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Chief Probation Officer

## COUNTY OF LOS ANGELES PROBATION DEPARTMENT

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August 10, 2007

TO: Each Supervisor

FROM: Robert B. Taylor   
Chief Probation Officer

SUBJECT: **IMPLEMENTATION OF MANAGEMENT & PROGRAM AUDIT  
RECOMMENDATIONS – FIFTH QUARTERLY STATUS REPORT**

On May 10, 2006, during the FY 2006-07 Proposed Budget Public Hearing, on motion of Supervisor Molina, the Board instructed the Chief Probation Officer along with the Chief Executive Officer (CEO) and the Auditor-Controller (A-C), to provide the Board with quarterly status reports on the following:

- 1) The implementation of the management and program audits conducted by Thompson, Cobb, Bazilio and Associates (TCBA) and the Child Welfare League of America (CWLA);
- 2) The reorganization of the Probation Department; and
- 3) The Probation Department's plans to institutionalize change in the Department, such as formalized investigations of staff; implementation of corrective actions; and training of new and existing staff.

Our Fourth Quarterly Status Report was submitted to your Board on May 17, 2007. This is our Fifth Quarterly Status Report covering May through July 2007. During the Fifth Quarter, the number of recommendations implemented increased from 45 to 67 equating to 71% of 95 recommendations being tracked, while 18 other recommendations (19%) are partially implemented. Consequently, there are only 10 recommendations (10%) that Probation has not implemented, one of which is contingent on available resources.

## **BACKGROUND**

In September 2004, the Board directed the A-C to initiate a management and program audit of the Probation Department. On December 6, 2005, TCBA and CWLA issued their audit reports that collectively contained 100 recommendations. As indicated in our First Quarterly Report, the Probation Department determined, with TRC's concurrence, that five recommendations contained in the two audit reports were "no longer applicable." Consequently, TRC is tracking the implementation status for 95 of the 100 recommendations that are being tracked.

The TCBA management audit recommendations focused on six areas: 1) strategic planning; 2) linking strategies to operations; 3) organizational structure and leadership; 4) automated systems and technology; 5) personnel management; and 6) other audit areas.

The CWLA program audit recommendations focused on four areas relative to the Probation Department's programs to determine their efficiency and effectiveness: 1) program planning and implementation; 2) best practices and benchmarking; 3) performance measurement; and 4) work processes. A general summary of the implementation status of the audit recommendations is provided in Attachment I.

Representatives from the A-C and the Probation Department continue to work with The Resources Company (TRC), a consulting team hired by the A-C in May 2006, to assist the Probation Department in effectively implementing the TCBA and CWLA recommendations. TRC has conducted a thorough review of all recommendations and determined their current status as "Implemented," "Partially Implemented," "Not Implemented" and "Funding Requested."

### **I. AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS OVERVIEW**

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

- 67 (71%) have been fully implemented by the Department as confirmed by TRC;
- 18 (19%) are in progress or are partially implemented; and
- 10 (10%) are not yet implemented.

The Probation Department plans to fully implement 11 of the remaining 20 recommendations by December 2007 and an additional eight recommendations by June 2008. Implementation of one recommendation is contingent on available resources. A detailed listing of the recommendations' implementation status and projected implementation schedule by audit category is provided in Attachment II.

## **II. PROBATION DEPARTMENT REORGANIZATION**

During the past 13 months, your Board has funded a number of additional personnel items that have assisted the Probation 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 and 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**

As part of institutionalizing Departmental change, Probation remains committed, to the extent fiscally feasible, to provide nearly all of the operational training needed by line staff, supervisors and managers. The First Quarterly Report listed the following four elements of the Department's plans to establish a Training & Learning Development Services Division. A current status for each part is also provided.

- ***The Department is working with the Sheriff's Department staff to assist with evaluating and redesigning Probation's training curriculum for all entry-level line staff as well as the curriculum used to train existing Probation personnel working in the juvenile halls and camps.***

The Department is utilizing a Lieutenant loaned from the Sheriff's Department to assist with evaluating, redesigning and implementing Probation's training curriculum for all entry-level line staff. To date, the Department has redesigned the training curricula for the following three different groups of Probation staff:

- ***Entry-Level Staff:*** The Department has restructured its entry-level training to address operational procedures and has updated curriculum to include Department of Justice (DOJ) mandated courses. The restructured academy is six weeks in length and includes one week of POST 832 PC training. The Department's initial academy class under the new training model began on January 15, 2007 with 50 recruits, 45 of which graduated on February 16. The second academy class began on March 5 with 39 recruits, 36 of which graduated on April 6. The third class started on April 23 with 30 recruits, 29 of which graduated on May 25. The fourth class began on June 11 with 31

recruits, 29 of which graduated July 13. The fifth class began on June 18 with 46 recruits, 39 of which graduated on July 27.

