COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER

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WENDY L. WATANABE
ACTING AUDITOR-CONTROLLER

ASST. AUDITOR-CONTROLLERS

ROBERT A. DAVIS
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May 6, 2008

TO: Supervisor Yvonne B. Burke, Chair
Supervisor Gloria Molina
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: Wendy L. Watanabe
Acting Auditor-Controller

SUBJECT: **THE RESOURCES COMPANY'S EVIDENCE-BASED PRACTICES TRAINING QUARTERLY STATUS REPORT**

On December 4, 2007, your Board directed the Chief Executive Officer (CEO), in conjunction with the Auditor-Controller (A-C) to provide quarterly status reports on the progress of The Resources Company (TRC) to provide additional Evidence-Based Practices (EBP) training to Probation staff in accordance with the new contract (Contract No. 76405) approved by your Board in December 2007.

Your Board also directed the quarterly reports include: 1) an update on the Probation Department's overall training efforts related to EBP, and 2) an update on the number of staff, youth, and Community-Based Organizations who have been trained by TRC on EBP, along with the associated costs. This is our first quarterly status report.

Background

In April 2006, the A-C hired TRC to assist the Probation Department (Probation) to implement the 100 audit recommendations contained in two management audit reports issued in December 2005. TRC worked closely with Probation and the A-C and successfully completed the deliverables identified in the April 2006 contract. The contract expired in September 2006.

In October 2006, TRC received a second contract (Work Order 7-38) to continue assisting Probation in developing a detailed 6-part action plan for implementing EBP in the juvenile camps, juvenile probation offices and adult probation offices. TRC's action plan also included an extensive training program for Probation managers and staff. Most of TRC's deliverables identified in the second contract have been successfully completed. This contract will expire in June 2008.

In December 2007, your Board approved TRC's new contract (No. 76405) with Probation. The new contract allowed TRC to continue its EBP training to include Probation staff not covered under the prior contract such as staff in the Residential Treatment Services Bureau. The additional staff will be trained to be certified instructors to provide ongoing training to other Probation staff. This contract expires in December 2008.

TRC's Contract Deliverables For Contract No. 76405

Overall, TRC completed the training deliverables planned for the first quarter. From January to March 2008, TRC conducted 14 classes on Evidence-Based Practices. Approximately 216 Probation managers and staff attended the training. The class length ranged from four hours to 40 hours and the training cost was approximately $91,000. Attachment I identifies the classes that TRC conducted under the new contract, the number of Probation attendees by Bureau, class length and cost.

Probation's EBP Training Update

Prior to hiring TRC in April 2006, Probation was moving towards implementing EBP training to institutionalize change within the Department. In May 2006, the Board instructed the Chief Probation Officer, along with the Chief Executive Officer (CEO) and the A-C to provide the Board with quarterly status reports on Probation's plans to institutionalize change using EBP in the Department including training new and existing staff.

Probation and TRC worked together in developing a 56-hour EBP curriculum consisting of six modules for all camp staff and a 64-hour EBP curriculum for all camp supervisors. TRC also trained and certified several Probation managers and staff to conduct the 56-hour and the 64-hour training programs. In addition, Probation and TRC worked together to develop an in-house training program using the Saba Learning Management System (LMS). LMS is an automated system that allows Probation managers and staff easy access to the training curriculum, helps identify the employees' training needs, and tracks their progress.

From December 2007 to March 2008, Probation reported that their staff conducted 236 classes on EBP related topics that approximately 5,000 Probation managers and staff

attended. The class hours ranged from four hours to 40 hours with an average length of approximately seven hours. We reviewed a sample of training sessions and the documentation that Probation maintained and validated their reported staff attendance. In addition, we also attended a number of training sessions to monitor attendance, class length and class content. Attachment II identifies the classes that Probation conducted, the number of attendees and the class length.

Probation also provided EBP related training to Community-Based Organizations (CBO). From January 2006 to March 2008, Probation conducted classes covering seven different topics. Approximately 500 managers and staff from 14 different CBOs attended the training. Attachment III identifies the training that Probation provided to the CBOs. In addition, we included a copy of Probation's quarterly report issued in March 2008 that provides additional details on the EBP training efforts within Probation (Attachment IV).

TRC's Training Efforts For Work Order 7-38

As previously mentioned, TRC assisted Probation to develop a number of EBP training programs. In addition, TRC helped train and certify Probation's core EBP instructors. TRC also conducted other training. From November 2006 to March 2008, TRC conducted 38 classes on EBP that approximately 1,000 Probation managers and staff attended. The class length ranged from two hours to 44 hours with an average length of approximately 18 hours. The cost of the training was approximately $162,000. During this period, TRC did not provide training to Community-Based Organizations. Attachment V identifies the classes that TRC conducted, the number of Probation attendees by Bureau, class length and cost.

Please contact me if you have any questions or require additional information, or your staff may call Don Chadwick at (626) 293-1102.

WLW:MMO:DC

Attachments (5)

c: William T Fujioka, Chief Executive Officer
Robert B. Taylor, Chief Probation Officer
Sachi A. Hamai, Executive Officer, Board of Supervisors
Public Information Office
Audit Committee

Los Angeles County Probation Department
EBP Training of Probation Staff by The Resources Company - January 2008 to March 2008

