



ROBERT B. TAYLOR  
Chief Probation Officer

## COUNTY OF LOS ANGELES PROBATION DEPARTMENT

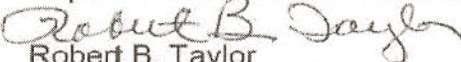
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November 25, 2009

TO: Supervisor Don Knabe, Chairman  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

FROM:   
Robert B. Taylor  
Chief Probation Officer

SUBJECT: **JUVENILE JUSTICE SYSTEM: FOURTH SEMI-ANNUAL REPORT ON  
KEY PROBATION OUTCOMES, STRATEGIES, AND PERFORMANCE  
INDICATORS**

On July 31, 2007, on motion of Supervisor Michael D. Antonovich, the Board instructed the Chief Executive Officer to work with the Chief Probation Officer to:

- 1) Clearly identify key outcomes for the youth in the juvenile justice system, the supporting strategies with a timeline, based on Evidence-Based Practices (EBP), and the performance measures for each outcome;
- 2) Clearly define the roles of all parties in outcomes which involve other Departments/Agencies to eliminate any confusion, duplication, and promote efficiency and accountability; and
- 3) Provide a report within 30 days with semi-annual progress reports thereafter.

On March 28, 2008, October 7, 2008, and March 24, 2009, we provided your Board with the first three semi-annual reports on juvenile and adult probation outcomes and performance indicators. This is our fourth semi-annual report that provides an update on the status of our outcomes, indicators, and Digital Dashboard Reporting System (DDRS) development.

## **OVERVIEW**

During the past six months, we continued to work on our Probation Case Management System (PCMS) and DDRS, two key systems that, together with the existing Adult Probation System, will support reporting of juvenile and adult offender outcomes and performance indicators.

We have been working on revising our outcomes and performance indicators and refining the design of our DDRS to ensure that we are collecting the appropriate and necessary data as our indicators need to be consistent with the focus of our strategic plan and our DDRS.

## **FOURTH SEMI-ANNUAL PROGRESS REPORT OVERVIEW**

Since our last report, we have implemented our PCMS in April 2009. In addition, we are currently redesigning our DDRS that will be used to monitor our outcomes and indicators. The DDRS is being redesigned to support the implementation of the strategic plan via a data-driven quality feedback system. Our DDRS will enable us to have the ability to evaluate, on a real-time basis, our outcomes and indicators.

In addition, as you may be aware, we have invested significant time and resources in the development of our Department's Strategic Plan that was released on August 17, 2009. As a result of the elements and focus of our Strategic Plan, it has become necessary to revise essentially a substantial amount of the information that was included in our last semi-annual report to your Board on juvenile justice outcomes and indicators not only to ensure consistency with our Plan's 15 strategic actions, yet to also ascertain data sources are available to support many of the initially designated outcomes. Upon further review, we recently determined that data sources were not available to support many initially identified outcomes.

Based on the above, our outcomes and indicators are all being reevaluated and redefined to reflect the requirements of our Strategic Plan. As such, we are working on defining specific indicators that will be used to monitor the implementation for each strategic action item. We intend to conduct ProbStat, accountability meetings, at our executive and bureau levels to review the DDRS reports to help drive the continuous implementation of our strategic action items.

At the September 2, 2009 Cluster Agenda Review meeting, we provided the Chief Executive Office and Board Justice Deputies an overview of our Strategic Plan that included highlights of our DDRS and key outcomes and performance indicators.

Accordingly, we are incorporating input received into our revisions to address the concerns raised, which included the following:

- At the request of the Justice Deputies our Department has redefined "recidivism" as follows: Number and percentage of juveniles and adults with a new arrest; number and percentage of juveniles with a new sustained petition or number and percentage of adults with a new conviction.
- Arrests, sustained petitions and convictions will be evaluated and reported in six month increments beginning at the start of probation through two years after probation termination.

We held a Managers' meeting on September 30, 2009 where the focus was the unveiling of our Strategic Plan which generated proposed indicators that are currently under review and require a thorough review by our Bureaus' subject matter experts prior to the indicators and outcomes being finalized by our Executive Management.

On November 25, 2009, members of the Executive Staff and some senior members of the Department visited LAPD's Compstat room and received an overview on the operation of Compstat. The purpose of the visit was to assist in our design of accountability systems for our strategic plan and specific outcome measures.

Our Executive Leadership Team is scheduled to meet on December 21, 2009 to discuss implementation of our Strategic Plan in detail. We will continue to work on our DDRS and will inform the CEO and your Board staff of our progress.

If you have any questions or require additional information, please contact Jitahadi Imara, Deputy Director, Juvenile Institutions Services, Probation, who has been designated to oversee our Department's operations, at (562) 940-2560.

RBT:dn

c: Honorable Michael Nash, Presiding Judge, Juvenile Court  
William T Fujioka, Chief Executive Officer  
Sachi A. Hamai, Executive Officer, Board of Supervisors  
Wendy L. Watanabe, Auditor-Controller  
Dr. John Schunhoff, Interim Director, Department of Health Services  
Dr. Marvin Southard, Director, Department of Mental Health  
Darline P. Robles, Ph.D., Superintendent. Los Angeles County Office of Education