process for the entire Department, for at least each division within the Department (juvenile facilities, juvenile probation, and adult probation) or, more in-depth, for every major unit (i.e.: juvenile placement, camps, detention, AB 109, etc.)</p>	The Probation Department replicate the above process that is for the entire Department, for at least each division within the Department (juvenile facilities, juvenile probation, and adult probation) or, more in-depth, for every major unit (i.e.: juvenile placement, camps, detention, AB 109, etc.)	The Probation Department replicate the above process that is for the entire Department, for at least each division within the Department (juvenile facilities, juvenile probation, adult probation) or, more in-depth, for every major unit (i.e.: juvenile placement, camps, detention, AB 109, etc.)	The Probation Department replicate the above process that is for the entire Department, for at least each division within the Department (juvenile facilities, juvenile probation, adult probation) or, more in-depth, for every major unit (i.e.: juvenile placement, camps, detention, AB 109, etc.)
Communicate with frequency and transparency regarding each step: hold regular meetings, submit key performance metrics to BOS, develop quality	<p>By March 1, 2020:</p> <p>Release a public report on how the Probation Department intends</p>	Key stakeholders and the public in general are regularly informed of the progress of the Probation Department's	<ul style="list-style-type: none"> Public release of initial report on how the Probation Department will implement the reforms identified through the PRIT process 	Quarterly public reports issued by the Probation Department on its progress on the implementation of the reforms

MISSION, VISION, VALUES

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
assurance/monitoring policies	to implement all of the above measures	implementation of all of the reform measures	(RDA, Hertz, Chodhroff, reports, etc; <ul style="list-style-type: none"> Quarterly public reports issued by the Probation Department on its progress on the implementation of the reforms identified through the PRIT process 	identified through the PRIT process
Revisit administrative and fiscal structures with accountability structures, to expedite disbursements of funds to communities; be responsible stewards of public funds.	<p>By March 2020: Probation Department commits and is held accountable to disbursing funds allocated to community services in a six-month process from RFP to selection, to fund disbursement;</p> <p>By July 2020: Probation Department fully implements a process where funds allocated to community services are completed in a six-month process from</p>	Funds allocated to community services are disbursed effectively and efficiently	<ul style="list-style-type: none"> CBOs/vendors selected to provide community services receive initial payment for services no later than six months after the RFP/RFQ is issued for services; CBOs/vendors selected to provide community services receive initial payment for services within 3 months of being selected by the Department/County 	<ul style="list-style-type: none"> Reorganization of field offices into an “agency model” from a “district model” measured with data Time between issuing of RFP and selection of CBOs/vendors to provide community services is reduced; Time between selection of CBOs/vendors to provide community services and awarding of contracts are reduced; Time between awarding of contracts to CBOs/vendors and first payments to CBOs are reduced

MISSION, VISION, VALUES

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
	RFP to selection, to fund disbursement			

JUVENILE OUTCOMES				
Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<i>The PRIT recommends the BOS move juvenile services out of the Probation Dept. These recommendations for system-involved youth should apply to the agency the BOS chooses as the responsible agency for youth probation services.</i>				
Connect individual partner plans (as they relate to the prevention and/or rehabilitative intervention services for delinquency—e.g., practice models and agency specific strategic plans) with the Countywide Juvenile Justice Strategic Plan	Spring 2020	County agency strategic plans references and identifies juvenile prevention and/or intervention processes that relate to the Countywide Juvenile Justice Strategic Plan.	<ul style="list-style-type: none"> • Creation of a workgroup within each agency that reviews documents, policies, and strategic plans. • Internal and external documents explicitly identify processes and opportunities that contribute to the goals of the Countywide Juvenile Justice Strategic Plan. 	<ul style="list-style-type: none"> • All agency strategic plans references the Countywide Juvenile Justice Strategic Plan. • Each agency has a documented process for delinquency prevention and/or intervention as well as interagency collaborations.
Connect the Countywide Juvenile Justice Strategic Plan to other critical documents that are related to community wellness and safety but focus on issues beyond delinquency (e.g., systemic problems, child maltreatment, educational success, etc.)	Summer 2020	A shared countywide vision focuses on the needs and risks for families, youth, and children (e.g., primary prevention, secondary prevention, and tertiary prevention by level of risk and needs).	<ul style="list-style-type: none"> • A list of critical documents and workgroups that relate to community wellness and safety. • Stakeholders in these workgroups are informed of the Countywide Juvenile Justice Strategic Plan and given strategies to connect their practices to the Strategic Plan. 	<ul style="list-style-type: none"> • All internal and public documents related to community wellness and safety connect to the Countywide Juvenile Justice Strategic Plan. • Stakeholders that focus on community wellness and safety are trained in the Strategic Plan annually. • Stakeholders have increased knowledge of prevention and intervention services in the County.