Bureau / Subject	Certifi-cation	No. Classes	No. Hours per Class	Total Attendees	Total Class Hrs. Attended	Cost	Work Order or Contract No.
Department-wide							
Detention Services Bureau							
Placement Services Bureau							
Residential Treatment Services Bureau							
Core Correctional Practices - Content	015-039864	1	40	17	680	13,524	76405
Core Correctional Practices - Technique		1	40	17	680	13,524	76405
Core Correctional Practices - Observation	015-040715	2	20	28	560	13,524	76405
Core Correctional Practices - Evaluation	015-040715		20		0		76405
Evidence-Based Practices for Trainers	015-039846	1	16	17	272	2,223	76405
Evidence-Based Supervision/Management	015-041364	1	16	13	208	2,223	76405
Motivational Interviewing - Content	015-039865	1	40	17	680	9,838	76405
Motivational Interviewing - Technique		1	40	17	680	9,838	76405
Motivational Interviewing - Observation	015-040721	2	20	29	580	9,838	76405
Motivational Interviewing - Evaluation	015-040721		20		0		76405
Getting Motivated to Change		2	4	36	144	3,515	76406
Girls Moving On	015-040288		40		0		76405
Thinking for a Change	015-039847	2	32	26	832	13,069	76405
Juvenile Field/Special Services Bureaus							
Adult Field Services Bureau							
Quality Assurance Services Bureau							
Other Parties							
Total - The Resources Company		14		216	5,296	91,136	

As of March 28, 2008

Los Angeles County Probation Department
EBP Training of Department and CBO Staff - December 2007 to February 2008

Bureau / Subject	Certifi-cation	Instructor	No. Classes	No. Hours per Class	Total Attendees	Total Class Hrs. Attended
Probation Department						
Adolescent Development	015-4109	Probation Staff	1	8	12	96
Basic Supervision Refresher - Institutions	015-4138	Probation Staff	6	4	151	604
Camp Orientation	015-3993	Probation Staff	1	4	12	48
Camp Redesign	015-2138	Probation Staff	1	4	12	48
Camp Training Officer Program	015-2460	Probation Staff	1	16	14	224
Case Plan Deelopment - Camps	015-5185	Probation Staff	2	8	23	184
CCTP Operations	015-3354	Probation Staff	1	8	11	88
Changing Role of Law Enforcement	673-7202	Museum of Tolerance	1	8	7	56
Child Abuse Issues for Institutions	015-5313	Probation Staff	6	4	88	352
Child Abuse Prevention & Reporting	015-4424	Probation Staff	3	4	39	156
Child Abuse Reporting	015-0683	Probation Staff	5	2	141	282
Child Abuse Reporting	015-2204	Probation Staff	1	2	25	50
Child Abuse - T4T	015-1388	Probation Staff	1	8	11	88
Community Capacity Building/Service Referral	015-4080	Probation Staff	1	4	48	192
Core Correctional Practices - RTSB	015-0715	Probation Staff		20		0
Critical Role Play	015-2140	Probation Staff	1	8	25	200
Crystal Meth Challenge	641-7111	Vendor	1	8	26	208
Current Trends in Illegal Street Drugs	015-4010	Police Department	1	4	43	172
Detention Bureau Policies & Procedures	015-3441	Probation Staff	6	4	151	604
Discrimination Complaint Process	015-2924	Probation Staff	6	4	151	604
Disposition Recommendations	015-4045	Probation Staff	1	2	12	24
Disproportionate Minority Contact	015-1754	Vendor	2	4	149	596
Emergency Preparedness - State Emergency	015-3590	Probation Staff	1	4	84	336
Emerging Strategies to Improve Outcomes	015-4454	Vendor	1	2	131	262
Enhanced Supervision Requirement for Minors	015-2064	Probation Staff	29	4	364	1,456
Fitness court Report	015-2169	Probation Staff	1	4	1	4
Fitness Petition	015-3998	Probation Staff	1	8	11	88
Foster Care Introduction/Update	015-9988	Probation Staff	1	8	27	216
Gang Awareness in Camp	015-2188	Probation Staff	1	2	13	26
Gang Trends - 2008 Part I	015-4369	Probation Staff	1	4	77	308
Gang Trends - 2008 Part II	015-4373	Probation Staff	1	4	45	180
Gang Update	641-8984	Probation Staff	1	8	18	144
IFT - Causal Model of Delinquency	015-2384	Vendor	1	1	12	12
IFT - Conducting Effective Searches	015-1413	Probation Staff	2	2	48	96
IFT - Levels of Service Inventory (LS/CMI)	015-3726	Probation Staff	1	2	26	52
IFT - Methamphetamines Basics	015-7464	Probation Staff	1	2	100	200
IFT - Overview of Drug Abuse	015-6700	Probation Staff	1	2	100	200
Implementing Evidence-Based Practices	015-9946	TRC / Probation Staff	7	4	135	540
Infectious Disease Control	135-8529	Vendor	13	4	193	772
Interview Skills for Probation Offices	920-1594	Vendor	4	8	71	568

Los Angeles County Probation Department
EBP Training of Department and CBO Staff - December 2007 to February 2008