- **Juvenile Hall Staff:** The Department has developed a seven-week Detention Services Bureau Standardized Training Program for entry-level personnel that will work in one of the three juvenile halls after they have successfully completed the Basic Core Academy training. The program was implemented in September 2006, and 133 personnel out of 135 (99%) in 8 classes have successfully completed the training program to date.
  - **Juvenile Camp Staff:** A four-week Residential Treatment Services Bureau (RTSB) academy has been established for staff going to work in any of the 18 camps. The Department began its first academy class of 23 staff on December 11, 2006 and graduated them on January 5, 2007. The second academy class of 23 staff began on January 22<sup>nd</sup>, and 21 graduated on February 16<sup>th</sup>. The RTSB Academy underwent a significant redesign effort to incorporate all the essential components within the camp Redesign initiative. The first class to go through this new RTSB Academy is scheduled for September 4, 2007.
- ***Probation and TRC are working together to develop an action plan to establish an in-house training academy.***

The Probation Department is one of eight County Departments that is implementing the Saba Learning Management System (LMS). The Saba LMS will enable the Department to:

1. Manage training academies, events, programs, records and certifications. This will essentially replace the 20-year old Registrar system currently used by the Department.
2. Manage the content of training curricula and programs. The system enables users to index and cross-reference training contents.
3. Help manage career development by identifying and providing training in key competencies needed for staff to be more effective in their jobs and to better qualify for promotions and special assignments.

TRC consultants developed the initial action plan to implement the Saba LMS within the Probation Department and will continue to provide technical assistance to the Department's Saba LMS Project Team. The Department has since assigned a project leader who is working closely with the Department of Human Resources (DHR) and Internal Services Department (ISD) to configure the Saba LMS to meet the Probation Department's needs. The system is scheduled for implementation by the end of the calendar year.

- ***Probation and TRC are working together to assess the Department's operations-related training courses as to (a) how well the curriculum aligns with evidence-based practices and principles (EBP) and (b) what curriculum additions, changes and deletions are needed to do so.***

The Resources Company developed the following 56-hour EBP curriculum consisting of six modules for all camp staff to complete in Calendar Year 2007.

<b>EBP Curriculum</b>	<b>Emphasis of the Curriculum</b>	<b>Hours</b>
1a. EBP Principles	8 EBP principles established by National Institute of Corrections	4
1b. Core Correctional Practices	Effective use of authority, appropriate modeling/ and reinforcement, problem solving, and quality of interpersonal relationships	20
2a. Motivational Interviewing	Effective communication with juvenile delinquents	16
2b. Effective Case Management	Case planning, referral tracking, treatment completion	8
2c. Aftercare Planning/Transition	Case planning, systems navigation to EBP interventions/services in the community	4
2d. Relapse Prevention	Signs and strategies for avoiding relapse	4
<b>Total Hours</b>		<b>56</b>

TRC consultants also prepared an 8-hour training course on EBP Principles and Core Correctional Practices for RTSB trainers to orient night staff, kitchen and laundry workers, maintenance staff, Los Angeles County Office of Education (LACOE) teachers, and Community-Based Organization (CBO) volunteers working in camp.

In addition, RTSB is preparing to implement the following 64-hour curriculum for all camp supervisors to complete in Calendar Year 2007.

<b>EBP Curriculum</b>	<b>Emphasis of the Curriculum</b>	<b>Hours</b>
3a. EBP, CCP and MI implementation	Coaching camp supervisors in how to implement the EBP principles/CCP/MI staff skills and to establish ongoing quality control over implementation through regular supervision	16
3b. Camp supervision	Teaching camp supervisors how a typical day transpires in camps, their roles as supervisors versus staff, and the skills that need to be used.	24
3c. ASSISST	Teaching camp supervisors about on-the-spot interventions that supervisors, in turn, can teach camp staff to identify and model pro-social thinking and behavior by camp minors	24
<b>Total Hours</b>		<b>64</b>

RTSB trainers and TRC consultants will conduct the initial round of training of camp supervisors over the next three months.

The Resources Company also prepared an 8-hour course on EBP Principles and Core Correctional Practices to be completed by anyone that comes in contact with camp minors other than camp DPOs, SDPOs, and Mental Health small group facilitators (e.g., night staff, kitchen and laundry workers, maintenance staff, LACOE teachers, and CBO volunteers working in camp). This training was provided in the last week of June.

