



**TERRI L. McDONALD**  
Chief Probation Officer

## **COUNTY OF LOS ANGELES PROBATION DEPARTMENT**

9150 EAST IMPERIAL HIGHWAY  
DOWNEY, CALIFORNIA 90242  
(562) 940-2501



October 03, 2017

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

# **ADOPTED**

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

32      October 3, 2017

LORI GLASGOW  
EXECUTIVE OFFICER

**REORGANIZATION OF THE ADULT FIELD SERVICES OPERATION AND  
APPROVE AN APPROPRIATION ADJUSTMENT TO EXPAND EVIDENCE-BASED  
SUPERVISION SERVICES (SB 678) TO A GREATER ADULT OFFENDER POPULATION AND  
INCREASES IN ADMINISTRATIVE, DATA MANAGEMENT AND QUALITY ASSURANCE  
SERVICES**

**(ALL SUPERVISORIAL DISTRICTS) (4 VOTES)**

### **SUBJECT**

The Probation Department (the "Department") requests your Board's authorization to reorganize the Department's Adult Field Services operation. This is required to (1) provide an adequate administrative infrastructure to implement the SB 678 Five-Year Spending Plan recently provided to your Board; (2) expand the Evidence-Based Adult Supervision Program for enhanced supervision services to adult felony offenders; (3) augment the existing Research and Program Evaluation Unit; and (4) provide commensurate increases in administrative, data and program management staffing.

The Department is also requesting approval of the attached Appropriation Adjustment (Attachment I) reflecting partial-year (six-months) funding to increase Salaries and Employee Benefits (S&EB) by \$3,554,000 to provide for an additional 49.0 budgeted and ordinance positions (Attachment II), subject to the Chief Executive Office (CEO) allocation. The Appropriation Adjustment also includes a corresponding increase in Services and Supplies (S&S) of \$233,000. The total cost estimate of \$3,787,000 is fully funded by SB 678 revenue. No additional net County cost is required.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Approve an increase in S&EB of \$1,089,000 to partially fund 15.0 budgeted and ordinance positions to provide the management and infrastructure support to develop and implement SB 678 Five-Year Spending Plan programs and the new CORE Adult Felony Offender Supervision model. These positions are fully funded by SB 678 revenue and, pursuant to County Code Section 6.06.020, are subject to allocation by the CEO. This S&EB increase, and a corresponding S&S increase of \$233,000 related to these recommendations are included in the attached Appropriation Adjustment.
2. Approve an increase in S&EB of \$520,000 to partially fund 7.0 budgeted and ordinance positions to establish the Resource Utilization Unit, which will support the County's internal partners and community-based organizations in connecting clients to SB 678-funded direct services. These positions are fully funded by SB 678 revenue as included in the attached Appropriation Adjustment and, pursuant to County Code Section 6.06.020, are subject to the CEO's allocation.
3. Approve an increase in S&EB of \$350,000 to partially fund 5.0 budgeted and ordinance positions to expand the Staff Support and Development Team. The positions will provide on-going training, coaching, and progress assessment for the SB 678 Deputy Probation Officers. These positions are fully funded by SB 678 revenue as included in the attached Appropriation Adjustment and, pursuant to County Code Section 6.06.020, are subject to the CEO's allocation.
4. Approve an increase in S&EB of \$865,000 to partially fund 12.0 budgeted and ordinance positions to support administrative services, as follows: 4.0 positions for contracts and fiscal operations, 6.0 positions for information technology services, and 2.0 positions for Human Resources to support the Department's Adult Field Services. These positions are fully funded by SB 678 revenue as included in the attached Appropriation Adjustment and, pursuant to County Code Section 6.06.020, are subject to the CEO's allocation.
5. Approve an increase in S&EB of \$730,000 to partially fund 10.0 budgeted and ordinance positions, eight (8.0) of which will expand the Department's Research and Program Evaluation Unit to focus on SB 678 adult felony offender programs and services. Two (2.0) of the items are for the Program Design Unit to explore grant and other funding opportunities and ensure newly developing programs are supported as evidence-based programs. These positions are fully funded by SB 678 revenue as included in the attached Appropriation Adjustment and, pursuant to County Code Section 6.06.020, are subject to the CEO's allocation.

#### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The Probation Department is committed to offering evidence-based services to a larger percentage of the adult offender population consistent with our SB 678 Five-Year Spending Plan, previously provided to your Board offices. The purpose of these recommended actions is to:

1. Support the reorganization of the Department's Adult Field Services operation;
2. Increase the Department's capacity to offer supervision and evidence-based services such as Cognitive Behavioral Intervention (CBI), Motivational Interviewing (MI) to a larger population, and increase referrals for other critical services including mental health, substance abuse, parenting, anger management, employment, education and housing;
3. Ensure research and data informs decisions and program design; and

4. Provide increased Probation services and support to the Department of Health Services - Office of Diversion and Reentry (ODR) and other agencies providing SB 678-funded services.

#### Reorganization of Adult Field Services Operation

The Adult Field Services operation currently consists of 1,604.0 budgeted positions. Due to its current size and scope, and as supported by the CEO, creating a new structure is necessary to increase management oversight and facilitate a positive impact on service delivery and outcomes for the adult felony offender supervision program.

The Department's current adult felony evidence-based program is known as Alternative Treatment Caseloads. This program serves approximately 1,000 moderate and high-risk adult felony probationers on caseloads of an average of 50:1 Deputy Probation Officer (DPO) to client ratio. In this program, DPOs use a standardized evidence-based case management supervision model that includes a CBI curriculum aimed at reducing criminogenic risk factors.

The proposed SB 678 program expansion will provide these same evidence-based services to an additional 8,326 moderate to high-risk adult felony Probationers on caseloads with an average of 50:1 DPO to client ratio. Field staff will be supported by an organizational leadership and support team, and a vast referral network of community-based services. These are funded as reflected in the SB 678 Five-Year Spending Plan and are supported by County partners including ODR, the Department of Workforce Development, Aging and Community Services (WDACS), and the Department of Mental Health.

#### The Resource Utilization Unit (RUU)

As services increase with the proposed SB 678 program expansion, the Department will require a Resource Utilization Unit. This Unit will (1) screen and manage incoming referrals for housing, mental health, substance abuse treatment, and employment for the Department's adult felony offender population; (2) monitor service referrals for provision of appropriate services; (3) monitor the Department's compliance with its yearly spending allocation; and (4) perform contract billing reconciliations and work with the research unit to target service needs, to identify service gaps in the communities with the highest concentration of probation clients. This team is critical to ensure full utilization of the myriad of community-based programs being developed by the Office of Diversion and Reentry, and other reentry services being developed and provide by County partners.

#### Expansion of the Staff Support Development Team

As noted by Resource Development Associates in their L.A. Governance Study, the Staff Support and Development Team (SSDT) is needed to fill a critical role of ensuring fidelity in the program model. This team will provide on-going coaching and training relative to core-correctional skills which will include (1) completing evidence-based case plans focused on completing risk and needs assessments; (2) using the community-based services referral network; (3) modeling non-criminal behavior; (4) supporting the development of staff relationship skills; (5) facilitating quality assurance by reviewing various documents for accuracy consistent with program expenditures; and (6) providing feedback to all adult Field DPOs supervising the intended SB 678 population. This team will also be responsible for consistently training and coaching staff to improve their skill sets and ultimately improve client outcomes and enhance public safety.

#### Increase in Administrative and Data Management Positions

The proposed programmatic expansion will require an increase in administrative positions to ensure operations staff are equipped and prepared to successfully deliver a significant increase in services and ultimately sustain the program. Specifically, leadership positions are needed to oversee the program and additional administrative positions are needed to refer, track, seek and monitor services and meet stringent fiscal obligations pursuant to the SB 678 legislative requirements.