Bureau / Subject	Certifi-cation	Instructor	No. Classes	No. Hours per Class	Total Attendees	Total Class Hrs. Attended
Intro. To the MEDTOX System	015-6832	DMH Staff	1	4	8	32
Introduction to Mental Health	015-3442	Probation Staff	3	2	91	182
JCOC - Assaultive Behavior I	270-1105	Probation Staff	1	8	1	8
JCOC - Coomunication Skill Practice	015-0345	Probation Staff	1	8	34	272
JCOC - Communication Skills Formal Report	015-0345	Probation Staff	1	8	34	272
JCOC - Comm. (Booking/Receiving/ Releasing)	015-0345	Probation Staff	1	8	34	272
JCOC - Contraband & Evidence Procedures	015-0345	Probation Staff	1	8	34	272
JCOC - Daily Supervision	015-0345	Probation Staff	1	8	34	272
JCOC - Fire & Life Safety (Including SCBA)	015-0345	Probation Staff	1	8	34	272
JCOC - Group & Individual Casework I	270-1105	Probation Staff	1	8	7	56
JCOC - Group & Individual Casework II	270-1105	Probation Staff	1	8	8	64
JCOC-GROUP DYNAMICS/BMP	015-0345	Probation Staff	1	8	34	272
JCOC - Group Dynamics/Critical Role Play	015-0345	Probation Staff	1	8	34	272
JCOC - Tactics & Assists/SCM III	015-0345	Probation Staff	1	8	34	272
JCOC - Tactics Groun, /Handcuffing, Patdown	015-0345	Probation Staff	1	8	34	272
JCOC - Transport Escort/SCM Skill Testing	015-0345	Probation Staff	1	8	34	272
Juvenile Caseload Mgmt. System - Camp Training	015-5825	Probation Staff	1	8	12	96
LARRC Recidivism Risk Levels & Case Planning	015-3586	JSAT	1	4	30	120
LEAPS Curriculum and the LARRC	015-6749	Probation Staff	2	4	37	148
LEVELS of Service Inventory (LSI)	015-0104	JSAT	5	32	105	3,360
Los Angeles Risk & Resiliency Check-up	015-6073	JSAT	2	24	36	864
Making It Through (MIT)	015-1536	Probation Staff	1	2	9	18
MEDTOX Drug Testing in Camp	015-2301	Vendor	1	2	14	28
Mental Health - Community Resources	015-3914	Probation Staff	1	4	14	56
Methamphetamines and Other Drugs	015-4308	Vendor	1	4	131	524
Motivational Interviewing	966-2556	JSAT	3	8	43	344
Motivational Interviewing - RTSB	015-2184	TRC / Probation Staff		20		0
Narcotics Testing Procedures Overview	015-3717	Probation Staff	1	4	96	384
Preceptor Training	015-7713	Probation Staff	1	2	9	18
Proactive Supervision in Camp	015-2180	Probation Staff	2	24	37	888
Professionalism & Employee Conduct	015-7931	Probation Staff	1	2	12	24
Request for Mental Health Consultation	015-3919	Probation Staff	1	2	10	20
RTSB Behavior Management Program	015-3490	Probation Staff	1	4	10	40
RTSB Role Play Scenarios	015-4104	Probation Staff	1	8	12	96
Safe Crisis Management Policy	015-2204	Probation Staff	3	16	60	960
Safe Crisis Management Policy Refresher	015-2521	Probation Staff	11	8	135	1,080
Safe Crisis Management Program	015-8173	Probation Staff	3	24	53	1,272
Safe Crisis Management - T4T	015-7784	Probation Staff	1	40	17	680
Safety Training	015-2323	Vendor	15	8	137	1,096
SCM Policy & Intervention Report	015-0128	Probation Staff	3	8	51	408
Suicide Prevention - T4T	015-6895	DMH Staff	1	8	5	40

As of March 28, 2008

Los Angeles County Probation Department
EBP Training of Department and CBO Staff - December 2007 to February 2008

Bureau / Subject	Certifi-cation	Instructor	No. Classes	No. Hours per Class	Total Attendees	Total Class Hrs. Attended
Suicide Prevention - Revisited	015-8518	Probation Staff	30	4	583	2,332
Trauma, Loss and PTSD	015-3640	Probation Staff	7	12	220	2,640
Wraparound Orientation/Referral Process	015-9074	Probation Staff	1	4	13	52
Total			236		4,987	31,258

Los Angeles County Probation Department
Community Based Organizations (CBOs)
Evidence Based Practices (EBP) Training
January 2006 to March 2008

Legend	Class Name	CBOs[1]	Number of CBO Staff	Total Hours
ASD	Adolescent Stages of Development	9	140	1120
SBCM	Strength-Based Case Management	14	70	560
FFT/MST	FFT/MST (Overview)	9	70	280
WEBP	Why Evidence-Based Practices	14	90	720
PP	Parent Project	8	28	1120
SLM	Social Learning Model Training	10	78	566
HRHN	Best Practices Orientation for High Risk High Need Youthful Offenders	11	61	122
TOTAL			**537**	**4488**

[1] A total of 14 different CBOs attended the EBP training classes.

County of Los Angeles
CHIEF EXECUTIVE OFFICE
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WILLIAM T FUJIOKA
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

March 12, 2008

To: Supervisor Yvonne B. Burke, Chair
Supervisor Gloria Molina
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

IMPLEMENTATION OF THE MANAGEMENT AND PROGRAM AUDIT RECOMMENDATIONS – SEVENTH QUARTERLY PROGRESS REPORT

On May 10, 2006, your Board directed the Chief Executive Office (CEO), the Auditor-Controller (A/C), and the Probation Department (Department) to provide quarterly reports updating the following: the implementation of the management and programming audits of the Department, the reorganization of the Department, and the Department's plans to institutionalize change in the Department (formalized investigations of staff, implementation of corrective actions, and training of new and existing staff).

This is our seventh quarterly progress report regarding implementation of the Thompson, Cobb, Bazilio and Associates (TCBA) and Child Welfare League of America (CWLA) management and program audit recommendations, respectively, covering the period of November 2007 through January 2008.

Briefly, during the Seventh Quarter, the number of recommendations implemented increased to 71 (75 percent) of the 95 recommendations that are being tracked, while 17 other recommendations (18 percent) are partially implemented. Consequently, there are only seven recommendations (7 percent) that the Department has not implemented (Attachment 1).

I. AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS OVERVIEW

Representatives from the A/C and the Department continue to work with The Resources Company (TRC), a consulting team hired by the A/C in May 2006, to assist the Department in effectively implementing the TCBA and CWLA recommendations.

As indicated in Attachment I, of the 95 applicable TCBA and CWLA audit recommendations:

- 71 (75 percent) have been fully implemented by the Department as confirmed by TRC;
- 17 (18 percent) are in progress or are partially implemented; and
- 7 (7 percent) are not yet implemented.

The Probation Department plans to fully implement 9 of the remaining 24 recommendations by April 30, 2008, an additional 9 recommendations by July 31, 2008, and the remaining six recommendations by January 2009. Please refer to Attachment II for a listing of the status of the implementation of each of the management and audit recommendations.

