



# COUNTY OF LOS ANGELES PROBATION DEPARTMENT

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**TERRI L. McDONALD**  
Chief Probation Officer

April 23, 2018

TO: Supervisor Sheila Kuehl, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Terri L. McDonald   
Chief Probation Officer

SUBJECT: **LOS ANGELES COUNTY PROBATION: CALENDAR YEAR 2017 AND Q1  
2018 UPDATES**

I wanted to provide you with an overview of projects completed or underway since January 2017. The attached list is not all encompassing but provides an opportunity for discussion to ensure Probation is focused on the critical priorities of the Board and to improve communication surrounding projects to your offices. This document does not, generally, reflect the status of projects that we currently provide routine updates to the Board.

These are exciting and complex times for the Los Angeles County Probation Department as we continue to advance our vision to rebuild the lives of the people with whom we come into contact, invest in our employee development, support victims and protect public safety. I am truly proud of and motivated by the thousands of dedicated, compassionate, and extremely hardworking people of this Department. They are unsung heroes who rarely get the kudos they deserve but nonetheless are devoted to their calling as probation employees.

Despite all the incredible improvements and projects the team is consistently working on, we struggle with low morale associated with constant organizational criticism and the impacts of a very small percentage of employees being disciplined for serious misconduct. Low morale and a worry of being scrutinized has created a hesitancy to engage in creative and innovative ideas for fear of the repercussions if efforts do not go as planned and may be leading to hesitancy to address misconduct in our facilities.

***Rebuild Lives and Provide for Healthier and Safer Communities***

Even with these challenges, much has happened and is in process that should be highlighted. Attached is a document that provides a snapshot of services, programs, and achievements made by Probation throughout the last 15 months as well as summarizes a variety of efforts going forward. Many of the projects begun before January 2017 as the more complex initiatives take considerable time, collaboration and effort to implement. This list is in no means all encompassing, but rather an overview document of the larger initiatives underway or completed. We have also created an Accountability Plan, which outlines detailed strategies to sustainably stabilize the Department. Probation must become more accountable to grow as a trailblazer of innovative practices that will lead to more positive outcomes for our adult and juvenile clients but significant resource challenges need to be addressed for sustained transformation.

Finally, we can provide a thumb drive with our latest Probstata data to your staff should they be interested. Probation has initiated Probstata, a quarterly review of the statistics that measure the Department's administrative and operational outcomes in the pursuit of a more transparent continuous quality improvement process. Department executives use these comparative statistics to identify trends in various categories of Probation's performance across adult, juvenile, and administrative operations. This is a work in progress that will benefit from continued refinement and enhanced data systems but demonstrates a strong beginning to data driven decision making. We have reached a point in the process that we are now able to seek external feedback on what we are measuring, how we are measuring and where the gaps in data exist. It is our intent to publish this document on our website once we ensure the data is accurate and redact any slides or information that is confidential.

We will continue to update this Board and any other entities designated by the Board on the progress of the initiatives laid out in these documents. We are available to discuss with you any of the items listed in further detail.

TLM

Attachments (1)

c: Chief Executive Office  
County Counsel  
Justice Deputies

# Los Angeles County Probation CY 2017 and Q1 2018 Initiatives Update

This document provides a snapshot of Probation's services, programs, and achievements over the past 15 months, as well as a summary of several efforts going forward. The list is by no means exhaustive, but rather an overview of the larger initiatives underway or completed in Adult, Juvenile and Administrative Services.<sup>1</sup>

## JUVENILE SERVICES

- **L.A. Model Implementation at Campus Kilpatrick** – The Department, in partnership with other County Departments, community stakeholders and the Los Angeles County Office of Education (LACOE) successfully opened the first L.A. Model cottage at Campus Kilpatrick in July 2017. The L.A. Model at Campus Kilpatrick is a small-group treatment model that is youth-centered and embodies a culture of care rather than a culture of control. The model's central framework relies on all campus staff including Probation, LACOE, and Mental Health to coordinate and deliver a range of integrated services that aim to cultivate opportunities for growth and healing while promoting personal autonomy and responsibilities. This model includes intensive case planning that is coordinated, collaborative, and includes input from youth, family, probation, school/education, health, mental health, and, when appropriate, additional service providers or stakeholders. The therapeutic environment permeates all aspects of the campus experience, including all daily and nighttime activities, and is consistently upheld and reinforced by youth and all staff. Recruitment efforts have begun to open a second cottage by May 2018.
- **Camp Consolidation Plan** – To prepare for the full-scale activation of Campus Kilpatrick and to increase efficiencies, a camp consolidation proposal was submitted to the Board of Supervisors on May 8, 2017. There has been a 60% drop in the number of youth being placed in camps over the last few years. This population decrease, combined with the opening of Campus Kilpatrick, reduces the demand for bed space in the remaining camps. These factors create opportune conditions to continue the process of consolidating camp operations. Within the last year, Camp Smith and Camp Gonzales have closed with Camp Jarvis slated to close by the end of the fiscal year. Additionally, Camp Scott and Scudder were combined to renovate Camp Scott. If current trends continue, the Department may be able to consolidate camps down to six camps (Campus Kilpatrick, Camp Afflerbaugh, Camp Paige, Camp Rockey, Camp Scott and Camp

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<sup>1</sup> Initiatives are NOT documented in priority order and are not all inclusive of programs or projects during 2017 but rather represent a summary of significant initiatives that may not be widely known.

Scudder) within the next two years. These remaining camps were chosen to remain open for their proximity to where our youth live to enhance family reunification.

- **Trauma Informed Practices/Focus on Staff Development** – Probation implemented the L.A. Model training in Campus Kilpatrick and Camp Rockey. Probation also is in the process of implementing the Youth in Custody Practice Model training in Central Juvenile Hall with expansion plans to all three juvenile halls. Four additional weeks of training were added for all incoming officers being assigned to a juvenile facility to enhance their skills prior to having to work with the youth directly. The expanded training included increased de-escalation training with video simulation training.
- **Hope Center Implementation in Juvenile Institutions** – The Department in partnership with the Department of Mental Health (DMH), the Department of Health Services, Juvenile Court Health Services (JCHS), and the Los Angeles County Office of Education (LACOE), continue efforts to reduce reliance on restrictive housing of youth. As of November 2017, all Camp and Juvenile Hall Hope Center renovations have been completed. HOPE Center training for camp officers, LACOE, DMH, and JCHS staff was completed in June 2017. The training materials detailed the new policy direction, de-escalation procedures, and expectations for all staff to utilize the least restrictive alternatives.
- **Safety Committees** – Probation has convened departmental and local safety committees in partnership with labor partners and county partners. The goal is to identify policy, programming and training needs to increase staff safety and reduce violence in the facilities.
- **Promoting Dignity for Young Women and Girls in Juvenile Institutions** – The Department, in partnership with the Department of Health Services and Juvenile Court Health Services, has improved access to feminine hygiene and undergarment products, family planning education, and sexual health resources for girls in institutions. Additionally, updated policies pertaining to pregnant girls (pre-natal and post-partum) and assessment of youth women placed in Probation facilities has been put in place. The Department worked closely with representatives from the Los Angeles County Health Services, USC (LAC/USC) Medical Center Adolescent Care and Transition Clinic to pilot an outreach program specifically designed to provide the women with reproductive health education. Reproductive Health and Sex Education counseling workshops were facilitated in our facilities with female youth.
- **Juvenile Justice Crime Prevention Act (JJCPA) Spending Plan** – Developed a strategy to focus on utilizing JJCPA funds to build community services and programming for youth. Since establishment of the plan, a master services agreement has been developed and a variety of contracts have been established. Funds have also been allocated for critical Board priorities, such as \$12 Million being allocated to the Office of

Youth Diversion. \$3.2 million was also allocated to two Foundations to assist in capacity building and re-granting opportunities.