JUVENILE OUTCOMES				
Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
Present and gain investment in the Countywide Juvenile Justice Strategic Plan across all key partners and identify leaders/champions for the implementation of the plan	Winter 2019	The creation of an interagency and stakeholder body to promote and evaluate initiatives and services that focus on the needs of children, youth and their families.	<ul style="list-style-type: none"> • Creation of an interagency and stakeholder implementation team to achieve the goals of the Strategic Plan. • Existing initiatives and barriers to goal implementation are identified by the implementation team. • Develop a curriculum/training for the Strategic Plan. 	<ul style="list-style-type: none"> • Meet quarterly to evaluate the implementation of the Strategic Plan (e.g., review initiatives, streamline interagency collaboration, troubleshoot service delivery barriers). • Staff and stakeholders have an increase knowledge of the Strategic Plan.
Hold leadership across County agencies accountable for implementing and adhering to the Countywide Juvenile Justice Strategic Plan on an annual basis	Spring 2020	An interagency implementation team will be accountable for implementing and adhering to the Strategic Plan.	<ul style="list-style-type: none"> • Defined roles and responsibilities for individuals and agencies who will be accountable for implementing and adhering to the plan. • Conduct an annual performance evaluation plan to assess the implementation of the Strategic Plan. 	<ul style="list-style-type: none"> • Annual evaluations of each goals stated in the Strategic Plan, including a list of strengths, barriers, and recommendations for achieving goals. • Increase investment and implementation of the Strategic Plan.
Identify and address policies and/or practices across County agencies that distract or become barriers to the implementation of the Countywide Juvenile Justice Strategic Plan	Summer 2020	Implementation team will ensure policies and practices adhere to the goals of the Strategic Plan. Improve service delivery to children, youth, and their families.	<ul style="list-style-type: none"> • Revise policies and documents that do not align with the goals of the Strategic Plan. • Identify effective strategies and services for the implementation of the Strategic Plan and how it can be utilized within and across county agencies. 	<ul style="list-style-type: none"> • Increase interagency collaborations. • Increase access to services • Increase use of promising practices, best practices and evidence-based Programming • Reduce recidivism

JUVENILE OUTCOMES

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
Establish a method to regularly incorporate the voices of system impacted communities, families, youth, and children in the discussions and recommended reforms of County policies and practices	Ongoing	Families, youth, and children are consistently included as partners in the discussion and recommendations related to system reform, polices, and practices.	<ul style="list-style-type: none"> • Produce a body of voices with a range of experiences (at-risk to system-involved) from children, youth, to families. • Provide incentives for participation and coordinate transportation (as needed) • Outreach to voices of system impacted communities through community forums and relationship-building 	<ul style="list-style-type: none"> • Increase youth and family engagement • Increase satisfaction with the system • Increase communication and opportunities for system feedback
Develop and support flexible funding streams that cross agency boundaries and ensure funding follows and responds to children, youth, and family needs regardless of immigration status	Summer 2020	A flexible funding stream for cross-agency collaborations to ensure children, youth, and family needs are met, including funds to address special circumstances.	<ul style="list-style-type: none"> • A list of funding streams that cross agency boundaries and their eligibility/process for accessing the funds. • Identify needs where funding is limited • Develop new funding streams for special circumstances. 	<ul style="list-style-type: none"> • Increase interagency collaboration • Increase access to services and resources • Reduce recidivism • Increase funds for special circumstances • Reduce barriers to service delivery and coordination
When eligibility criteria cannot be established across agencies, coordinate the use of funding to meet the overall needs of children, youth, and families	Summer 2020	Allow flexible county funds to meet the overall needs of children, youth, and families.	<ul style="list-style-type: none"> • Develop new general funding streams to meet the needs of children, youth, and families • Extend funds to community service providers 	<ul style="list-style-type: none"> • Increase access to services and resources • Increase funding to community partners and stakeholders • Reduce barriers to service delivery and coordination