II. PROBATION DEPARTMENT REORGANIZATION

During the past 19 months, your Board has funded a number of additional personnel items that have assisted the Department to:

- Address span of supervision and the previous "flatness" of the organization;
- Better handle the many operational responsibilities for effective strategic planning and management; thus, addressing long-term issues;
- Provide the necessary leadership to better prepare the Department for the future; and
- Enhance communication internally and externally, including all key stakeholders.

We have previously reported on the Department's use of the additional personnel in the juvenile halls and camps and other areas in the Department.

III. PLANS TO INSTITUTIONALIZE DEPARTMENTAL CHANGE

During the past eight months, the Department has begun a strategic planning process designed to sustain the implementation and continuous process improvement of evidence-based practices. In particular, the Department has established a Strategic Planning Steering Committee and seven strategic planning work groups to address

15 strategic issues. For your reference, the Department's strategic planning charter is provided in Attachment III. The Department has held two quarterly strategic planning workshops involving approximately 40 senior managers of the Department. The first workshop focused on the need for organizational and cultural change within the Department. The second workshop began a discussion of the core competencies that the Department needs to see in its executives and senior managers. Both workshops also involved updates from the chairs of the strategic planning work groups to the larger group. The third workshop anticipated to be held in late April or early May will involve review and discussion of the Department's draft strategic plan that is scheduled for completion in late May. The strategic plan will provide the "blueprint" for the Department implementation of evidence-based practices, supervision, and management for the next two to three years.

IV. STATUS OF PRIOR QUARTER PROGRESS REPORT GOALS

In the prior quarterly report, the following goals were identified for completion during this Seventh Quarter. A brief description of their status is provided.

Goal	Implementation Status
Train Probation and Mental Health camp staff as small group facilitators running EBP interventions: (a) Thinking for a Change (T4C) for Challenger camps or (b) Girls Moving On (GMO) for Scott/Scudder camps.	TRC has trained 18 Probation/DMH staff as T4C facilitators and is scheduled to provide booster training to them in March 2008. TRC has trained another 18 Probation/DMH staff as GMO facilitators and provided booster training to them in September and November 2007.
Refine the continuum of EBP interventions/ services that begin in camp and that need to continue in the community after juveniles are released from camp.	RTSB staff are in the process of finalizing the core EBP interventions that will begin in camp and be completed in the community, anticipated for completion by May 30, 2008, consistent with completion of its strategic plan.
Begin fidelity assessments of. the eight Camp Redesign Phase 1 camps on (a) application of the EBP / CCP / MI training, (b) small group facilitation of Thinking for a Change and Girls Moving On interventions, and (c) implementation of the new RTSB behavior management system to be used in all 18 camps.	In August – September 2007, the Department's Program Evaluation Office (PEO) staff conducted an initial assessment of RTSB's implementation of the above EBP staff skills. In December 2007 – January 2008, PEO staff conducted an assessment of the Thinking for a Change intervention at Camp Scobee.

Goal	Implementation Status
Work with the Antelope Valley Parole Task Force to develop strategies and resources for providing EBP programs and services to juvenile and adult probationers in and around the cities of Lancaster and Palmdale.	Probation has initiated meetings with representatives from numerous agencies including the cities of Palmdale and Lancaster and has provided them with EBP presentations, with a focus on prevention and intervention services.
Begin a strategic planning process to develop strategies and action plans to continue and sustain implementation of evidence-based practices.	Probation has established a Strategic Planning Steering Committee and seven strategic planning work groups to address 15 strategic issues. The Chief Probation Officer continues to chair a Comprehensive Education Reform Committee to reform education programs in the County's juvenile halls and probation camps. The Chief has initiated an interagency work group to explore the identification and development of ways to blend and leverage various sources of funding potentially available to pay for EBP interventions and services.

V. EIGHTH QUARTER PROGRESS REPORT GOALS

Over the next reporting quarter, February through April 2008, the Department anticipates:

- Developing a draft strategic plan to sustain evidence-based practices over the next 2 to 3 years, including but not limited to strategies related to (a) Camp Redesign; (b) emerging adult probationers; (c) staff recruitment, retention, internships and succession planning; (d) Dashboard reporting of probation outcomes and performance indicators; (e) CBO, FBO and community capacity building; and (f) financial leverage of funding for EBP interventions and services in residential settings, (i.e., juvenile halls, camps, and group homes) and those in the community.

- Developing a strategic action plan to implement comprehensive education reform in the County's juvenile halls and probation camps.

- Initial implementation of a Dashboard reporting system for monthly reporting of probation outcomes and indicators and preparing a six-month progress report to your Board on such indicators.

The A/C has validated the implementation status of the recommendations. The CEO, A/C, Probation Department, and TRC believe significant progress continues to be made.

If you have any questions regarding this matter, please contact Deputy Chief Executive Officer Doyle Campbell, Public Safety, at (213) 893-2374 or your staff may contact Chief Deputy David M. Davies, Probation Department, at (562) 940-2511 or Chief Don Chadwick, Countywide Contract Monitoring Division of the Auditor-Controller, at (626) 293-1102.

WTF:SRH:RDC
JW:VC:yjf

Attachments (3)

c: Executive Officer, Board of Supervisors
Auditor-Controller
Chief Probation Officer

7th.Quarterly.Report.bm

LOS ANGELES COUNTY PROBATION DEPARTMENT
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS
SUMMARY IMPLEMENTATION STATUS
(BY AGENCY, BY AUDIT CATEGORY)
AS OF JANUARY 31, 2008

Audit Category	Implemented	Partially Implemented	Not Implemented	Total *
TCBA Management Audit				
Strategic planning	5	1		**6**
Linking strategy to operations	7	1		**8**
Organizational structure and leadership	7			**7**
Automated systems and technology	4	2	2	**8**
Personnel management	12	1	1	**14**
Other audit areas	3			**3**
Subtotal – TCBA Management Audit	**38**	**5**	**3**	**46**
CWLA Program Audit				
Program planning and implementation	7	5	2	**14**
Best practices and benchmarking	9	2		**11**
Performance measurement	3	2		**5**
Work processes	14	3	2	**19**
Subtotal – CWLA Program Audit	**33**	**12**	**4**	**49**
Total	**71**	**17**	**7**	**95**
Percentage	**75%**	**18%**	**7%**	**100%**

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

* Excludes five recommendations (TCBA 19, 23, 26, 38 and CWLA 47) that are not applicable, as determined by Probation with TRC's concurrence, and as referenced in the First Quarter Status Report dated August 17, 2006.