- **Juvenile Justice Coordinating Council** –The Department partnered with the Juvenile Justice Coordinating Council (JJCC) to establish the JJCC-Community Advisory Committee (CAC). The CAC is comprised of over 400 community stakeholders to ensure the JJCC has diverse and inclusive community input regarding the comprehensive continuum of county-based responses to juvenile crime and delinquency. The JJCC is governed by the Welfare and Institutions Code (WIC) 749.22 which establishes the mandatory membership of the council, and includes one community-based drug and alcohol program and an at-large community representative. Due to the size and complexity of the County, the JJCC adopted the JJCC-CACs recommendation to increase the JJCC governance to include more community representation and perspectives to better serve the diverse needs of the communities. On December 19, 2017, the Board adopted the JJCCs request to add ten (10) community at-large representatives, of which five (5) are to be selected by the JJCC-CAC. In addition, the JJCC increased its membership to include the Office of Diversion and Reentry, Department of Children and Family Services (DCFS) and Department of Public Social Services (DPSS) to increase collaboration, systems integration, and leveraging of funds to increase capacity to serve youth and families.
- **Collaboration with Arts Commission** – Since 2015, the L.A. County Arts Commission (LACAC) has collaborated with the Probation Department. In August 2017, LACAC entered a formal contract with Arts for Incarcerated Youth Network to provide services for Probation’s juvenile halls and camps. The collaboration aims to connect in-school academic learning with out-of-school experiences that allow youth to gain insights and skills in arts. These projects require youth to work individually and in teams to create original works of art; they discover new avenues for self-expression, build self-sufficiency and collaboration skills, and recognize potential pathways to viable careers in the arts. Beginning in August 2017 and extending through September 2018, arts instructional modules will be provided throughout our juvenile facilities.
- **Freedom Schools** – The Department, in partnership with the Office of L.A. County Supervisor Mark Ridley-Thomas, the Children’s Defense Fund, and the Los Angeles County Office of Education sponsor a literacy program during the summer session each year. Freedom Schools has been implemented in Camp Scott and Camp Afflerbaugh. This program is designed to provide students with literacy enrichment activities and opportunities for positive social and civic engagement. It provides summer enrichment through a model curriculum that supports children and families around five essential components: high quality academic enrichment, parent and family involvement, social action, intergenerational servant leadership development, and nutrition/health well-being.

- **College Courses** – Youth at all Probation juvenile facilities have the opportunity to take college courses thanks to a partnership with Mission College, University of California Los Angeles (UCLA), East Los Angeles College, and Los Angeles Trade Tech College. Over 150 youth are currently taking college courses each semester, earning credits toward an Associate’s Degree and beyond. The Colleges facilitated an array of general education college courses and students were provided with all the materials, textbooks, and supplies that they needed to complete the classes taught by both college professors and proctors. The Department’s Operation READ provided support to staff and students including assisting students in class registration, tutoring, academic support, providing students access to technology, and proctoring courses. In addition, numerous camp staff volunteered their time and provided tutoring services to the youth.

The Department also hosted the annual college summit, where more than 40 colleges and universities provide an overview of their programs to probation/foster youth at a local hotel. Probation also partners with the State of California at this event and beyond to assist youth attending with understanding and applying for grants and scholarships.

- **Youth Employment Scholarship Program** – The Department in collaboration with LACOE started the Los Angeles County Youth Jobs (LACYJ) Work Program. The program was made available to male youth at Camp Afflerbaugh and Camp Paige. Additionally, youth enrolled in the LACYJ Work program received Personal Enrichment Training, offering invaluable information to youth on exploring career interests, creating a resume, completing a job application, knowledge of appropriate workplace behavior, and financial literacy.
- **Enhancing Community Experiences** – Probation, working with county partners, is increasing the number of educational experiences youth in camps experience through field trips. Examples of trips taken this year include trip to local County Libraries, trips to the Museum of Tolerance, the Academic Bowl and luncheon at the Audrey Museum, and the DJ music experience at the Ford theatre. Probation anticipates building on these experiences in the coming months and years.
- **Family Listening Session/Family Advocate Program** – Probation, working with family advocate partners from the Department of Mental Health, initiated a family listening session to learn how probation can enhance support to families. The intention is to continue this committee and expand the current family advocate program.
- **Central Juvenile Hall Cleanliness/Renovation Project** – While Probation is focusing on a strategy to propose a replacement of Central Juvenile Hall (CJH), the challenges with the aging infrastructure must be addressed in the interim. Probation, in partnership with ISD, has completed a renovation of the Boy’s Care Unit, scheduled to reopen in May. Additionally, overall cleanliness, plant operations repairs and replacement of broken and worn furnishings has been a priority. In partnership with Supervisor Solis’ District, the Probation is involved in the engagement of community stakeholders and foundations to

see how partnerships can be helpful both in renovation but also in re-envisioning a replacement.

- **Increased Manager Presence in Halls/Camps** – Probation initiated an effort in mid-2017 to schedule a manager to tour the facilities over the weekend. These fresh-eyed reviews of facilities highlight the good work the staff are doing on the weekend as well as advise Juvenile leadership of any issues requiring attention to assist in improving the facilities.

### **JUVENILE SERVICES - FORWARD LEANING INITIATIVES**

- **Expand on the L.A. Model** – The Department completed and rolled out the new trauma-informed L.A. Model for implementation at Campus Kilpatrick. The model’s central framework relies on all campus staff including Probation, LACOE, and Department of Mental Health to coordinate and deliver a range of integrated services that collectively aim to cultivate opportunities for growth and healing while promoting personal autonomy and responsibility. This model includes intensive case planning that is coordinated, collaborative, and includes input from youth, family, Probation, educational institutions, physical and mental health providers, stakeholders, and additional service providers as needed. The diverse programming elements are engaging and meaningful for youth *and* staff with a focus on skill-building, self-regulation, and overall mental and physical well-being. The therapeutic environment permeates all aspects of the campus experience day and night and is consistently upheld and reinforced by youth and staff. Participants are presented with opportunities for choice and autonomy whenever appropriate. The L.A. Model will be rolled out to additional camps, with a full-scale rollout through FY 2018-19.
- **Implementation of Structured Decision Making** – In conjunction with Resource Development Associates (RDA), the Department is collaborating with the courts, attorneys and staff regarding the implementation of a structured decision-making (SDM) tool. SDM is a data driven, evidence and research-based approach to inform how youth are supervised, including supervision intensity, juvenile dispositional recommendations, and response to compliance and violations of probation conditions. SDM is intended to create a more effective, consistent and fair justice system to ensure that decisions are based on data, effective practice and without bias. This tool will focus on risk levels and will result in further rightsizing juvenile halls and camps with the intent that only those youths who pose a serious risk to public safety will be detained. The implementation of SDM processes is supported using a Juvenile Dispositional Matrix which will be used to determine the level of supervision and confinement for adjudicated youth. The matrix organizes supervision levels, programs and facilities by risk level and offense severity. This data helps determine the level of intervention so that similarly situated youth have similar dispositions. It also reserves scarce and costly resources for youth with greater

risk and/or needs and can also assist the Department in forecasting its future programmatic needs.