Similarly, the Department will require increased information technology support positions to develop, modify and enhance numerous technology improvements essential to facilitate SB 678's required data reporting and validation, as well as to incorporate programmatic (e.g., evidence-based practice curriculum) evaluation. Additional information technology support budgeted positions are necessary to:

1. Develop programs and tools to support system implementation;
2. Perform data analyses and comparisons;
3. Consult regarding system options and solutions;
4. Coordinate with Probation Department technical resources and vendors to extract data from other systems for reporting and research purposes;
5. Design and develop IT programming to enhance applications and existing interface processes; and
6. Install, configure, test, maintain, monitor, and troubleshoot end user and network hardware, peripheral devices, printing/scanning devices, presentation equipment, and mobile devices for countywide end-users.

#### Expand Research and Program Evaluation Unit

In 2015, your Board highlighted the need to expand the Probation Department's research capacity to partner with external researchers to produce a research agenda, regularly and consistently report key outcomes, and evaluate programs and interventions on an ongoing basis. The Research and Program Evaluation Unit will provide outcome data to the leadership team, track and monitor progress, share information with internal and external stakeholders as appropriate, and assist in data-driven decision-making protocols.

#### **Implementation of Strategic Plan Goals**

The recommended actions are consistent with the County's Strategic Plan Goal 3: Integrated Services Delivery – Maximize opportunities to measurably improve client and community outcomes and leverage resources through the continuous integration of health, community, and public safety services.

#### **FISCAL IMPACT/FINANCING**

The total annualized estimated cost related to the 49.0 requested positions and associated services and supplies is \$7,341,000 fully funded by SB 678 revenue in the Probation-Community Corrections Performance Incentives Fund (CCPIF). The attached requested appropriation and revenue adjustment provides for an increase of \$3,554,000 for S&EB and \$233,000 for S&S, for a total of \$3,787,000 for six months of partial-year funding. There will be no increase in net County cost associated with the proposed recommendations.

#### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

In 2009, pursuant to Senate Bill (SB) 678, the California Legislature enacted the California Community Corrections Performance Incentive Act. The legislation provides Counties with fiscal incentives to improve public safety outcomes at the community level utilizing evidence-based services geared towards maintaining offenders within the community, resulting in reduced state prison costs. SB 678 includes legislative mandates that require Counties to offer evidence-based services to the adult offender population and to further evaluate the effectiveness of those programs and services.

The Probation Department will work with the CEO regarding the resources necessary to support the reorganization and its attendant programs and service expansion.

This proposed SB 678 expansion directly aligns with the Principles of Effective Interventions, resulting from various meta-studies that focus on what works in reducing recidivism. Research indicates that these principles have direct links to reducing recidivism and result in positive offender behavioral changes and improved public safety.

In an effort to expedite the delivery of these SB 678 funded evidence-based services, the Department will facilitate the acquisition of needed services consistent with the SB 678 Five-Year Spending Plan via Memoranda of Understanding (MOUs) with ODR, WDACS, and the CEO, as necessary and appropriate.

#### **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

The approval and implementation of the recommended actions will improve public safety, support victims and increase service delivery to the clients we serve and enhance the levels of evidence-based services provided to adult offenders supervised by the Department.

Respectfully submitted,



TERRI L. McDONALD

Chief Probation Officer

TLM:REB:RBB:KN

Enclosures

c: Executive Officer  
Chief Executive Officer  
County Counsel



PINK

BA FORM 03/13

BOARD OF  
SUPERVISORS  
OFFICIAL COPY

COUNTY OF LOS ANGELES

**REQUEST FOR APPROPRIATION ADJUSTMENT**

**DEPARTMENT OF PROBATION**

DEPT'S.  
NO. 640

October 3, 2017

**AUDITOR-CONTROLLER:**

THE FOLLOWING APPROPRIATION ADJUSTMENT IS DEEMED NECESSARY BY THIS DEPARTMENT. PLEASE CONFIRM THE ACCOUNTING ENTRIES AND AVAILABLE BALANCES AND FORWARD TO THE CHIEF EXECUTIVE OFFICER FOR HIS RECOMMENDATION OR ACTION.

**ADJUSTMENT REQUESTED AND REASONS THEREFOR**

**FY 2017-18**

**4 - VOTES**

**SOURCES**

BA DETAIL - SEE ATTACHMENT PAGE 1

**USES**

BA DETAIL - SEE ATTACHMENT PAGE 1

**SOURCES TOTAL: \$ 3,787,000**

**USES TOTAL: \$ 3,787,000**

**JUSTIFICATION**

Reflects an increase in appropriation and revenue to partially fund (6-month) positions and associated services and supplies needed for the expansion of the evidence-based supervision program (SB678).