LOS ANGELES COUNTY PROBATION DEPARTMENT
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS
AS OF JANUARY 31, 2008

No.	Audit Category / Recommendation	Implemented	Partially Implemented	Not Implemented	Estimated Completion
	Strategic Planning				
TCBA 1	*Strategic goal development*	✓			
TCBA 2	*Annual strategic map goals*		✓		June 2008
TCBA 3	*Issue-focused working groups*	✓			
TCBA 4	*Comprehensive strategic planning approach*	✓			
TCBA 5	*New strategic initiatives*	✓			
TCBA 6	*Strategic management / QA function*	✓			
	Linking Strategy to Operations				
TCBA 7	*Linkage of strategic initiatives to operations*	✓			
TCBA 8	*Strategic initiatives tracking system*	✓			
TCBA 9	*Cross-bureau planning and coordination*	✓			
TCBA 10	*Staff training in strategic plan./perf. measure.*	✓			
TCBA 11	*Hierarchy of performance indicators*	✓			
TCBA 12	*Clear/concise performance reports*		✓		June 2008
TCBA 13	*Development of performance indicators*	✓			
TCBA 14	*Customer satisfaction evaluation/strategies*	✓			
	Organizational Structure & Leadership				
TCBA 15	*Training in strategic planning, performance measurement, and outcome measurement*	✓			
TCBA 16	*Diversification of management team*	✓			
TCBA 17	*Reorganize Probation Department*	✓			
TCBA 18	*Combining of internal investigative functions*	✓			
TCBA 20	*Open organization culture*	✓			
TCBA 21	*HQ manager involvement in service delivery*	✓			
TCBA 22	*Linkages to stakeholder organization*	✓			

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

LOS ANGELES COUNTY PROBATION DEPARTMENT
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS
AS OF JANUARY 31, 2008

No.	Audit Category / Recommendation	Implemented	Partially Implemented	Not Implemented	Estimated Completion
	Automated Systems & Technology				
TCBA 24	*Use of data warehousing and geographic information systems*		✓		June 2008
TCBA 24a	*Funding of E-Learning program*			✓	June 2008
TCBA 25	*IT equipment replacement schedule*	✓			
TCBA 25a	*Overall assessment of Info. Systems Office; IT Infrastructure Library adoption*	+	✓		Dec. 2008
TCBA 27	*Hiring of Information Security Officer and development of data security plans*	✓			
TCBA 28	*Interactive voice response – field offices*	✓			
TCBA 29	*Use of PEDMS imaging software*			✓	June 2008
TCBA 30	*Formulation of IT communications plan*	✓			
	Personnel Management				
TCBA 32	*Consolidated recruitment & hiring; targeted regional recruitment; recruitment budget unit*			✓	June 2008
TCBA 33	*Open competitive recuitment*	✓			
TCBA 35	*Expanded criminal history checks, credit history checks, drug testing, and polygraph examinations of employement candidates*	✓			
TCBA 36	*Field investigation and information verification of employee backgrounds*	✓			
TCBA 37	*Professional Standards Unit consolidation and reporting directly to CPO*	✓			
TCBA 39	*Compliance with core training requirements*	✓			
TCBA 40	*Agency-wide training system*	✓			

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

✓ Reflects the overall implementation status of the recommendation. + Reflects at least partial implementation of the recommendation.

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ATTACHMENT II

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LOS ANGELES COUNTY PROBATION DEPARTMENT
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS
AS OF JANUARY 31, 2008

No.	Audit Category / Recommendation	Implemented	Partially Implemented	Not Implemented	Estimated Completion
	Personnel Management				
TCBA 41	*Employee morale improvement*	✓			
TCBA 42	*Management-staff communication tools*	✓			
TCBA 43	*Completion of employee evaluations*	✓			
TCBA 44	*Personnel management systems review; personnel evaluation process recommendations to Executive Leadership Team*	✓			
TCBA 45	*Appraisals of promotability process*	✓			
TCBA 46	*Employee turnover analysis*	✓			
TCBA 47	*Department succession plan; administrative intern program*		✓		May 2008
	Other Audit Areas				
TCBA 59	*Injury and illness prevention program*	✓			
TCBA 60	*Grants admininstration policies/procedures*	✓			
TCBA 61	*Public Information function to CPO office*	✓			
	Program Planning/Implementation				
CWLA 1	*Comprehensive action plan for EBP*	✓			
CWLA 2	*Regular stakeholder feedback*	✓			
CWLA 3	*Evaluation of existing program and new initiatives*		✓		Dec. 2008
CWLA 4-1	*Update and publish the Juvenile Manual*				
CWLA 4-2	*on-line*		✓		April 2008
CWLA 5	*Standard risk/needs assessment tool and responsivity tools*	✓			

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Deleted: *Publishing of Juvenile Manual*