- **Stabilizing the Halls** – Working with the Chief Executive Officer’s staff, Probation has prepared a staffing plan to create a career path within the Juvenile Halls so that a career ladder exists in the halls to retain experience. Probation is also focused on reducing the span of supervision in the halls and camps to increase training, support and oversight in the juvenile institutions. A staff augmentation request is reflected in Probation’s Accountability Plan and additional supervisors have been hired in the halls.
  
- **Staff Safety/Safe Crisis Management Policy Updates** – In conjunction with national experts on Use of Force, the Department recently updated our Safe Crisis Management/ Use of Force Policy. Several improvements have been made to the policy including:
  - Focusing on de-escalation principles while also clarifying when staff are permitted and required to physically intervene to ensure situations do not escalate to violence against staff or other youth.
  - Moving away from mandatory and restrictive language that staff feel they have been required to use that does not best cover the myriad of physical and legitimate interventions that staff may be required to deploy to stop violence.
  - Emphasizing the importance of youth engagement but also accountability.
  - Focusing on training to assist with quality report writing
  - Promoting the use of video recording where possible until cameras coverage can be expanded.
  - Adding an Institutional Force Review Committee and a Departmental Force Review Committee to review incident reports and evaluate policy or training improvements to address trends.
  - Stressing the importance of ethics with clarity that a zero tolerance exists for engaging in, allowing or failing to report unnecessary or excessive force.
  - Adding a policy of no retaliation for youth or staff alleging inappropriate force.
  - The Juvenile leadership team has identified trends of increased staff assaults, use of force and use of pepper spray in the halls. The Accountability Plan requests additional resources to enhance de-escalation training, provide additional trauma informed training, increase DMH involvement in de-escalation, increase programming, increase upward mobility opportunities for staff in the halls, increase camera coverage and increase supervision to provide greater support and oversight to reduce violence and use of force in facilities. This strategy, supported by strong oversight and continuous review and refinement of training and policy design, is targeted to assist staff in supervising a healthier and safer environment focused on rehabilitative programming, which will result in reducing reliance on force to address youth misconduct. This is an area that requires significant focus as it is one of the key areas impacting staff morale and feeling safe in the work environment.



- **PREA Compliance in Juvenile Institutions** – The Department contracted with Just Detention International (JDI) to train managers and supervisors of juvenile institutions on PREA. In addition to issuing a policy on PREA, the Department created a comprehensive multi-year implementation plan. Probation will work with the CEO's office to seek resources to fully comply with PREA.
- **Enhance the Grievance Process in Juvenile Institutions** – The Department is focusing on updating and further developing a user friendly confidential grievance system for youth. The utilization of computer tablets or other software solutions as a grievance delivery system and expanding the current grievance procedures and policies are among the enhancements being examined. Additionally, ensuring an accountable, responsive, transparent and credible grievance system are critical and will require additional County resources to address. The upcoming Board motion on establishment of an Inspector General's Office, if approved, will provide an independent review of the grievance system.
- **Enhancing LGBTQ Support Services** – Working with community foundations, stakeholders and county partners, Probation will enhance current LGBTQ support, services and staff training to address the unique needs of this population. Additionally, probation will seek to enhance the existing LGTB advocate services to all juvenile detention facilities and seek to engage in emerging best practices in field supervision of LGBTQ clients.
- **Build on existing infrastructure for Cameras in Juvenile Institutions** – Juvenile Institutions and ISD are looking to build on the current facilities' infrastructure or identifying new technology to accommodate the need for additional cameras. A review of Safe Crisis Management incidents was completed to reveal the locations with the high incident rates. Based on the assessment, the Cameras project was divided into phases with Phase 1 targeting Central Juvenile Hall, Barry J. Nidorf Juvenile Hall, Camp Rockey and Dorothy Kirby Center. Probation has submitted a cost estimate to the CEO's office for the Camera project
- **Evaluated the need for continued WIC 236 school programming** – Los Angeles Probation is the only probation department in California that provides a probation officer to supervise non-court ordered probationers in middle and high schools to assist with at risk youth. With the establishment of the Office of Youth Diversion (OYD) and challenges of meeting the caseload needs of court ordered probationers, the current practice of providing probation officers to schools to supervise non-court ordered probation is being discontinued. Probation will start with services provided in middle school and expand to high schools while working with the schools and OYD to fill the gap of service needs with non-probation staff.

- **Replacement of Case Management System** – The current information system to assist the Probation Officer with developing a case management plan for youth is outdated. Probation is working with ISD to seek replacement of the existing system with one that is evidence based and assists staff with developing and monitoring quality case plans.
- **Twenty Year Plan for Facilities** – Probation is seeking support from the Board and CEO office to develop a comprehensive 20-year plan to address aging and outdated facilities. It is anticipated this plan would include the replacement of Central Juvenile Hall, deactivation of one of the three juvenile halls and renovation of the remaining facilities to create more campus like, small group housing models similar to Campus Kilpatrick.
- **Dorothy Kirby Center “Move the Fence” Concept** – Probation is in discussions with other county partners and the courts to determine the viability to repurpose cottages within the Dorothy Kirby Center (DKC) to be operated by the Department of Mental Health (DMH) as a placement, rather than a low risk youth being placed in a detention facility due to the youth requiring significant mental health services. There are two empty cottages at DKC and there may be further opportunity to transition additional cottages to DMH operated cottages. This would require moving the fencing around those cottages to separate the Probation operated units from the DMH operated units. This would permit DMH to fund with federal funds and eliminate criminal records for low risk youth who are placed in the DMH units.<sup>2</sup>
- **Camp Gonzales Residential Education Training Center** – The Department is serving as the lead agency in efforts to convert Camp Gonzalez into a residential vocational education training center. Partners from Board of Supervisors Offices, county departments, non-profits, educators, community-based organizations and foundations are committed to providing a pathway to gainful employment for the County’s high-need male youth (18-25 years of age) by providing a safe and transformative living environment anchored by the highest quality of training, career planning, life skills training and employment commitment as they journey towards independence.
- **Integrated Health Care Approach** – In Partnership with DMH, DHS, SAPC and community providers, Probation is seeking support of a single health care executive serving as the coordinating health care leader to ensure integrated and trauma informed care is provided by coordinating and expanding the efforts for medical, mental health, dental and substance abuse treatment services provided in the halls and camps and upon reentry. This model will build upon the pilot Whole Person Care efforts supported and funded by DHS occurring in the halls, increase community partnerships for reentry and provide a more holistic approach to the needs of the youth and their families.

