

## Frequently Asked Questions

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### Probation Systemic Reform Plan

Q1: ***What areas did the Probation Reform and Implementation Team identify as the most urgent challenges for the Probation Department?***

A1: The four areas described below were identified as the most urgent to address, including a crisis in the juvenile justice system. The PRIT is recommending the BOS take the immediate actions described in the *'Summary Report of the Probation Systemic Reform Plan'* and that upon becoming operational, the POC use the templates in the *'Probation Systemic Reform Plan'* to monitor and track the progress on implementation of all changes in these priority areas.

***Juvenile Facilities*** - They are in poor condition, youth programming is insufficient and staffing and training are inadequate.

***Community-based-Services*** - There is a lack of genuine community engagement and need to replicate the recently opened Re-entry Opportunity Center in Exposition Park across the County.

***Bureaucratic and Administrative Inefficiencies*** - The procurement process is slow and cumbersome, the hiring process is long and opaque, and existing labor agreements do not allow for the effective use of staff.

***Lack of Strategic uses of Data and Information Technology*** - There is little integration across systems, limited data sharing with other County Departments, and a need to collect and use data more strategically to make decisions and evaluate progress and performance of the Department.

Q2: ***What areas did the Probation Reform and Implementation Team identify as the most urgent solutions for the Probation Department?***

A2: The five solutions below were identified as the most important mechanisms to achieve systemic reform of the LA County Probation Department.

***Culture change*** - Engage in a major, intentional, organization-wide culture change initiative.

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**Reduce and Eliminate Juvenile Facilities** – Replace the current corrections model with a health and youth development approach. Reinvest savings from ending youth incarceration into community-based services.

**Expand and Improve Community Services** - Develop more meaningful partnerships with communities and a community-based system of care, especially where the probation rates are high.

**Implement Accountability Mechanisms** - Erect a robust Probation Oversight Commission to ensure reform implementation and sustainability.

**Data Driven Decision-Making and Performance Management Processes** - Implement an organization management system and have the POC identify 10 immediate goals from the Summary Report and facilitate systemic shifts by prioritizing these for the POC and Probation Department.

Q3: ***What is the mechanism that will move the solutions and recommendations, included in the Probation reform plan, forward?***

A3: The PRIT's proposed Powers and the Structure for the Probation Oversight Commission (POC) outlines ways to implement the solutions and recommendations. (Please see the associated FAQ).

Q4: ***What recommendation is suggested to have the most fundamental impact on the Organizational Structure and Service Delivery of the Probation Department?***

A4: The recommendation to organizationally separate the Juvenile Division from the Adult Division which allows for specialization and focus.

Q5: ***If the Juvenile Division is separated from the Adult Division, what entity could best service the youth population on Probation?***

A5: Currently the best thinking recommends two alternatives, identifying an existing County Department, like a Health and Human Services Department or creating an entirely new Juvenile Development Division. On August 13,

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2019, the BOS adopted the PRIT's recommendation to explore such a separation and to create a body of stakeholders to determine the needs of the current youth population and the best place for youth services after they have been moved out of the jurisdiction of the Probation Department.

**Q6: *What is a public/private partnership (PPP)?***

A6: The key purpose is to collaborate with local foundations to address the inability to spend funds in a timely manner and efficiently by increasing partnerships and leveraging more resources. The PPP with Probation will be used to build capacity and could serve as a fiscal intermediary to ensure resources for services get to Community Based Organizations. Private entities have the infrastructure to get funds to communities and communities have the relationships and support to get services and resources to the people who need them most. This strategy is currently used for youth and is expected to expand to the adult population.

**Q7: *What recommendation, if any, could best support improved staffing across the Probation Department?***

A7: RDA recommended the department restore its ability to make lateral transfers, eliminate the 56 hr. work week, make changes to the Probation Officer hierarchy and be able to promote the most qualified candidates.

**Q8: *Were there any recommendations made about the role of the community in the reform effort?***

A8: Yes, including the formation of community stakeholder groups or advisory panels and incorporation of systems involved persons in the oversight body.