**ADOPTED**  
BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

**#32** **OCT 03 2017**

BOARD OF SUPERVISOR'S APPROVAL (AS REQUESTED/REVISED)

*Lori Glasgow*  
**LORI GLASGOW**  
EXECUTIVE OFFICER

*Grace Reyes*  
SEP 19 2017  
AUTHORIZED SIGNATURE GRACE REYES, CHIEF FINANCIAL OFFICER

REFERRED TO THE CHIEF  
EXECUTIVE OFFICER FOR ---

☐ ACTION

☒ RECOMMENDATION

AUDITOR-CONTROLLER

B.A. NO. 035

BY *[Signature]*  
*Sept 21 20 17*

☒ APPROVED AS REQUESTED

☐ APPROVED AS REVISED

CHIEF EXECUTIVE OFFICER BY *[Signature]*  
*Sept 21 20 17*

COUNTY OF LOS ANGELES  
REQUEST FOR APPROPRIATION ADJUSTMENT  
DEPARTMENT OF PROBATION  
FY 2017-18  
4-VOTES

**SOURCES:**

PROBATION - FIELD SERVICES  
A01-PB-96-9911-17000-17300  
OPERATING TRANSFER IN  
INCREASE REVENUE \$ 3,787,000

TOTAL: \$ 3,787,000

**USES:**

PROBATION - SUPPORT SERVICES  
A01-PB-1000-17000-17100  
SALARIES & EMPLOYEE BENEFITS  
INCREASE APPROPRIATION \$ 1,595,000

PROBATION - FIELD SERVICES  
A01-PB-1000-17000-17300  
SALARIES & EMPLOYEE BENEFITS  
INCREASE APPROPRIATION \$ 1,959,000

PROBATION - FIELD SERVICES  
A01-PB-2000-17000-17300  
SERVICES & SUPPLIES  
INCREASE APPROPRIATION \$ 233,000

TOTAL: \$ 3,787,000

**ADOPTED**  
BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

# 32 OCT 03 2017

*Lori Glasgow*  
LORI GLASGOW  
EXECUTIVE OFFICER

*Larfan 9/21/17*  
BA#035

**County of Los Angeles  
Probation Department  
SB 678 Position Classifications Requested  
FY 2017-18**

<b>Position Classifications Requested:</b>	<b>No. of Position</b>
<b><u>CORE/ATC</u></b>	
Deputy Director, Probation	1.0
Management Secretary IV	1.0
Bureau Chief, Probation	1.0
Senior Probation Director	1.0
Probation Director	2.0
Special Assistant, Probation	1.0
Management Secretary III	1.0
Senior Secretary III	1.0
Secretary III	2.0
Intermediate Typist Clerk	4.0
<b>Subtotal</b>	<b>15.0</b>
<b><u>Resource Utilization Unit</u></b>	
Supervising Program Analyst, Probation	1.0
Program Analyst, Probation	6.0
<b>Subtotal</b>	<b>7.0</b>
<b><u>Staff Support &amp; Development Team</u></b>	
Program Analyst, Probation	5.0
<b>Subtotal</b>	<b>5.0</b>
<b><u>Administration</u></b>	
ASM I (Contracts)	1.0
Accountant III (Fiscal)	1.0
Accounting Technician II (Fiscal)	2.0
Principal Application Developer (ISB)	2.0
Senior Application Developer (ISB)	2.0
Senior IT Tech Support Analyst (ISB)	2.0
Management Analyst (HR)	2.0
<b>Subtotal</b>	<b>12.0</b>
<b><u>Research Support/Program Design Unit</u></b>	
Chief Research Officer	1.0
Probation Director	1.0
Program Analyst, Probation	2.0
Research Analyst II	4.0
Program Analyst, PB (Program Design)	2.0
<b>Subtotal</b>	<b>10.0</b>
<b>GRAND TOTAL</b>	<b>49.0</b>