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<sup>2</sup> The savings associate with this initiative can be utilized to fund renovation of other juvenile facilities.

- **Implementation of Continuum of Care Reform** – Probation has successfully begun the implementation of the Continuum of Care Reform (CCR). CCR is a comprehensive reform effort that increases the reliance on the use of home-like settings in lieu of congregate care. CCR transforms group homes into a new category of congregate care facility defined as Short-Term Residential Therapeutic Program (STRTPs). STRTPs offer a shorter-term program with increased availability of specialty-mental health services. Probation, in close partnership with the Department of Mental Health (DMH) and the Department of Children and Family Services (DCFS) has implemented a joint assessment and screening process for all youth ordered to suitable placement to ensure that the first placement is the best placement. Probation continues to identify resource families and has undertaken a large recruitment effort to identify safe and stable homes for our youth. Probation has also implemented Child and Family Teams for all youth in congregate care that are comprised of the youth, family, DPO, therapist and any other stakeholder who can assist with formulating a case plan for the youth.
- **Title IV-E Waiver** – Probation continues to participate in the Title IV-E Waiver project and has used the flexible funding afforded by the project to increase the service array to youth who are at risk of entering out-of-home care. To effectively deliver those services, we have grown in our ability to assess the specific needs of our population. This has lead us to be more youth-focused, rather than solely system focused. Many of the recent innovations within the department are a direct outgrowth of the capacity built through the Waiver. Probation has implemented several evidence-based practices focused on family functioning, mental health, substance abuse and education. Since the beginning of the Waiver in 2007, Probation’s congregate care population has decreased over 50%. However, with changes in federal legislation, it is anticipated that Probation’s funding may decrease by approximately \$29M a year, beginning September 2019.

## ADULT SERVICES

- **CORE Model Implementation (SB 678 Five-Year Plan)** – Focusing on the supervision and support of medium-to-high-risk felony probationers with the highest needs, Probation, working with the Office of Diversion and WDACs, developed a comprehensive adult services model for felony probationers. This plan ensures a dedicated funding stream of projected revenue for the Office of Diversion and Reentry (ODR) to significantly enhance community-based referral services. Examples of program design include:
  - **Emerging Adults** – Program will have specialized services for 18-25-year-old clients with target to develop model in FY 2017-18.
  - **Gender-Specific Services** – Program will have specialized services for female clients aged 18 and up. We intend to bring a consultant on board in FY 2017-18 and fully implement in FY 2018-19.
  - **Culturally Competent** – Program will continue to develop and recognize the need for services to be targeted and provided in a culturally competent manner.
  - **Community-Based Providers** – The plan relies on the use of community-based providers in the communities where the highest needs exist, including creating opportunities for the co-location of services in Probation field offices.
  
- **Significant CORE Implementation Steps:** The following are examples of initiatives to implement the CORE plan and referrals to ODR:
  - **Implementation of ODR Supportive Services – Reentry Intensive Case Management Services** – With referrals from Program, intensive re-entry case management services are being delivered through ODR to vulnerable probationers utilizing SB 678 funding with the overarching goal of providing care coordination and services navigation to mental health services, substance use treatment, physical health services, and any other supportive services based on client needs.
  - **Implementation of Adult CORE Service Bureau Mental Health Housing Court/ODR Diversion Court** – The Probation Department established the Mental Health Housing Court Operation with the intent of lending support to the ODR implementation of innovative programming designed to divert certain populations away from the criminal justice system. The ODR Diversion Court Program seeks to provide mentally ill and/or substance addicted homeless individuals with alternatives to continued involvement in the criminal justice system. The program is a “housing first” model that combines housing, treatment services, and intensive case management services to participants with the goal of securing and providing permanent supportive housing.

- **Implementation of SB 678 Steering Committee** – This committee includes participants from the following Department operations: Contracts and Grants; Contract Monitoring; Budget and Fiscal Services; Quality Assurance; and the Department’s Accountability Committee. The SB 678 Steering Committee guides implementation processes for the plan and assesses the effectiveness of plan implementation.
  - **Implementation of Delegated Contracting Authority for ODR and Probation**– The Board approved a joint request for delegated authority with respect to the contracting process which will enable both entities to expedite the letting of contracts and facilitating the delivery of services to clients in a timelier manner.
  - **Monitoring and Review of SB 678 Programs and Expenditures** – The Probation Department implemented a Multi-Agency SB 678 Advisory Committee which will provide regularly scheduled reports regarding operational and fiscal activities to identify referral challenges, under-spending, unmet programming needs, and will provide recommendations regarding how to utilize unspent project funds. This will allow for a bi-annual adjustment of the plan based on the ability to implement the various initiatives to reallocate funding where necessary to ensure a robust community referral network is in place. A Resource Utilization Unit was implemented in February 2018 to review and monitor SB 678 program referrals and expenditures.
  - **Creation of Community Advisory Committees** - In an effort to ensure that the community’s voice is heard with respect to the delivery of services to the adult justice involved population, various advisory committees have been established by Probation to address specific aspects of program implementation. The Vermont specific community advisory committee has been meeting for several months and is working on the third-floor facility design, program model and building community capacity as well as various other aspects of program implementation.
- **Immigration and Sanctuary Cities Taskforce** - Probation continues to participate on the Immigration and Sanctuary Cities Taskforce which meets bi-monthly. Policy has been issued departmentwide addressing processes attendant to mandates arising out of this committee and approved by the Board. A cross-section of departmental employees was also trained by County Counsel on the Countywide Immigration/Ice policy.
  - **AB 109 Services** – AB 109 programming has been refined to include laying the foundation for the delivery of Cognitive Behavioral Intervention, the use of incentives and the provision of auxiliary funding to meet the special needs of AB 109 participants. Examples of the program enhancements include:
    - **Pilot AB 109 Incentive Program** – The Department has implemented an Incentive Program to increase positive reinforcement. In December 2017, the Department published an Incentive Policy & Matrix to provide guidance to DPOs in responding to pro-social behavior. In February 2018, the Department received and distributed to offices several choices of low level incentives. High level incentives are in the process of being ordered.

