QUESTIONS TO DR. MICHAEL SCHUMACHER, PROBATION CONSULTANT, RESEARCH AND EVALUATION
MAY 25, 2016

1. What is your role in Probation? (Holt)

   Michael Schumacher is a consultant for the Interim Chief Probation Officer effective 4/12/16. He is responsible for developing a report regarding the Department's current state of data collection and/or outcome measures, a research plan and expanded Research Unit.

2. Do you work in adjunct with the County's CEO's Service Integration Branch Research and Evaluation Services? (Holt)

   We will explore the services provided by CEO's SIB Research and Evaluation Unit.

3. To whom do you report and share the results of your research and evaluation? (Chodroff)

   Pursuant to the consultant agreement, the reports will be submitted to the Interim Chief Probation Officer.

4. Do you publish reports with findings and recommendations? If so, who receives these reports? Are findings and recommendations communicated to any citizen oversight bodies or the Board of Supervisors? Are corrective actions recommended? If so, how are they implemented and who has oversight regarding implementation and measuring desired outcomes? (Holt)

   The reports will be submitted to the Interim Chief Probation Officer. Current ad-hoc reports produced by the Research Unit have been for internal use. DOJ Project/Program Evaluation Reports were formally communicated to the Board of Supervisors through semi-annual formal monitoring reports. The DOJ Project Office includes recommendations where needed. These audits are disseminated to camp management and executive staff. All audits and outcomes are reviewed and shared with the Camp Directors, Senior Directors and Bureau Chief who are ultimately responsible for implementation of recommendations.

5. Do you conduct longitudinal studies of results over time? (Chodroff)

   Although the Quality Assurance Services Bureau is not currently conducting any longitudinal studies, this is an area that should be explored by the Department. The consultant has participated in two (2) longitudinal studies. The "8% Problem" and the "8% Early Intervention Project" research.

6. Do you have any contact (with respect to Probation oversight) with the Auditor-Controller's Office or the OIG? (Chodroff)

   Yes, the Probation Department Research and Evaluation Unit has contact with the Auditor- Controller's Office for audit purposes. For seven (7) years the Auditor-Controller performed quarterly audits of all Probation Institutions pursuant to the provisions of the DOJ settlement agreement.

7. With what other county entities charged with providing oversight over the Probation Department do you most frequently interact? (Chodroff)

   The Quality Assurance Services Bureau most frequently interacts with the Auditor-Controller Department. Now that the DOJ oversight has drawn to a close with one final report pending release, the contacts are less frequent.

8. Has your research and evaluation (in Los Angeles County or elsewhere) ever pointed to the need for corrective action plans for the Probation Department? (Chodroff)

   N/A

   a. If so, have you followed whether these plans been effectively implemented? If yes, please describe.

      N/A

   b. Do you / could you have any involvement in evaluating the implementation of such corrective action plans?

      N/A

9. Based on your research, what suggestions might you offer to strengthen and improve evaluation oversight of the Probation Department? (Chodroff/Holt)

   The question is premature based on the short time frame of the contract. As the consultant to the Interim CPO, effective 4/12/16, these areas specifically related to program evaluation will be addressed via the consultant's Research and Evaluation contract.

Quality Assurance Services Bureau Outline

History of QASB

- In 2008, QASB had 137 items
- QASB Bureau Chief reported to the Chief Probation Officer
- QASB had 9 units:
    - Program Evaluation Office, Probation Director
    - Contract Monitoring Office, Supervising Program Analyst
    - Strategic Planning Office, Supervising Program Analyst
        - Centralized Master Trainer Office, (3) SDPOs
        - Community Based Organizations Training Unit, SDPO
    - Training and Learning Development Services, Senior Probation Director
        - Staff Training Office, Probation Director
        - Research Office, Chief Research Analyst
        - Manuals Development Office, Supervising Program Analyst

Past QASB Functions

- Monitoring implementation of Evidence Based Practices throughout the Probation Department's operations
- Address vital Departmental issues associated with the implementation of key strategic goals, including:
    - strategic planning
    - organization and management restructuring
    - juvenile and adult risk assessment
    - case supervision and case management techniques
    - interventions and treatments
    - process and outcome evaluation
    - communication of evaluation and research findings, conclusions, and recommendations to managers and external stakeholders for policy and resource allocation decision making
- Reports to Bureau Chief due to complexity, high visibility, and sensitive nature of the assignment

Current Units under QASB Bureau Chief

- Contract Monitoring
- Community and Intergovernmental Relations
- Centralized Master Trainer Program
- DOJ/Program Evaluation
- Research Unit

DOJ/Program Evaluation Current Projects

- RTSB Data Collection that includes topic areas on:
    - Sufficient staffing levels to ensure safety, security, and allow for treatment.
    - Staff training on suicide prevention, child abuse, use of force, and mental health.
    - Assessment, case planning, treatment, transition to the community

- Use of force, child abuse reporting and investigations
- Mental health screening and treatment, including identification and care of suicidal/self-harming youth

- Conduct monthly, quarterly and annual audits of RTSB DOJ Closed Provisions
- Prepare & monitor Corrective Action Plans (CAPs) for deficient camps
- Quarterly & annual RTSB Camp Audit Outcome Management Reports
- Quarterly & annual RTSB Camp Audit Ranking Reports
- Transfer data collection & audit outcomes in Probation "Continuous Monitoring System" (CMS)