JUVENILE OUTCOMES

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
Develop, implement, and sustain a wide array of training to support the Countywide Juvenile Justice Strategic Plan, including multidisciplinary and cross-training curricula and/or opportunities	Fall 2020	A Countywide Juvenile Justice Strategic Plan curriculum for multidisciplinary training in order to strengthen coordination and continued systems improvement.	<ul style="list-style-type: none"> • A curriculum for the Strategic Plan which includes multidisciplinary and cross-training • Curriculum/training to be delivered to each agency and stakeholders who work with children, youth and families 	<ul style="list-style-type: none"> • Staff and stakeholders have an increase knowledge of the Strategic Plan. • Improve interagency collaboration and knowledge of the Strategic Plan. • Increase knowledge of services and access to services. • Increase community partners investment in the Strategic Plan.
Train and incentive staff to (1) meaningfully engage children, youth, and families/caretakers; (2) treating children, youth, and families/caretakers with dignity and respect; and (3) building trust by demonstrating integrity in all their actions	January 2020	Train staff using best practices to improve children, youth, and family wellness and community safety.	<ul style="list-style-type: none"> • Regular staff training on client engagement using promising practices, best practices and evidence-based programming • Skills reinforced via ongoing training, professional guidance. and incentive/rewards systems • Staff performance measures related to client engagement 	<ul style="list-style-type: none"> • Increase use of promising practices, best practices and evidence-based programming • Improve staff retention and satisfaction • Increase staff's level of engagement with clients
Incentivize county and city agencies to work in close partnership with the community and key stakeholders to establish consistent and positive support system for the children, youth, and family	Spring 2020	Improve service delivery and focus on the well-being of children, youth, and family.	<ul style="list-style-type: none"> • Key stakeholders to deliver a continuum of delinquency prevention and/or intervention services. • Contractor agreement include ongoing training, funds, data reporting requirements, and performance evaluations. • Form opportunities for partnerships between agencies, community stakeholders, and children, youth, and families. 	<ul style="list-style-type: none"> • Increase agency investment in the Strategic Plan • Increase community partners investment in the Strategic Plan. • Increase funding to community partners and stakeholder • Reduce barriers to service delivery and coordination • Improve client satisfaction

JUVENILE OUTCOMES

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
Provide pathways to support the self-sufficiency of children, youth, and families—teach families how to access services and address needs without the necessity of government intervention	Fall 2019	Expand efforts to focus on delinquency prevention and use of skill-based programming	<ul style="list-style-type: none"> • Outreach to communities, • Participate in resource fairs • Lead skill-based training: provided to schools, city/county entities, and/or community-based providers 	<ul style="list-style-type: none"> • 15 skill-based training to community providers or (e.g., trainings in schools) or participation in resource fairs • Increase community partners investment in the Strategic Plan • Reduce recidivism • Reduce problem behaviors over time
Give authority to the County based coordinating body to (see Goal 1) to monitor progress on the Countywide Juvenile Justice Strategic Plan and hold County agencies (and other key partners as appropriate) accountable for implementing and adhering to the Strategic Plan	Immediately	Ensure County agencies adhere to the Strategic Plan through transparency.	Ongoing progress reports to assess the implementation of the Strategic Plan.	<ul style="list-style-type: none"> • Quarterly progress reports based on the strengths and limitations of the Strategic Plan goal implementation. • Increase investment and implementation of the Strategic Plan.
Develop a clear, multisystem data linkage and sharing plan that would operate as a single, coordinated system-this should include agencies such as: DCFS; DPSS; DMH; DPH; OHS; Probation; LACOE; and school districts	Winter 2021	Build an effective data infrastructure that captures the quality and quantity of practices and services delivered by county agencies.	<ul style="list-style-type: none"> • Evaluate data infrastructure across all coordinating systems and possibility of an integrated data system. At minimal, develop data sharing agreements between agencies. • Report on a list of critical data for cross-agency sharing 	<ul style="list-style-type: none"> • Reduce barriers to service delivery • Increase interagency collaboration and coordination • Reduce and monitor needs/problem behaviors over time