- **Earned Discharge Training** – Historically, while legally permissible, Probation has not been affording AB 109 PRCS’ the opportunity to seek earned discharge from supervision at the sixth month of supervision pursuant to state law. Since the fall of 2017, following a Probst meeting, Probation has been working with the courts and area offices to create a pathway for low risk, low need AB 109 PRCS clients to be referred to the courts for consideration of earned discharge at the sixth month.
- **Pilot AB 109 Auxiliary Fund Program** –The purpose of the program is to stabilize AB 109 supervised person’s reentry into the community by addressing responsivity needs that can undermine efforts to address criminogenic needs. AB 109 supervised persons often needed help with financial assistance (e.g. security deposits, medical co-payments, etc.) and other tangible items (undergarments, hygiene products, etc.). However, prior to the implementation of this program, the Department was limited in its ability to address these needs because it lacked the authority to fund these expenses. Internal processes have been established and the pilot AB 109 auxiliary fund program is now active.
- **Cognitive Behavioral Intervention (CBI)** – The Department is in the process of implementing The Carey Guides as its CBI program to be incorporated into current case planning and case management practices to address criminogenic needs. Training in EBP, Effective Case Planning & Management, and the Use of the Carey Guides is underway and is scheduled to be completed by April 2018. The use of this CBI will enable staff to engage in teaching our clients to disrupt problematic thinking patterns that contribute to criminal behaviors.
- **Collaborative with CDCR to Increase Information Sharing and In-Reach** – Los Angeles is one of four counties conducting a pilot with CDCR to engage AB 109 clients prior to their release from prison using videoconferencing. Additionally, Los Angeles served as the lead county agency in working with CDCR to provide additional and updated training on information dissemination from inmates released from prison to AB 109 supervision.
- **AB 109 Counseling Services Contract** – The Department is in the process of developing a Request for Proposal (RFP) for an AB 109 Counseling Services contract to provide family/marital counseling, parenting classes, mediation services to reduce conflict, and build positive family relationships and communication.
- **Violations** -The Department is revising policy to address flash incarceration and the Violations Matrix and issues raised resulting from a Critical Incident Review Committee’s Corrective Action Plan and the Department is continuing re-entry planning for violators held in the local jail and is creating high-risk violator workgroup in FY 2017-18.
- **Proposition 57** – The Department has continued to prepare for the workload impacts associated with Proposition 57, a State enhancement of the current AB 109 legislation.

- **Community-Based Services** – The Department will continue to work with partners to increase referrals and access to meaningful and evidence-based services for AB 109 clients.
  - **Split Sentence Cohort** – Probation is enhancing specific strategies in partnership with Sheriff’s Department and ODR to identify and case manage split sentence AB 109 inmates upon sentencing and prior to re-entry.
  - **Gender Specific Programming** – The Department has implemented the “Healing Trauma” Women’s Group, which is an evidence-based program that addresses the trauma experienced by many of the women re-entering the community from state prison or county jail. The program is facilitated by Department staff in small group sessions. After an initial pilot program, the Women’s Group programming is being implemented throughout the County and the Department will be determining if a comparable program can be developed and implemented for male clients who have experienced trauma.
  - **Veterans Outreach** – The Department held a recognition ceremony for veterans at the Bob Hope Patriotic Hall in October. The event honored homeless AB 109 clients and Probation staff who served in the military. Honorees were given handmade quilts from the Quilts of Valor Foundation. Veterans under AB 109 supervision were also connected with Veterans organizations to access additional services.
- **Homeless Initiative** – The Department is working with the CEO Office of Homeless Initiatives to help develop a County-wide response to the homeless crisis. We continue to work with the ODR to review high need clients for homeless services. Onsite Probation services in the Skid Row area continue to provide services to the clients via mobile vans. The Department also seeks to retrofit and convert a previously decommissioned transit vehicle to serve as a Mobile Resource Center (MRC). This MRC would be deployed to the field to provide mobile reporting to PSPs experiencing homelessness.
  - **Proposition 63** – On January 1, 2018, Proposition 63 went into effect requiring the Probation Department to investigate all convicted felons and certain misdemeanor cases to determine if the defendant owns, or possesses weapons under his or her control, and provide a Prohibited Person’s Relinquishment Report (PPRR) to the Court. There is a significant effort by staff to ensure that defendants comply with the law, which involves the following:
    - Implementation of a new pilot program by staffing DPOs in both felony and misdemeanor arraignment courts. The Court Liaison DPO works in collaboration with justice partners to expedite the processing of Prop 63 cases.
    - The accessing of various automated systems by investigators preparing the PPRR such as the Department of Justice (DOJ) Automated Firearm System to check if the defendant has registered firearms. The DPO reports his or her findings to the Court on whether the defendant has complied with the law.

- **Establishment of Canine Project** – In November 2016, the Los Angeles County Board of Supervisors approved and funded the implementation of a K-9 detection program for the Los Angeles County Probation Department which would be specifically trained in the detection of illicit narcotics or firearms. In November 2017, the Department officially activated the program with three canine teams. Since November, the Canine Detection Team has found ammunition, cocaine and over a pound of marijuana during routine residential probation operations.
- **Critical Incident Review (Officer Homicide)/Blue Ribbon Commission** – The Department established an external/internal review committee to evaluate circumstances surrounding the homicide of a Whittier Police Officer by an individual on Probation. As part of the review, corrective action strategies for areas of improvement were developed and implemented. The Department also plays a significant role in the Blue Ribbon Commission on Public Safety.
- **Justice-Involved Clients' Mental Health Needs** – The Probation Department continues to develop programs and services for the improved treatment and supervision of probationers with behavioral health conditions:
  - **Mental Health Diversion Taskforce** – Probation continues to work with the District Attorney's Mental Health Diversion Taskforce to better serve the needs of justice-involved individuals with mental health challenges. There is also an effort to enhance training for staff on how to work with clients who have mental health needs clients and promote the use of de-escalation techniques.
  - **ODR Housing Court Program** – The Department is collaborating with the ODR, the Superior Court of Los Angeles County, and community-based organizations in creating and implementing the ODR Housing Court program. The program provides alternatives to custody-based treatment by linking probationers with intensive case management services, treatment, and housing services in the community for homeless felony offenders who are severely mentally ill or severely substance addicted.
- **Exposure to College Programs** – In partnership with the courts, Probation continues to seek resources to direct transitional age youth, AB 109 clients and other adult clients to college programs. College programs are being presented in field offices and an expansion of field trips to local colleges from Probation offices continues.
- **Medi-Cal Administrative Activities (MAA) Revenue Increase** – The Department has included additional operational areas to track MAA that are estimated to yield an additional \$0.7 million annually in reimbursements. While a relatively small amount, Probation has the philosophy that to the extent possible, grants and revenues should be fully explored to fund critical priorities.



- **Implementation of Offender Workforce Development Specialist Program** – A partnership has been established with ODR, the Workforce Development Aging and Community Services (WDACS), Probation and 5 regionally located America’s Job Centers of California (AJCC) to successfully guide felony probationers through job training and placement with the overarching goal of reducing recidivism and promoting self-sufficiency. This program will serve between 300 to 600 probationers annually.
  - **Community Advisory Committee** – The Probation Department, in collaboration with ODR and WDACS, has established a Community Advisory Committee (CAC). The committee’s role will be to provide feedback and help guide provision of meaningful and effective community-based services. The committee will also assist in the development of comprehensive strategies to address gaps in services and improve community relations.
- **Implementation of Women’s Integrated Services Program (WISP)** – With ODR’s guidance and support, Probation collaborated with the Los Angeles County Sheriff’s Department and the Department of Health Services to develop and implement WISP to address the specific needs of female clients pending release from custody into the community who may be homeless, have mental health issues, and/or are repeatedly detained on technical violations or new arrests.
- **Implementation of Office of Diversion and Reentry (ODR) Housing Program**– ODR, in collaboration with the Probation Department, Sheriff’s Department, District Attorney, Public Defender, and the Superior Court implemented the ODR Housing Program. The program is designed to serve individuals who are homeless and have a severe mental health or substance use disorder and provide subsidized housing and treatment services with the overarching goal of placing participants into permanent supportive housing.
- **Appointment Reminders by Text** – Pretrial clients can now enroll to receive text messages for appointment and court date reminders. This is a step towards increasing resources to expand bail reform efforts.