Future Directions for the Program Evaluation Unit

- Analyze other juvenile institutions' program outcome data against Program Evaluation Office CMS data
- Develop a Ranking Report utilizing LACP data against other juvenile institutions
- Develop a "Self-Monitoring" manual and tools for management use
- Implement a more detailed process review of camps
- Develop special management reports and recommendations for noted trends found via CMS

Research Unit Current Projects

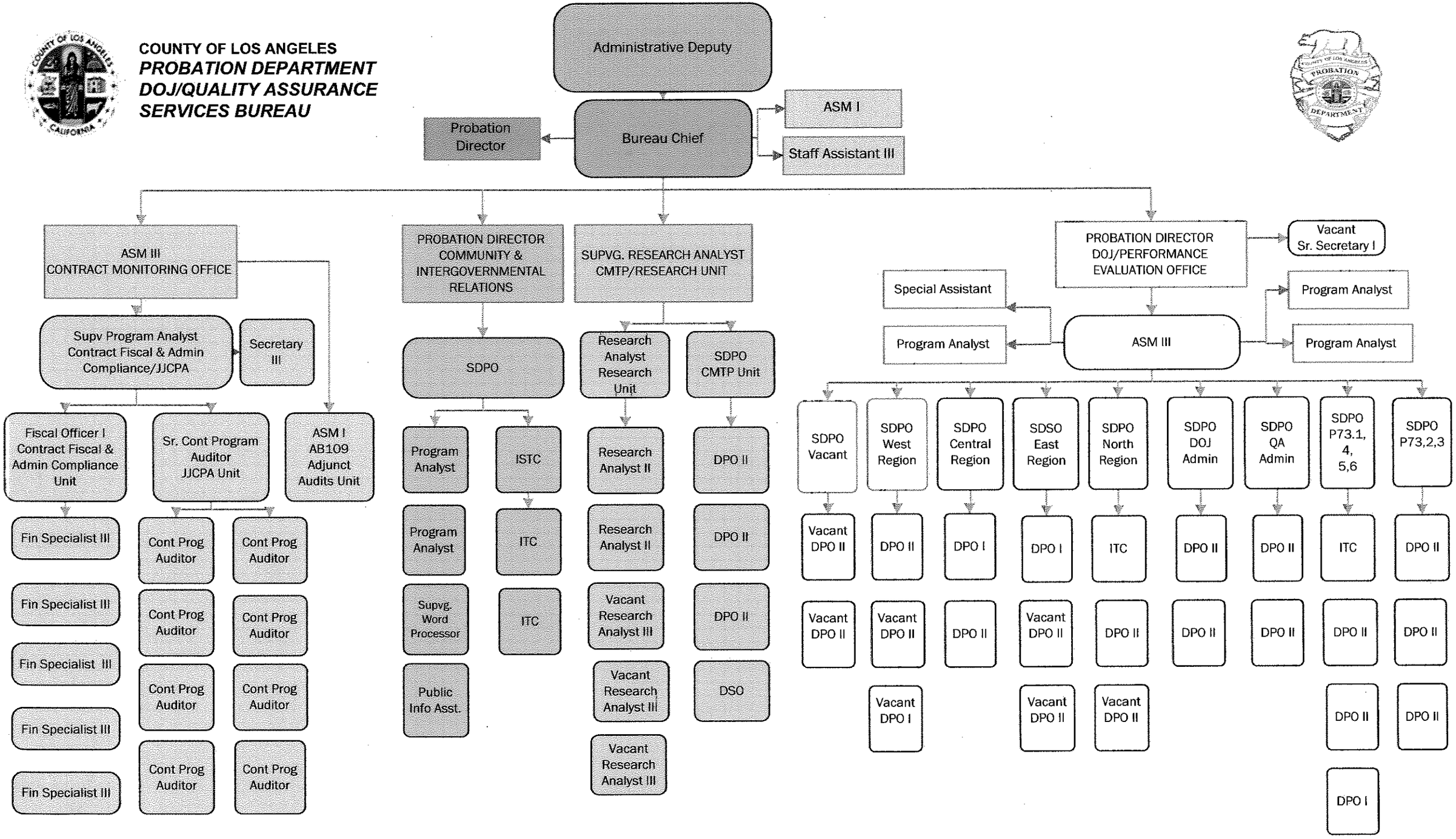
- Research petitions
- ART semi-annual reports and annual reports
- JJCPA annual report
- Ad-hoc reports (Trauma Informed Care, SHU, Small Group Model, Prop 47)
- Research library
- Cutting edge research updates
- Research agenda
- Expansion Plan
- Research Manual

Future Directions for the Research Unit

Future directions for the Research Unit would include expansion of staff and activities to maximize the contribution of the RU. Some functions may include:

- Publishing and presenting
- On-going data reporting
- Support program evaluation: design and data analysis
- Quality assurance: design and analytic support

COUNTY OF LOS ANGELES
PROBATION DEPARTMENT
DOJ/QUALITY ASSURANCE
SERVICES BUREAU



5/24/2016