JUVENILE OUTCOMES				
Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
All community-based service providers who provide services to Probation children, youth, and families should be held accountable for the services they provide and the impact of those services on outcomes	Ongoing	Programs are implemented consistently and resources are invested in programs with improved outcomes.	<ul style="list-style-type: none"> • Community-based service providers are contracted by the Probation Department to deliver services. • Agreements include regular reporting of outcomes related to their work. • Contractors to use a continuum of promising practices, best practices, and evidence-based programs. 	<ul style="list-style-type: none"> • Reduce barriers to service delivery. • Increase use of promising practices, best practices, and evidence-based programs. • Regular reporting of outcomes by client • Quarterly performance evaluations of provider services
Annually produce a summary of all juvenile justice funds across stakeholders and how funds were expended to support the Countywide Juvenile Justice Strategic Plan	July 2020	Funds allocated to county agencies and stakeholders are used effectively and efficiently, specifically funds are allocated when it aligns with the goals of the Countywide Juvenile Justice Strategic Plan.	A list of funding streams and funds dispersed to Probation contractors.	Annual expenditure of juvenile justice funds.
Annually produce a list of outcomes related to the Countywide Juvenile Justice Strategic Plan	July 2020	Use of data to ensure system transparency, accountability, and data-driven decision-making.	<ul style="list-style-type: none"> • Produce a list of outcomes that are tied to Strategic Plan goals (i.e., outcomes tied to improved well-being and reduction of problem behaviors over time and separate measures for assessing interagency coordination). • Assess the feasibility to capture data in existing data infrastructures and report the limitations. 	<ul style="list-style-type: none"> • Annual report of the outcomes related to the Juvenile Justice Strategic Plan • Recommendations to improve the following year.

STAFFING, TRAINING, HIRING, (Technical Support/Coaching)

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Align job descriptions, hiring practices, accountability, performance management structures and training programs for staff development with the Mission, Vision and Values statements</p>	<p>July 2020</p>	<ul style="list-style-type: none"> • New MVV statements appear on all job descriptions, training programs, etc. throughout the Department (March 1, 2020). • Attract and hire high quality candidates. Focus on client services/evidence based practice (April 1, 2020). • Establish MOU's w/ colleges and universities for field placements (students in social work, human services, and criminal justice) to increase the applicant pool. (July 1, 2020) 	<ul style="list-style-type: none"> • All Probation Department job descriptions, recruitment material, social media, training material, and all public relations material and tools include the new MVV statements. • A MOU is executed between the Probation Department and/or the County HR Department with a university or universities, that directly relate to the recruitment of new staff for the Probation Department that match the Department's new recruitment priorities. Those MOUs include the new MVV statements. 	<ul style="list-style-type: none"> • Improved employee morale • Reduction in unfilled positions; reduced employee timeout on sick leave
<p>Job descriptions should emphasize client well-being, principles of social and correctional case work, evidence-based supervision practices and community engagement rather than law enforcement and public safety</p>	<p>March 2020</p>	<ul style="list-style-type: none"> • Restorative and rehabilitative focus • Case Management Approach • Strengths-Based Assessments • Help identify ideal probation officers • Recruit most qualified candidates 	<p>The Probation Department revise job announcements and job descriptions/specs to emphasize Department goals of client well-being, principles of social and correctional case work, evidence-based supervision practices and community engagement</p>	<p>Reduced use of out of home placement; less violations for clients; reduced recidivism rates; increase in family engagement</p>

STAFFING, TRAINING, HIRING, (Technical Support/Coaching)