### **ADULT SERVICES - FORWARD LEANING INITIATIVES**

- **Bail Reform** – Probation is participating in the bail reform effort to reduce the incidents of low-risk inmates lingering in custody, simply because they cannot afford bail. While County Counsel has been designated as the lead to respond to the Bail Reform motion, Probation has been actively involved since the inception of this effort. Additionally, the Department continues to spend considerable effort reviewing and responding to the workload and cost implications of pending legislation on bail reform under SB 10.

- **Supervised Released Program** – Probation developed a proposal for the creation of a Supervised Released Program that will support the bail reform effort by providing bench officers another alternative for low-to-medium-risk inmates who have historically lingered in custody.
- **Replacement of the Adult Case Management System** – The current system is rigid and aged. The Adult Team is working with ISD and others to rethink how the existing case management system to be redesigned and replaced with a state of the art, future focused case management system that allows for ease in reports, gap analyses, etc. Probation is seeking a system that assists Probation Officers with the development of excellent case plans, assists with referrals to services, integrates with other systems, is nimble and expandable and needs arise and can serve to allow clients to access non-secure aspects of their case plan. The team will need to develop an RFP to procure the replacement.
- **Area Office Renovation Plan** – The Department is working with key stakeholders on an area office renovation/beautification plan and is seeking opportunities to expand the co-location of community-based services in area offices with the goal of establishing a community reentry center, in partnership with ODR, in each supervisorial district.
  - **Crenshaw Relocation Project** – The relocation of the Crenshaw Area Office to the 39th and Vermont facility is in support of an economic development strategy. This relocation effort will allow for the renovation of the Vermont Office, which will allow for the separation of adult and juvenile services, consistent with our philosophical approach to providing individualized services. In response to the recent Board motion, this move will allow for the inclusion of a Community Reentry Center which encourages partnerships with community-based organizations and other County departments co-located in the Crenshaw Area Office.
  - **MLK Behavioral Health Center** – The Chief Probation Officer serves as a member of the MLK Behavioral Health Center Steering Committee and has pledged support to this effort by agreeing to co-locate Adult and Juvenile programs that are consistent with the multi-disciplinary rehabilitative vision of the project within the Center. One of the featured programs will be an Adult Community Reentry Center which will serve as a one stop center for employment, substance abuse, mental health, cognitive behavioral and other reentry services in a client-centered, community engaged approach.
  - **Downtown Location for Reentry Center** - The establishment of the MLK reentry center allows probation to explore the placement of a community reentry center in the downtown area near the criminal courts building.
  - **Additional Community Reentry Centers** – Probation, in partnership with ODR, is seeking locations to create a community reentry center in each Supervisorial district and high need locations.

- **Reorganize Adult and Juvenile Area Offices** – Anticipating the disbanding of the District Model by the end of June 2018, the Department will be creating a clear distinction between juvenile and adult services by identifying adult-only and juvenile-only offices to the extent feasible. This reduces the exposure to adult clients that juvenile clients and their families currently experience when visiting field offices.
- **GPS Program** – The Department is in the process of expanding the GPS program so that it can be effectively used as an intermediate sanction. The Department is also researching to determine if it is possible to use GPS monitoring to facilitate early releases from jail for those supervised persons that had their PRCS revoked and ordered to complete a custodial sanction. This can also serve as a resource to assist in the previously mentioned bail reform efforts.
- **Sex Offender Polygraph/Treatment Contract** – The Department is in the process of developing a Request for Service Qualifications (RFSQ) for sex offender polygraph and treatment services. The services would be provided by one or more Community Based Organization (CBO) in accordance with state legislation that requires the supervision of sex offenders pursuant to the Containment Model.
- **Gang Intervention Services Contract** – Probation staff are in the process of developing a Statement of Work for a future RFP for gang intervention services to be provided by one or more CBO. The services may include but are not limited to the following: case management; Cognitive Behavioral Therapy (CBT) specific to gang membership and activities; tattoo removal; and peer mentorship.
- **Cognitive Behavioral Therapy (CPT) Contract** – Probation staff are in the process of developing a Statement of Work for a future RFP for CBT services to be provided by one or more CBO. These services would be complementary and consistent with the CBI services provided by DPOs during office visits.
- **Recidivism Report** – Working with the CEO, CCJCC and County Partners, Probation will finalize a contract for an independent entity to conduct a recidivism study for the various criminal justice efforts underway in the county, primarily AB 109 but not limited solely to that cohort.
- **Reentry Conference** – The Los Angeles County Probation Department in collaboration with the ODR, community and faith-based organizations, and other critical stakeholders is planning a broad-based Reentry Conference scheduled for early to mid-2019. The conference will feature local and national leaders in criminal justice, mental health, health services, homeless services, and more with a view towards highlighting best and promising practices germane to assisting justice involved persons successfully reenter the community. The conference will also provide an opportunity for practitioners in L.A. County to showcase some of the reforms and programs reflecting real promise for the various populations being served.

## ADMINISTRATIVE SERVICES

- **Resolving Structural Deficit and Rightsizing Department's Budget** – The Department, in partnership with the Chief Executive Office, has been working to (a) right size the budget to accurately reflect operating costs; and (b) address a longstanding structural deficit that, most recently, amounted to \$42.1 million. The Department has identified a number of resources to address it, including programming shifts, realignment growth, revenue maximization and camp consolidation savings. The Department continues to work toward resolving the remaining deficit in the next budget phase. Further, the Department is preparing strategies to mitigate an additional Title IV-E revenue loss in Fiscal 2019-20 by further exploring program efficiencies through online requisition program and work order systems, identifying additional revenue streams, reducing overtime over-expenditures by, among other things, acquiring an automated shift scheduling program.
  - **Enhanced Fiscal Controls** – The Department has implemented several initiatives to enhance the fiscal controls by providing monthly reports to monitor the Department's fiscal standing; forecasting multi-year to plan for changes needed operationally based on upcoming events such as Title IV-E Waiver sunset; managing the hiring process to be more strategic and in line with the changes in community needs and service approach; conducting surprise audits of petty cash, donation accounts, bus tokens and other liquid assets; collaborating with operations to introduce new processes or strengthen current processes identified in the county fiscal manual to mitigate future audit findings; providing technical assistance through Finance 101 training classes to guide staff with budget, expenditure management, and purchase processes; and collaborating with a consultant to provide continuous training on appropriate time certifications and case planning documentation.
  - **Develop a strategy and implement Overtime Reduction in Juvenile Institutions** – The Department has identified causes for the increase of overtime in juvenile institutions. The Return to Work Unit, Human Resources and the juvenile institutions have been working on a strategy to gradually reduce overtime.
- **Support of Governance Study** – In September 2016, the County retained RDA to study and analyze the Probation Department and recommend changes to model best practices. Throughout 2017, the Department supported RDA's project. Many Department employees across various classifications and ranks not only facilitated RDA's access to the Department staff, facilities, and data, but also willingly collaborated with RDA over many months so RDA could complete its analysis.