- ***As part of the FY 2006-07 budget process, the Department received Board approval for 30 additional positions to provide training and is working towards filling the positions.***

Up until recently, the Department's Staff Training Office had only three staff. Fortunately, it is now budgeted to grow over ten-fold. The Office has a total staff of 26. Due to a shortage in office space and a hiring freeze, the hiring of all staff is scheduled to be completed by the end of the current fiscal year.

#### **IV. STATUS OF PRIOR QUARTER GOALS**

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

##### ***1. Development/approval of the EBP Comprehensive Action Plan (Completed)***

The Resources Company developed an overall EBP Comprehensive Action Plan that is now being partially implemented through EBP training and initial fidelity assessments at the Phase 1 camps (6 Challenger camps and Scott/ Scudder camps). This initial rollout was completed in June. Implementation will continue through the remaining 12 months of the TRC contract and beyond.

This EPB Comprehensive Action Plan actually consists of six action plans and addresses 64 (67%) of the 95 audit recommendations to be implemented by the Department.

##### ***2. Training of Superior Court judges, criminal justice system officials, and other external stakeholders of the Department in EBP principles, what works and what doesn't work (Ongoing)***

The Resources Company has trained all Juvenile Court delinquency judges and commissioners on EBP principles and their implications for (a) the Juvenile Court and (b) Camp Redesign. The Department will offer such EBP training for Superior Court judges later this calendar year.

**3. *Camp Redesign and the Camp Community Transition Program (CCTP) strategies, interventions and services in accordance with EBP principles (Ongoing)***

RTSB management and staff have completed action planning for Phase 1 implementation of Camp Redesign, which involved:

- Establishing a new Camp Assessment Unit at the Barry J. Nidorf Juvenile Hall, where staff are (a) completing as-needed LARRC assessments, (b) providing trailer assessments to further diagnose mental health and educational needs and responsivity factors, as appropriate, and (c) acting as a "gatekeeper" to ensure that only appropriate juveniles are sent to camp.
- Establishing an EBP program specifically designed for female wards ages 13 to 18 at Camp Joseph Scott and Camp Kenyon Scudder (reopened on January 21 after a 10-month renovation).
- Implementing a \$1.5 million Mentally Ill Offender Crime Reduction (MIOCR) grant at Camp Glenn Rockey which will be a third camp location to provide mental health supportive services and administration of psychotropic medication to juveniles.
- Reprogramming the Challenger Memorial Youth Center camps to (a) separate juveniles by risk levels and (b) provide various types of EBP interventions to address criminogenic needs and responsivity factors.

Additional camp redesign implementation status information is included in the Department's Third Camp Redesign Quarterly Report submitted to your Board on June 21, 2007.

**4. *Adult probationer assessment tool and case plan in the Long Beach field office (Ongoing)***

The Department has decided not to utilize the Level of Service Inventory – Revised: Screening Version (LSI-R:SV) adult screening tool because it was not cost-effective. Instead, the Department, with technical assistance from TRC consultants, is validating and norming its existing adult screening tool to be used in all 19 adult probation offices.

The Department is also proceeding with a 60-day pilot project to implement the Level of Service/Case Management Inventory (LS/CMI) adult risk/needs assessment instrument and automated case plan in the Long Beach Area Office. This adult screening tool is necessary to avoid the additional workload that would result from applying the adult risk/needs assessment instrument to all adults, including the low-risk adults that do not need such an assessment if they are

going to be placed on banked caseloads. The Supervising Deputy Probation Officers and Deputy Probation Officers involved attended four days of training from July 9 - July 12. The assessment and case planning tool was used on all incoming cases beginning July 16. The officers received an additional three days of hands on training and observation from July 30 – August 1. The pilot at Long Beach will end on September 14, 2007. On September 17, training will begin for other adult field offices and will be rolled out office by office. Training has been scheduled until February 2008, at which time it is anticipated that all staff will have been trained. The Department has received favorable comments from probationers when they are able to see their scores and get excited that they have strengths in certain areas.

**5. Saba Learning Management System (Ongoing)**

The Department began its implementation of the Saba LMS by participating in DHR's January 16 kick-off meeting of Phase II departments. The Department expects to complete initial implementation in Calendar Year 2007.