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
Recruitment practices should target a wide range of qualified candidates, background checks must balance liability with flexible timelines required to successfully hire the most qualified candidates	April 2020	<ul style="list-style-type: none"> • Efficient hiring and on-boarding of qualified candidates • Increased diversity and representation across disciplines 	On average, within four months from when a recruitment is posted/is opened at the Probation Department, a highly qualified candidate is selected and begin working in the position (or begin employment and is in training)	Reduced cost of onboarding a new employee; reduction in unfilled positions; improved employee morale
Training should be formally evaluated internally or externally to ensure relevance, quality, evidence-based practices, and fidelity	June 2020	<ul style="list-style-type: none"> • Well trained professionals • Accountability to adherence to the Mission, Vision, and Values • Transparency • Create consistency across facilities 	<ul style="list-style-type: none"> • The Probation Department has implemented a process by which formal evaluation is conducted on all trainings evidenced by evaluation reports on all trainings. • If the Department engages external evaluators, a contract is established between the County and a qualified evaluator 	Greater employee satisfaction; reduction in on-the-job injuries; reduction in use of force incidents; reduction in recidivism
Hiring, promoting and retaining should be based on merit, competitive oral and or written examinations and experience. Education: Most states and the American Correctional Association require a Bachelor's degree.	March 2020	<ul style="list-style-type: none"> • Ensuring the highest and best use principle to promoting the most qualified candidate • Building personnel loyalty • Encouraging performance based rewards • Increasing staff relatability and understanding • Promote diversity in workforce 	Personnel files of Probation Department hires and promotions include documentation of appropriate explanation of how the candidate had the best experience, education, and ability to earn the	Greater staff retention; reduction in unfilled positions; greater employee morale; reduced cost in employment recruiting; reduced recidivism rates

STAFFING, TRAINING, HIRING, (Technical Support/Coaching)

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
Experience: Former clients and others with lived system experience should be viewed as valuable hires			position that is not based on seniority only.	
All probation officers should be trained prior to supervising any clients with ongoing training to ensure basic skill sets	April 2020	<ul style="list-style-type: none"> • Well trained professionals • Understanding of trauma-informed practices, youth development, restorative practices, and de-escalation tactics • Ensure employee safety 	All Probation Officers and Detention staff have documented proof in their personnel files or LMS that they have completed training on their assignments and on youth development	Reduction in on-the-job injuries; reduction in use of force incidents; better employee-client communication; reduction in recidivism
Promotions should occur when staff performance aligns with the Mission, Vision and Values statements	June 2020	<ul style="list-style-type: none"> • Ensuring the highest and best-use principle to promoting the most qualified candidates • Building personnel loyalty • Encouraging performance based rewards • Increasing staff relatability and understanding 	Personnel files of Probation Department promotions include documentation of appropriate explanation of how the candidate had the best experience, education, and adherence to the Department's new MVV.	Greater staff retention; reduction in unfilled positions; greater employee morale; reduced cost in employment recruiting; reduced recidivism rates
Implement performance management standards, track how well performance aligns with the Mission, Vision, Values including to reduce recidivism and promote well-being	July 2020		<ul style="list-style-type: none"> • The Probation Department implements a performance management system that evaluates all staff with criteria that coincides with the new MVV • 85% of all Probation staff receive an annual performance evaluation that includes criteria that 	Greater staff retention; reduction in unfilled positions; greater employee morale; reduced cost in employment recruiting; reduced recidivism rates

STAFFING, TRAINING, HIRING, (Technical Support/Coaching)

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
			coincides with the new MVV	
Client-level data systems: Track client needs, case plans, progress toward case goals and client outcomes	August 2020		The Probation Department implements a data/info-management system that tracks youth and adults on probation caseloads, including: client needs, client case plans, client progress toward case goals and client outcomes	Greater employee satisfaction; reduction in recidivism, measured with data
Staff assessment, reward and promotion standards to include: Communication skills, problem solving, initiative and commitment to Mission, time spent targeting criminogenic needs, connecting clients to services, supports and opportunities, consistent use of reward systems with probationers and sanctions for set-backs	December 2020	<ul style="list-style-type: none"> • Transparent promotional practices • Greater communication of duties for employees • Encouraging use of training and best practices • Fair employee promotional/rewards practices 	<ul style="list-style-type: none"> • All Probation Department receive annual performance evaluations that include assessments on each staff person's: communication skills, problem solving, initiative and commitment to the new Mission. • For client serving staff, performance evaluation field include: time spent targeting criminogenic needs; connecting clients to services, supports and opportunities; consistent use of reward systems with probationers and sanctions for set-backs. • All promotions made within the Probation Department document 	Greater employee satisfaction; reduction in recidivism; greater employee morale; reduction in clients on probation; reduction in use of out-of-home placements