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

ATTACHMENT II

LOS ANGELES COUNTY PROBATION DEPARTMENT
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS
AS OF JANUARY 31, 2008

No.	Audit Category / Recommendation	Implemented	Partially Implemented	Not Implemented	Estimated Completion
	Program Planning/Implementation				
CWLA 6	*Referral of clients for services policy; criminogenic needs assessment tool*	✓			
CWLA 7	*Risk reduction case management strategies*	✓			
CWLA 8	*Court reports training / quality assurance*		✓		Mar. 2008
CWLA 9	*Workload measures for caseload evaluation*	✓			
CWLA 10	*Analysis of caseload sizes; publication of caseload requirements and measures of compliance*	✓			
CWLA 11	*Set up case management database*		✓		Mar. 2008
CWLA 12-1	*Electronic database of CBO resources*		+		
CWLA 12-2	*Track utilization of CBOs; identify gaps in services/providers*			✓	Mar. 2008
CWLA 13	*Criteria for utilization of CBOs*			✓	Mar. 2008
CWLA 14	*Collaboration with CBOs in geographic areas*		✓		Mar. 2008
	Best Practices and Benchmarking				
CWLA 15	*Delinquency prevention / intervention*	✓			
CWLA 16	*Systematic program evaluation*		✓		Jan. 2009
CWLA 17	*Staff development regarding EBP planning and contracting*	✓			
CWLA 18	*Action plan for EBP*	✓			
CWLA 19	*Coordination with CBOs in geographic areas*		✓		Mar. 2008
CWLA 20	*Additional program slots – FFT, MST and MTFC interventions*	✓			

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

✓ Reflects the overall implementation status of the recommendation. + Reflects at least partial implementation of the recommendation.

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LOS ANGELES COUNTY PROBATION DEPARTMENT
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS
AS OF JANUARY 31, 2008

No.	Audit Category / Recommendation	Implemented	Partially Implemented	Not Implemented	Estimated Completion
	Best Practices and Benchmarking				
CWLA 21	*Evaluation of departmental programs*	✓			
CWLA 22	*Staff training on EBPs*	✓			
CWLA 23	*Comprehensive examination of the camps programs*	✓			
CWLA 24	*Comprehensive examination of camps outcomes; database of new screening information*	✓			
CWLA 25	*Non-residential, community-based services*	✓			
	Performance Measurement				
CWLA 26	*Consensus on client outcomes*	✓			
CWLA 27	*Categories of client outcomes*	✓			
CWLA 28	*Outcome measurement/reporting system*		✓		June 2008
CWLA 29	*Collaboration with group home providers/CBOs*	✓			
CWLA 30	*Contracting for client outcomes*		✓		Mar. 2008
	Intra-/Inter-Agency Work Processes				
CWLA 31	*Adoption of APPFS performance standards*	✓			
CWLA 32	*EBP measurement/reporting systems*		✓		Dec. 2008
CWLA 33	*Mgmt. report sharing with other departments*			✓	Dec. 2008
CWLA 34	*Action plan to implement EBPs*	✓			
CWLA 35	*Use of LAARC to assess risk/needs; support/services for desired outcomes*	✓			
CWLA 36	*LAARC as an assessment tool*	✓			
CWLA 37	*PO assignment to geographic areas; coordination with CBOs*			✓	June 2008

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

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ATTACHMENT II

LOS ANGELES COUNTY PROBATION DEPARTMENT
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS
AS OF JANUARY 31, 2008

No.	Audit Category / Recommendation	Implemented	Partially Implemented	Not Implemented	Estimated Completion
	Intra-/Inter-Agency Work Processes				
CWLA 38	*Examination of case transition/transfer points*	✓			
CWLA 39	*Timely orientation of minors*	✓			
CWLA 40	*Review assessment/placement process*	✓			
CWLA 41	*Forums with community-based organizations*	✓			
CWLA 42	*Evaluation of DCFS GH contracts*	✓			
CWLA 43	*Evaluation design and data collection system*		✓		Dec. 2008
CWLA 44	*DCFS improvements to 241.1 process*	✓			
CWLA 45	*Participation in Wraparound services*	✓			
CWLA 46	*Protocol for dual status designation*	✓			
CWLA 48	*Continuity of treatment services with methods to address interruptions*		✓		Mar. 2008
CWLA 49	*Juvenile manipulation of medications; ilmplications for camp services*	✓			
CWLA 50	*Identification of gaps in MH services*	✓			

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

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ATTACHMENT III

LOS ANGELES COUNTY PROBATION DEPARTMENT
STRATEGIC PLANNING CHARTER

Purpose

To outline the scope of the Probation Department's process to develop a strategic plan that will determine and communicate – both internally and externally – how the Department plans to sustain its implementation of evidence-based practices (EBP) and to introduce evidence-based management (EBM) in 2008 through 2010.

Background

During the past eight months, the Department has begun implementation of EBP in the juvenile camps and is beginning with the juvenile and adult field offices through the following initiatives:

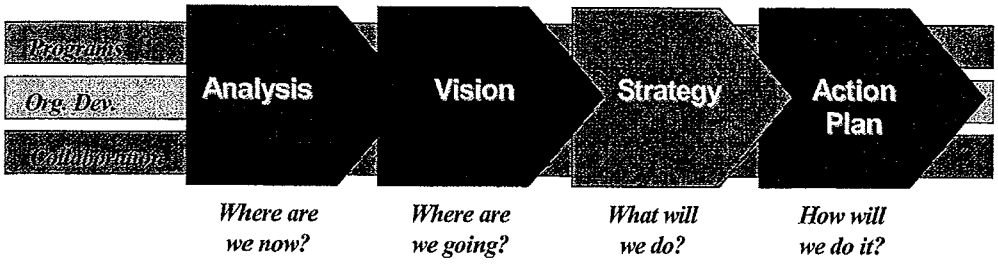
- Camp Redesign programming
- EBP training of Residential Treatment Service Bureau (RTSB) staff
- Juvenile and adult risk/needs assessment and case plan development
- Quality assurances (QA) services development
- Community outreach / community building.

During the next 10 months, the Department will complete the initial implementation of the EBP Comprehensive Action Plan, the Camp Redesign Implementation Plan as well as the 95 TCBA/CWLA management and program audit recommendations. Planning for and execution of these EBP implementation tasks will require significant collaboration – both internally and externally – to achieve the Department's goals and outcomes.

Proposed Scope of Strategic Planning

The strategic planning process should enable the Department to establish an action plan to sustain EBP implementation and to introduce evidence-based management.