**6. Executive-level Performance Measurement and Reporting System for tracking and reporting client outcomes and performance indicators (Ongoing)**

The Department is working with the Chief Information Officer (CIO) to utilize the County-licensed Cognos software to develop a dashboard reporting system comparable to the one recently piloted by the Department of Children & Family Services (DCFS). The Department worked with the Internal Services Department (ISD) to develop a pilot version involving four performance indicators for presentation to its Executive Leadership Team on July 23. The production system will subsequently be expanded to support various performance measurement and reporting purposes:

- **Measurement of Camp Redesign Implementation Progress:** Reporting indicators to measure the Department's progress in implementing the Camp Redesign process in both the Camp Assessment Unit, the challenger camps, and the gender-specific camps (Scott/Scudder).
- **Fidelity Assessment of EBP Training and Interventions:** Reporting on (a) completion of applicable EBP training by camp staff, (b) application of EBP staff skills in camp, and (c) implementation of EBP interventions (small groups) in camp.
- **Measurement of Intermediate Camp Program Outcomes:** Reporting on intermediate outcomes to measure the progress (or lack of progress) in reduction of risk and criminogenic needs due to the application of EBP staff skills and EBP interventions while youth are in camp.

- **Measurement of CCTP / JJCPA Outcomes and Performance Indicators:** Reporting on intermediate outcomes and performance indicators related to Camp to Community Transition Program (CCTP), school-based probation, and other Juvenile Justice Crime Prevention Act (JJCPA) programs operated by the Department.
- **Measurement of Intermediate Field Program Outcomes:** Reporting on intermediate outcomes to measure the progress (or lack of progress) in reduction of risk and criminogenic needs due to the application of EBP staff skills and EBP interventions while juvenile delinquents and adult offenders are home on probation.
- **Measurement of Recidivism:** Combining case management data from the Department's Probation Case Management System (PCMS) and Adult Probation system (APS) with external data from County, State, and federal law enforcement agencies to determine and report recidivism rates for juvenile delinquents and adult probationers.
- **Performance Counts!:** Reporting annual results for performance indicators to the County CEO under the *Performance Counts!* program.

7. **Follow-up to the November 9, 2006 Community Corrections Collaboration Conference (Ongoing)**

There were 323 people that participated in the conference and represented 12 County departments including the Probation Department, 5 other State and local agencies, and 52 community-based organizations (CBOs). During the fifth quarter, the Probation Department significantly increased its collaboration with key partners serving children and families in Los Angeles County:

- **Department of Mental Health (DMH)** – Probation is working very closely with DMH in Camp Redesign, including all four elements of Phase 1 implementation described on pages 7-8.
- **Department of Children & Family Services (DCFS)** – Probation is continuing to work very closely with the Juvenile Court and DCFS on (a) the AB 129 process to better serve dual supervision youth, and (b) the Title IV-E Waiver in order to increase the resources available for community placements as alternatives to detention in juvenile halls and camps, and to increase EBP interventions/services in the community.
- **Los Angeles County Office of Education (LACOE)** – The Probation Department is working with LACOE and the seven other agencies identified on page 7 to develop a comprehensive education reform program for the juvenile halls and camps as directed by your Board on June 19.

- **Community-based Organizations.** The Department is working on developing strategies to train CBOs in EBP to increase their capacities to provide EBP interventions/services in the community, and to establish performance-based contracting for such EBP interventions/services.

8. ***Continued Implementation of Audit Recommendations as Fiscally and Operationally Feasible. (Ongoing)***

The Department implemented 22 additional audit recommendations in this fifth quarter reporting period, and thus, has fully implemented 67 of the 95 (71%) recommendations being tracked.

**V. FIFTH QUARTER GOALS**

Over the next quarter, August through October 2007, the Department anticipates:

- Getting all Probation and Mental Health camp staff trained as small group facilitators running EBP interventions: (a) Thinking for a Change for Challenger camps or (b) Girls Moving On for Scott/Scudder camps.
- Refining the continuum of EBP interventions/services that begin in camp and that need to continue in the community after juveniles are released from camp.
- Beginning fidelity assessments in 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.
- Working 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.
- Beginning a strategic planning process to develop strategies and action plans to continue and sustain implementation of evidence-based practices. The strategic planning process will initially focus on strategic issues such as:
  - Charter schools and other elements of comprehensive education reform
  - PCMS, data warehouse, dashboard reporting system development
  - Staff recruitment/retention, internships, and succession planning.

The Probation Department and TRC believe that significant progress has been made over the first five quarters, and that substantial progress can be further achieved with additional resources allocated to this endeavor. The Auditor-Controller's Office has validated the implementation status of the recommendations, and the Chief Executive Office has reviewed and concurs with this report.

Please contact me if you have any questions or if additional information is necessary, or your staff may contact David M. Davies, Chief Deputy, Probation at (562) 940-2511, or Don Chadwick, Chief, Countywide Contract Monitoring Division at (626) 293-1102.

RBT:dn

Attachments (2)

c: William T Fujioka, Chief Executive Officer  
Doyle Campbell, Deputy Chief Executive Officer  
Sachi A. Hamai, Executive Officer, Board of Supervisors  
Michael J. Henry, Director of Personnel  
Public Information Office  
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