- **Fiscal Support for Community Services and Critical Board Priorities** – Understanding Probation’s role in the county safety net system, Probation continues to collaborate with various county partners to allocate funding for critical county initiatives to serve our clients and communities, including but not limited to: Office of Diversion and Reentry, Office of Youth Development, WEDACs, Libraries, Parks and Recreation and Board Offices. Since early 2017, Probation has earmarked for redirection well over \$200 million in revenue from various sources (i.e. SB 678, JJCPA funds) to assist county partners in contracting for and providing critical community based services for justice involved and high risk citizens.
  
- **Development of Accountability Plan** – In 2017, the Department spent several months undertaking and developing an Accountability Plan to create a baseline foundation for supporting lasting and measurable reforms and to support the Department’s ability to innovate in its substantive work. The Accountability Plan recognizes that Probation's success relies upon shoring up its administrative and oversight support systems and proposes multiple reforms to those systems. The plan proposes to bolster or create systems in a variety of areas, including the following: metrics and self-auditing; sustained quality improvement processes; corrective action plan management; population and caseload management; policy manual management; staff and leadership development and training (including accountability metrics); employee wellness efforts; internal affairs; internal and external communication strategies; information systems to efficiently capture and manage the data that are the foundation to evidence-based practices; and upgrades to classifications and increased supervision in the juvenile halls.
  
- **Development of the Strategic Initiatives Document** – Utilizing the existing Strategic Plan and a variety of reports and observations, an interim plan to address critical infrastructure needs was developed in August 2017 to guide the Probation leadership team as the Department awaited the outcome report from Research Development Associates (RDA). That plan was provided to RDA and served as the baseline document for the development of the Accountability Plan.
  - Probation is in the process of creating a comprehensive action plan list for all efforts recommended by the RDA report, Board Motions, post incident review and Strategic Initiatives contained in the Strategic Plan and above referenced document. This summation of efforts will serve as the document to guide and document Probation’s efforts until such time the Board directs a different approach.
  
- **Probst** – In the spirit of continuous improvement and transparency, Probation has initiated Probst, a quarterly review of the statistics that measure the Department’s administrative and operational outcomes. Department executives use comparative statistics to identify trends in various categories of Department performance across adult, juvenile, and administrative operations. It is an accountability process, and the main objective is to identify challenges and set goals for performance improvement. The

Department revived and had its first Probstat meeting in late 2017 and had its second official round of Probstat in April 2018. While there remains much work to be done in building a data infrastructure and conducting complex evaluations, the movement toward a steady Probstat process is underway.

- **Critical Incident Review/After Action Reviews** – Sustained reforms require deep analysis of sentinel events in a non-blaming and keen focused manner. Probation has been working to refine the process with the assistance of outside consultants supporting the leadership team.
- **Research** – Leveraging the resources allocated with the SB 678 CORE plan, the research unit will be augmented and redesigned to focus on ensuring Probation is seeking outcome evaluation of critical programs and issues. The Research unit will also assist with outside evaluation and serve as the conduit between Probation and outside stakeholders in conducting critical and transparent data analysis and evaluation. The unit augmentation will begin in late 2018.
- **Increased Exposure Externally and Internally** – Building on the best practices tour arranged for by RDA, Probation has continued to expose staff to national and international best practices while sharing the exciting initiatives occurring in Los Angeles with other jurisdictions. For example, LA Probation staff have presented and/or attended at the International Corrections Professional’s Association conference in London; the American of Parole and Probation Association in New York; the American Correctional Association in Florida and the National Institution of Corrections in Colorado. Staff at all levels have been permitted to attend training within California, nationally and now in an exchange program with Berlin. Leaders and team members are involved in assisting with presentations in educational settings and all forms of meetings/conferences to assist communities in understanding probation, learning from partners and listening to community needs. Concurrently, Legislators, Foundation Leaders, Criminal Justice Reform leaders, Advocates and Community Providers have been encouraged to tour facilities, collaborate or provide feedback, even if difficult to hear.

## HUMAN RESOURCES

- **Wellness Plan** – The Department developed a Wellness Plan and created a wellness team to support and encourage all aspects of wellness and healthy lifestyles, including physical, mental, and financial health. Wellness strategies include:
  - **Increased Stress Reduction Seminars/Training** – The training academy has increased offerings for stress reduction, addressing vicarious trauma and compassion fatigue. In March 2018, a nationally recognized expert provided a three-day training symposium for staff, supervisors and managers to assist with

identifying stress and assisting employees in seeking services to address stress. These trainings and seminars will continue in the future.

- **Peer Support Program** – It is estimated by the end of CY 2018, Probation will have an established Peer Support and Chaplaincy program to assist staff with individual issues as well as issues that may arise on the job.
  - **Expansion of Employee Support Services** – Probation increased contract hours with the Sheriff's Department to provide mental health clinicians to assist employees confidentially when they are faced with traumatic events.
  - **Increase Communication on Wellness Events** – The Wellness Team has worked hard to increase communication on countywide events targeting wellness, such as health screenings, hikes, beach events. With the expansion of the internal communication strategy discussed in the Communications section, these efforts are expected to expand.
  - **Employee Recognition Events** – Probation sought approval to expand funding for employee recognition events as well as support for managers to recognize employees during Probation Week. The Employee of the Month program has been revamped to expand the number of staff receiving recognition as well as the way employees are engaged with the management team during the award event. The department is planning an upcoming internal softball tournament/BBQ on August 11, 2018 and will be doing a formal annual employee awards banquet by 2019.
  - **Wellness Centers in Juvenile Halls** – Probation established a location in each of the juvenile halls for employees to take a break and de-stress from critical incidents. While it is important that we continue to refine the feel and use of the spaces, Probation is committed to improving the working conditions of the staff.
- **Succession Planning** – A consultant has been brought on board to assist with succession planning and developing a strategy to plan for various activations and deactivations of programs, target critical development needs of the supervisors and managers, and assist with reviewing and updating job specifications and duty statements.
  - **Emergency Preparations and Operations** – The Department completed 50 Probation Site Emergency Plans (with Fire Marshal/Inspector approval) and trained Building Emergency Coordinators for all locations. Identified safe refuge locations, procured emergency supplies, scheduled emergency drills, developed emergency preparedness forms, and trained 123 staff members. Assisted in the activation of the Departmental Operations Center and conducted ad hoc emergency training in response to the December 2017 wildfires.
  - **Safety Committee** – All staff deserve to work in an environment in which their personal safety is not in question. To that end, we have started a safety committee that is led by Probation but includes our County partners in mental health, education and physical health. Local safety committees will also convene at each facility and will include line staff from Probation and our county partners. Additionally, we have engaged line staff in the Youth in Custody Practice Model through Georgetown University. Georgetown University

consultants went to each Juvenile Hall and interviewed line staff from each facility to do an assessment of the needs of each facility. Line staff will continue to participate with the ongoing planning in implementing the Youth in Custody Practice Model throughout the Detention Services Bureau.