STAFFING, TRAINING, HIRING, (Technical Support/Coaching)

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
			how the successful candidate was highly qualified in the fields covered in the above two bullets.	
<p>Improve recruitment and hiring practices necessary to attract and hire high quality candidates’ a. establish a recruitment unit to lead efforts and coordinate with HR and background investigations to ensure consistent communication. b. revise job descriptions to focus on client services, evidence based practices, communication skills and use of data</p>	<p>March 2020</p>	<ul style="list-style-type: none"> • Attract and hire high quality candidates • Reduce confusion and time delays in hiring practices • Reduction of outdated practices • Reliable use of data for better outcomes • Focus on hiring practices • Consistent recruiting strategies 	<ul style="list-style-type: none"> • The Probation Department create an internal Recruitment Unit responsible for increasing hiring that targets highly qualified candidates with new criteria listed in above areas, including: client well-being, principles of social and correctional case work, evidence-based supervision practices and community engagement. • Job descriptions addressed in other parts of this report 	<p>Reduction in recidivism; greater communication between staff and clients; reduction in racial and ethnic disparities; reduction in out-of-home placements; fewer violations by clients</p>
<p>Renegotiate agreement with AFSCME 685 bargaining unit, to address staffing, training: (a) restore the department’s ability to transfer staff to lateral positions to meet the needs of the dept./clients (b) eliminate the 56hr work week (c) make changes to the DSP/DPO hierarchy and</p>	<p>Immediately</p>	<ul style="list-style-type: none"> • Attract and hire high quality candidates • Reduce the amount of overtime • Encourage performance based promoting/rewards • Reduce burnout of employees • Retain staff 	<p>The Probation Department enter a new contract/CBA with AFSCME 685 that allows for the Department to transfer staff to lateral positions to meet the needs of the Department and clients; eliminates the 56 hour work week for detention staff; and allows the Department to promote the most qualified candidates within</p>	<p>Reduction in unfilled positions; reduction in overtime pay; increased moral within the department; increased staff wellness</p>

STAFFING, TRAINING, HIRING, (Technical Support/Coaching)

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
process (d) allow the dept. to promote the most qualified candidates within a civil service band instead of mandating promotion			a civil service band, not based on seniority only.	
Commission a workload study to determine staffing needs, support the most appropriate distribution of staff across units/divisions	March 2020	<ul style="list-style-type: none"> • Equitable distribution of workloads • Align with best practices • Reduce use of overtime • Better communication between clients and staff • Reduce operational stressors 	<ul style="list-style-type: none"> • Contract with a qualified entity to conduct a Department wide workload study that assesses staffing needs, appropriate staffing levels, and workload distribution among positions. • The Work Load Study is completed and delivered to the Department, the POC, and the BOS. 	Greater employee satisfaction; greater staff retention; reduction in the amount of unfilled positions; reduction in supervised population
Make additional changes in approach to and provision of training by establishing policies that require training in new functions prior to starting a new position; developing a training institute similar to the Inter-university Consortium at LA County DCFS; establishing a leadership institute to continue to develop senior and middle mgmt.; and increasing the number of	August 2020 <i>(The PRIT recommends moving youth services out of the Probation Department. Any metrics related to youth in this recommendation should be binding on the new agency responsible for services to youth on probation).</i>	<ul style="list-style-type: none"> • Mitigate negative impacts of work stress • Provide professional guidance on duties • Operate quality facilities and provide exceptional service to clients • Help develop quality relationships with clients • Ensure client and staff safety • Identify future leaders within the department 	<ul style="list-style-type: none"> • The Probation Department create a new internal Training Institute similar to the Inter-university Consortium at LA County DCFS or partner with DCFS to expand its institute to include Probation. • Included in the Training Institute is a leadership development division that focuses on the training and development of senior and middle management within the Probation Department. 	Increased staff morale; increased staff retention; reduction in the amount of unfilled positions; reduction in use of force incidents; reduced use of out-of-home placement; reduction in recidivism