Strategic planning to sustain EBP implementation



As indicated above, the strategic planning process needs to focus on three areas – programs, organizational development, and collaboration – that are critical to

achieving the Department's prime objectives of reducing recidivism and helping juvenile and adult offenders become productive members of their communities.

Programs

- **Financial Stability:** The Department needs to identify opportunities/threats and strengths/weaknesses that could affect the organization's financial ability to sustain EBP implementation in the coming years. The strategic planning process should establish an ongoing process for assessing the impacts of external reforms – child welfare, mental health, juvenile/adult prison reforms, etc – on the Department's mission, goals and priorities, and funding requirements and capacity.
- **EBP Programming:** The Department needs to continue programming how juvenile camp and juvenile/adult field staff address criminogenic needs and responsivity factors through EBP interventions provided by Probation, DMH, LACOE, community-based organizations (CBOs) and faith-based organizations (FBOs). The strategic planning process should facilitate cross-bureau planning and the external collaboration needed to establish a continuum of care and EBP interventions and services.
- **California Department of Corrections and Rehabilitation (DCR) Division of Juvenile Justice (DJJ) Wards:** In his FY 2007-08 Proposed Budget, the Governor indicated that "Beginning July 1, 2007, the DJJ will start the process of reducing the population of juvenile offenders housed in State facilities by using local facilities, and will provide financial resources to support their programs and housing needs. The DJJ will reduce its population so that only the most serious and violent juvenile offenders are housed in State facilities. Offenders convicted of lesser crimes will remain at the county level." On August 24, 2007, the Governor signed Senate Bill 81, which among various changes provided that effective September 1, 2007, only minors with a sustained 707(b) petition could be sent to a State juvenile facility. The strategic planning process should facilitate identification and implementation of additional EBP programming to deal with the criminogenic needs and responsivity factors of this population.
- **Juvenile Camps Physical Plant Reconfiguration:** The Department is currently working with the Chief Administrative Officer (CAO) and the Department of Public Works (DPW) to develop a Board report on the scope and estimated cost of reconfiguring the County's 18 existing juvenile camps and other prospective properties (e.g., Barley Flats) to podular units that would provide more appropriate space for EBP supervision and treatment as well as modernization of facilities that are, on average, 33 years old (the newest is 17, and the oldest is 56 years old). The strategic planning process should facilitate an ongoing process of prioritizing the design and construction of such capital improvements.
- **Emerging Adult Probationers:** In response to a burgeoning State prison population and a recidivism rate that is the highest in the country, the Governor included in his 2006-07 Proposed Budget, for the first time, State funding for adult probation services. His proposal, called the California Adult Probation Accountability and Rehabilitation Act (CAPARA), provides enhanced funding for adult probation services. The funding is designed to target offenders between the crime-prone ages

of 18 and 25. If enacted, the proposal would afford probation an opportunity to build upon its success in addressing juvenile crime and recidivism under the auspices of the state-funded Juvenile Justice Crime Prevention Act (JJCPA) and reduce the number of young adults making their way to state prison.

- **Dashboard Reporting System:** The Department is currently developing a pilot version of a dashboard reporting system – a type of executive information system – (initially with 4 performance indicators) that will provide Department management and supervisors with summary performance information to measure and report the effectiveness of EBP implementation in the juvenile camps and subsequently in the juvenile/adult field offices. The strategic planning process should facilitate the ongoing expansion and refinement of dashboard-type client outcomes and performance indicator tools for measuring the success of EBP implementation and program results.
- **Continuum of Services.** During the past two years, the Department has identified the need to establish a continuum of services for both juvenile delinquents and adult offenders. The strategic planning process should facilitate identification of methods to (a) link programs and initiatives and (b) cut across bureau lines in the delivery of interventions and services.

Organizational Development

- **Staff Recruitment / Retention:** The Department is shifting its mission from one of simple custody and compliance with probation terms and conditions to one of assessment and treatment of criminogenic needs in order to reduce recidivism among both juvenile delinquents and adult offenders. The change in Departmental focus necessitates a change in future staff orientation from law enforcement to EBP treatment. The strategic planning process should facilitate identification of sources and strategies for recruiting appropriate staff consistent with this change of Departmental focus.
- **Internships:** The Department is currently working with a number of local colleges and universities to provide internship opportunities for students majoring in criminal justice, social work, and related programs. Last year, the Department employed 15 full-time equivalent (FTE) interns to provide case management assistance to juvenile field probation officers. The strategic planning process should facilitate methods to dramatically expand the Department's internship opportunities as well as encourage more inclusion of EBP principles and interventions in the academic curricula of the participating colleges and universities.
- **Succession Plan:** The Department will likely experience a significant number of retirements among senior/middle management and first-line supervisors in the next five years. Accordingly, the strategic planning process should facilitate the development of a succession plan to address staff turnover.
- **Saba Learning Management System (LMS):** The Department is in the process of implementing the Saba LMS acquired by the County to replace the 20-year old Registrar training records system. However, the Saba LMS can also be used to enhance components of the Appraisal of Promotability process by (a) documenting

the knowledge, skills and aptitudes (KSAs) – core competencies –associated with all Departmental positions, and (b) providing the capability to establish professional development plans for applicable staff. The strategic planning process should facilitate establishing the requirements and processes for utilizing the Saba LMS for that purpose.

- **Training and Learning Development Services (TLDS):** During the past year, the Department has begun 3 major training initiatives: (1) development of entry-level, DSB, and RTSB academies; (2) development of EBP staff skills / interventions curricula; and (3) implementation of the Saba LMS. The strategic planning process should facilitate the integration of these 3 initiatives on a Department-wide basis, and define the training roles and responsibilities of the TLDS Division and all the bureaus.
- **Cultural Transformation:** The current EBP training of juvenile camp staff is just the beginning of a multi-year cultural transformation of the way in which the Department and its partners – the courts, law enforcement, other County departments, LACOE, and CBOs/FBOs – detain, supervise, educate, and treat juvenile delinquents and adult offenders in order to reduce recidivism. The strategic planning process should facilitate (a) identification of necessary and desired changes in detention, supervision, and treatment programs, as well as the administrative and financial functions that support such programs and (b) initial and booster training of line staff, supervisors, and mangers in such programs.