STAFFING, TRAINING, HIRING, (Technical Support/Coaching)

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
trainings in client well-being topics such as trauma informed care, positive youth development, and technical functions such as data entry and interpretation			<ul style="list-style-type: none"> • Provide staff training on trauma informed care, positive youth development, and other technical functions such as data entry and analysis • 85% of all Probation staff trained in trauma-informed care and positive youth development 	

STRUCTURED DECISION MAKING

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Adopt risk-based, supervision-based validated risk assessment tools and graduated responses to compliance and violations</p>	<p style="text-align: center;">Fall 2019</p> <p style="text-align: center;"><i>(The PRIT recommends moving youth services out of the Probation Dept. As such, any deadlines related to youth case management herein are meant to apply to the agency that becomes responsible for providing these services).</i></p>	<ul style="list-style-type: none"> • Use of detention only as a last resort • Consistency and equity in detention of youth • Efficiency in allocating resources • Increase in public safety • Increased well-being of youth 	<ul style="list-style-type: none"> • Assessment of use of, and fidelity to, a validated risk assessment tool is conducted. • Measures to increase fidelity to validated risk assessment tool are developed and implemented. 	<ul style="list-style-type: none"> • Few and only appropriate youth detained • Reduced disparity in youth detained • Validated risk assessment tool is used with fidelity for all youth • Probation resources more efficiently focused on highest risk youth
<p>Limit DPO's ability to override the recommendations of these tools by requiring supervisor review and approval for most overrides and all recommendations for return to custody for supervision violations</p>	<p style="text-align: center;">Winter 2019</p>	<ul style="list-style-type: none"> • Increased efficacy in service delivery to youth and adults on probation • Consistency and equity in probation supervision of youth and adult • Efficiency in allocating resources • Increased public safety • Increased well-being of youth and adults 	<p>Protocols for reviewing and requiring supervisor review and approval of most DPO overrides in the application of all SDM tool use are developed and applied.</p>	<ul style="list-style-type: none"> • Low-risk youth/adults are not actively supervised and mid-to-high risk youth/adults are supervised proportionately. • Assessments are used with fidelity for all youth and adults on probation • Youth and adults are receiving appropriate, effective supervision and services. • Probation resources are more efficiently focused based on the level of need and risk of youth and adults on probation

STRUCTURED DECISION MAKING

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Incorporate tools into electronic client data management systems; ensure their use is built into DPO training and job descriptions</p>	<p>Winter 2020</p>	<ul style="list-style-type: none"> • Increased efficacy in service delivery to youth and adults on probation • Consistency and equity in probation supervision of youth and adults • Efficiency in allocating resources • Increased public safety • Increased well-being of youth and adults 	<ul style="list-style-type: none"> • DPO job descriptions incorporate use of new tools • DPO trainings incorporate use of new tools 	<ul style="list-style-type: none"> • Assessments are used with fidelity for all youth and adults on probation • Youth and adults are receiving appropriate, effective supervision and services. • Probation resources are more efficiently focused based on the level of need and risk of youth and adults on probation
<p>Incorporate tools into improved data system and create a dashboard that managers can easily view to ensure adherence</p>	<p>Spring 2020</p>	<ul style="list-style-type: none"> • Increased efficacy in service delivery to youth and adults on probation • Consistency and equity in probation supervision of youth and adults • Efficiency in allocating resources • Increased public safety • Increased well-being of youth and adults 	<ul style="list-style-type: none"> • Tools are incorporated into electronic client data management systems • DPOs use tools through data management systems to facilitate decisions at all stages of probation processing of youth and adults • Managers review data management systems to ensure DPO adherence to the tools 	<ul style="list-style-type: none"> • Assessments are used with fidelity for all youth and adults on probation • Youth and adults are receiving appropriate, effective supervision and services. • Probation resources are more efficiently focused based on the level of need and risk of youth and adults on probation