Collaboration

- **Probation Case Management System (PCMS):** Implementation of PCMS will undoubtedly result in identification of assessment, case planning/case management, court reporting, and other issues related to juvenile probation systems and processes. The strategic planning process should facilitate cross-bureau planning and external collaboration with educational services, health services, and mental health services agencies needed to address such PCMS implementation issues.
- **"Charter Schools:"** For the past 4 months, the Department has been exploring the development of a three-year pilot project to establish a "charter school" for the juvenile girls at Camps Scott and Scudder. On June 19th, the Board of Supervisors directed the Chief Probation Officer to collaborate with LAUSD, LACOE, the Probation Commission, the County Librarian, DMH, CPC, and the Chief Executive Officer to "develop a comprehensive plan to dramatically reform educational programs in the County's juvenile halls and probation camps, including an exploration of the feasibility of charter schools..."
- **Community-Based Organizations:** Implementation of EBP started in the camps, where the Department has a greater opportunity to begin EBP interventions to address criminogenic needs, because they will have a "captive audience" for 6 to 12 months. However, in most cases, EBP treatment and services will continue and be completed in the community. The strategic planning process should facilitate "partnering" in the funding, alignment and delivery of EBP interventions and services provided by Probation, other County departments, and CBOs/FBOs.

In addressing these strategic issues, the Department needs to (1) prioritize them, (2) identify the one-time and ongoing costs of implementing resulting strategies, and (3) ensure that the resultant strategic plan is aligned with the County strategic planning goals and objectives. As the strategic plan is developed, it should also identify Department accomplishments that have occurred during the past 12-18 months.

Strategic Planning Committee

The Probation Department has established a Strategic Planning Committee comprised of the following members:

- Robert Taylor – Chief Probation Officer
- Dave Davies – Chief Deputy Probation Officer
- Vince Iaria – Executive Assistant
- Robert Smythe – Administrative Deputy, Administrative Services
- Fred Nazarbegian – Chief Information Officer
- Dawn Weinberg – Director, Training & Learning Development Services.

The Strategic Planning Committee will serve as the steering committee for the strategic planning process.

Strategic Planning Work Groups

The Strategic Planning Committee will establish ad hoc work groups to address the issues identified on pages 2-4 of this strategic planning charter. The initial strategic planning work groups (Attachment A) will focus on the following issues:

- Financial stability
- Comprehensive education reform (June 19, 2007 Knabe motion)
- Probation outcomes and performance indicators (July 31, 2007 Antonovich motion)
- Staff recruitment/retention, internships, and succession planning
- Emerging adult probation
- CBO capacity building.

The Strategic Planning Committee will establish a specific charter for each work group and assign cross-bureau teams to work on each set of strategic planning issues.

Strategic Planning Support

Initially, the strategic planning process will be supported by The Resources Company consultants and strategic planning staff from the Quality Assurance Services Bureau. At this point, the latter only consists of a program analyst and a secretary (the Department had requested 8 personnel items for its Strategic Planning Office). This means that members of strategic planning work groups may be called upon to provide staff support for their work groups.

Los Angeles County Probation Department
EBP Training of Probation Staff by The Resources Company - November 2006 to March 2008

Bureau / Subject	Certifi-cation	No. Classes	No. Hours per Class	Total Attendees	Total Class Hrs. Attended	Cost	Work Order or Contract No.
Department-wide							
Strategic Planning for EBP	015-043033	1	4	43	172	10,097	WO 7-38
Strategic Planning for EBP - ELT	015-043033	1	4	37	148	2,845	WO 7-38
Strategic Planning for EBP - Probation Managers	015-044363	1	4	136	544	2,845	WO 7-38
Residential Treatment Services Bureau							
Core Correctional Practices - Content	015-039984	1	40	21	840	9,300	WO 7-38
Core Correctional Practices - Technique		1	40	21	840	9,300	WO 7-38
Core Correctional Practices - Observation	015-040715	2	20	40	800	8,309	WO 7-38
Core Correctional Practices - Evaluation	015-040715	2	20	40	800	8,309	WO 7-38
EBP Principles for Probation Directors	015-039187	1	2	40	80	556	WO 7-38
EBP Principles for Probation Supervisors	015-039187	1	2	130	260	556	WO 7-38
Evidence-Based Supervision/Management	015-041364	2	16	39	624	11,114	WO 7-38
Introduction to EBP	015-039946	5	4	90	360	5,557	WO 7-38
Motivational Interviewing - Content	015-039985	1	40	21	840	8,947	WO 7-38
Motivational Interviewing - Technique		1	40	21	840	8,947	WO 7-38
Motivational Interviewing - Observation	015-040721	1	20	20	400	8,947	WO 7-38
Motivational Interviewing - Evaluation	015-040721		20	20	400	8,947	WO 7-38
Girls Moving On	015-040288	1	40	18	720	13,958	WO 7-38
Thinking for a Change	015-039947	1	32	18	576	7,053	WO 7-38
Adult Field Services Bureau							
Introduction to EBP	015-039946	6	4	108	432	6,668	WO 7-38
Introduction to EBP	015-039946	5	4	96	384	5,557	WO 7-38
Quality Assurance Services Bureau							
Program Evaluation		1	44	8	352	20,212	WO 7-38
Other Parties							
Introduction to EBP - Juvenile Court	015-039187	2	2	29	58	2,223	WO 7-38
Introduction to EBP - Justice Deputies	015-039187	1	2	8	16	2,223	WO 7-38
Total - The Resources Company		38		1,004	10,486	162,470	