STRUCTURED DECISION MAKING

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Implement SDM and begin with the juvenile dispositional matrix, and implement a post-adjudication risk assessment</p>	<p>Winter 2020</p>	<ul style="list-style-type: none"> • Increased efficacy in service delivery to youth and their families • Consistency and equity in disposition and case-planning for youth • Efficiency in allocating resources • Increase in public safety • Increased well-being of youth 	<ul style="list-style-type: none"> • Validated post-adjudication risk/resiliency assessment is procured and implemented. • Dispositions and case plans are determined using the assessment in conjunction with the juvenile disposition matrix developed by RDA. • Case plans and services are determined and implemented for all youth on probation. 	<ul style="list-style-type: none"> • Low-risk youth are not actively supervised and mid-to-high risk youth are supervised proportionately. • Assessments and disposition matrix are used with fidelity for all youth on probation • Youth are receiving appropriate, effective supervision and services. • Probation resources are more efficiently focused based on the level of need and risk of youth on probation

STRUCTURED DECISION MAKING

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Identify and adopt all standard, evidence-based structured decision-making tools including: a validated post-adjudication risk and needs assessment for youth, dispositional matrix for youth (developed by RDA), graduated response matrices for youth and adults, eliminate the pre-adjudication pre-plea report</p>	<p>Winter 2019</p>	<ul style="list-style-type: none"> • Increased efficacy in service delivery to youth and their families • Consistency and equity in disposition and case-planning for youth and adults • Efficiency in allocating resources • Increase in public safety • Increased well-being of youth 	<ul style="list-style-type: none"> • Validated post-adjudication risk/resiliency assessment is procured and implemented. • Dispositions and case plans are determined through the use of the assessment in conjunction with the juvenile disposition matrix developed by RDA. • Case plans and services are determined and implemented for all youth on probation. • Graduated response matrices is developed and implemented. • Pre-plea report is eliminated. 	<ul style="list-style-type: none"> • The Department will have established an internal Research and Evaluation Unit (REU) • Low-risk youth are not actively supervised and mid-to-high risk youth are supervised proportionately. • Assessments and disposition matrix are used with fidelity for all youth on probation • Youth and adults are receiving appropriate, effective supervision and services. • Sanctions used are immediate and proportionate to the violation and history of prior compliance/violations. • Appropriate incentives are used to increase success of probation. • Probation resources are more efficiently focused based on the level of need and risk of youth and adults on probation

STRUCTURED DECISION MAKING

Reform Recommendations	Timelines (complete by)	Specific Desired Outcomes	Metrics	Key Performance Indicators
<p>Reduce contact with low risk clients and those demonstrating success in complying with their supervision terms: (RDA) a. end probation services to at risk youth currently serviced via WIC 236 b. do not actively supervise any juvenile or adult client assessed as low risk</p>	<p>Immediate</p>	<ul style="list-style-type: none"> • Increased efficacy in service delivery to youth and their families • Consistency and equity in disposition and case-planning for youth • Efficiency in allocating resources • Increase in public safety • Increased well-being of youth 	<p>Weekly report on the number of youth under probation supervision and services under WIC 236, until the number is 0.</p>	<ul style="list-style-type: none"> • Low-risk youth are not actively supervised • Youth are receiving appropriate, effective supervision and services. • Probation resources more efficiently focused based on the level of need and risk of youth on probation
<p>Reduce supervision terms for successful youth and adult clients: stepping down supervision from active to banked caseloads after a year of compliance and achievement of case plan goals; working with the Court to establish criteria for early termination</p>	<p>Spring 2020</p>	<ul style="list-style-type: none"> • Increased efficacy in service delivery to youth and adults on probation • Consistency and equity in probation supervision of youth and adults • Efficiency in allocating resources • Increased public safety • Increased well-being of youth and adults 	<p>Graduated response matrices is developed and implemented.</p>	<ul style="list-style-type: none"> • Sanctions used are immediate and proportionate to the violation and history of prior compliance/violations. • Appropriate incentives are used to increase success of probation. • Probation supervision is more successful and shorter in duration for youth and adults.