- **Return to Work** – L.A. County Probation Return to Work partnered with the Department of Human Resources to provide feedback into Countywide leave management practices and is currently piloting strategies to address long standing issues such as permanent placement, medical retirements and other accommodation matters.
- **Performance Evaluation Project** – During a review of metrics concerning all aspects of administrative services, it was determined that performance evaluations were not routinely being completed within the established time frames. HR lead an initiative to address the backlog, resulting in a 14% increase of timely completions from 85% in CY 2016 to 97% in CY 2017. The goal is to meet a 100% timely completion rate in 2018.

### **STAFF TRAINING**

- **Extended Juvenile Corrections Officer Core (JCOC) Training** – Four weeks have been added to the JCOC training to incorporate specific curriculum in the areas of Mental Health Considerations, Emotional Intelligence, Tactical Communications, Implicit Bias, Sexual Violence (Prevention Detection and Response), Code of Silence (Professionalism & Ethics), and Commercial Sexual Exploration of Children (CSES 101). Additional off-site trainings for the new recruits included visits to juvenile halls, camps and the courts to assist them in being prepared for their difficult roles.
- **40 Hours Off Post Training** – Probation has designed a 40-hour annual refresher training concepts for the halls and camps. Funding to afford coverage to allow staff to attend the training and staff to prepare and conduct the training is included in the Accountability Plan.
- **Probation University** – Probation further developed mandatory training concepts and is working with stakeholders to evaluate which of the classes may best be delivered by partnership agreements with local colleges or universities.
- **Simulation Training** – Probation has added several modules to its trainings including live scenario simulations, stress inoculation and mental health simulation trainings. These simulation trainings will equip incoming staff working in juvenile camps, juvenile halls and the field to better relate with their clients.



- **Implicit Bias** – Implicit Bias trainings have been added to the Juvenile, field and supervisor core training. To date, approximately 2000 employees assigned to Detention Services Bureau (DSB) and Residential Treatment Services Bureau (RTSB) have received eight hours training. Additionally, a training for managers which will include small working group discussions regarding potential implementation of recommended practices for reducing bias at the thinking and/or behavioral levels will take place in late April 2018.
- **Quality Instruction** – Numerous staff participated in Academy Instructor Certification Course (AICC) trainings, which is designed to enhance training instruction and facilitation. One staff member has advanced to AICC Advanced Level III Academy Instructor, which is one short of Master Level.

## COMMUNICATIONS AND COMMUNITY RELATIONS

- **Priority on Communications** – A Departmental Public Affairs Manager has been brought on board to lead the Department's Communications efforts. Plans are being made to streamline the Communication's unit by splitting responsibilities into external communications, internal communications and electronic/digital communications. This report is one of the first initiatives undertaken by the new Public Affairs Manager with the anticipation this will be updated quarterly in this fashion or as requested in the future based on Board direction.
- **Social Media** – Probation's social media presence has become more prominent with an active Twitter feed (@LACProbation) and the number of followers increasing by 20% over the first three months of 2018.
- **New Website** – L.A. County Probation website is undergoing a complete overhaul with the final product focused on the website's consumers such as adults on probation, parents of youth on probation, job seekers, and victims. Transformation should be complete by July 2018.
- **Stories of the Week** – Weekly stories about Probation staff going above and beyond are being sent department wide and to interested external parties who sign up to receive more information from the Department.
- **Volunteers and Interns** – 400 new volunteers were cleared in 2017 to assist youth and adult Probation clients. Overall, 1831 active Probation volunteers gave over 20,000 hours of their time to serve Probation clients and assist Probation staff. The Department also had 114 interns from 12 colleges and universities gaining valuable experience during their college career.

- **Recruitment Efforts** – Probation continues to focus on hiring highly qualified candidates and engage in recruitment efforts designed to target those citizens. A focus on Ventura County, the western area of the county and adjacent communities to Campus Kilpatrick is a priority for 2018/2019.

## **INFORMATION TECHNOLOGY**

- **Medical Record System Contract Savings** – On May 25, 2017, the Board of Supervisors gave approval for a three-year contract extension for the Probation Electronic Medical Record System (PEMRS). Through cooperation with the Department of Health Services and the Los Angeles County Sheriff's Department, and with the assistance of County Counsel, Probation reduced its ongoing support costs by approximately \$250,000 with no reduction in service.
- **Appointment Reminders by Text** – Pretrial clients can now enroll to receive text messages for appointment and court date reminders.
- **Videoconferencing Upgrade** – Probation's Information Systems Bureau (ISB) installed new videoconferencing systems in eight area offices, improving the ability of Deputy Probation Officers to conduct remote interviews.
- **AB 109 Support** – AB 109 staff, ISB analysts, and Internal Services Department programmers implemented new AB 109 case management functionality and data collection for statistical reporting in the Adult Probation System.
- **Operational Metrics** – As part of the ProbStat Program, ISB established a system of ongoing operational metrics reporting IT services and began using them to drive improvement. In 2017 ISB support services handled 45,000 help calls and 9,000 system registration requests.
- **Server Upgrades and Alignment with County Strategy** – The Department moved 39 servers to the ISD eCloud system, providing higher performance and reliability. Probation also moved mainframe applications to the new mainframe system at the ISD Data Center in El Segundo.
- **Juvenile Case Plan** – Juvenile Services and ISB collaborated to develop and implement case plan functionality in the juvenile Probation Case Management System (PCMS) for juvenile field and placement.
- **Adult Case Plan** – Adult Services and ISB continue to collaborate to develop a scope of work and RFP plan to replace the existing adult case management system.

- **Internal Affairs Case Management System** – Probation does not have an existing case management system for employee investigations. Internal Affairs and ISB are working to procure a system by the end of 2018.
- **Work Order/Preventative Maintenance Tracking System** – Probation does not have a work order/preventative maintenance tracking system to ensure timely completion of work orders as well as ensuring an effective preventative maintenance plan. Probation and ISB are working together to procure a system by the end of 2018.
- **Staff Scheduling System** – Probation does not have an automated staff scheduling and tracking system for the halls and camps. Probation and ISB are working together to procure a system by the end of 2018.
- **IT Security Training** – The Department made online IT security training available for all Probation employees.
- **Girls Health Screen** – Juvenile Court Health Services, Probation Juvenile Institutions, and ISB implemented Girls Health Screen, an evidence-based and gender-responsive medical screen for girls 11-17 years old. The assessment is conducted at intake and recorded in the Probation Electronic Medical Record System (PEMRS). The assessment is designed to help medical staff identify, prioritize, and address the physical and mental health needs of girls entering our care.
- **Wi-Fi** – Installed Wi-Fi at five juvenile facilities to support access to Probation systems and for Operation Read.
- **Court Document Preparation and Record-Keeping** – On January 16, 2018, Probation released the second major version of its Probation Enterprise Document Management System (PEDMS). Key improvements in this version include:
  - Prepopulated templates available online reduce typing by Deputy Probation Officers, provide a single source for court report templates, support data accuracy, and simplify and expedite court report preparation.
  - PEDMS now provides the capability to link juvenile and adult cases.
  - For dictated reports, transmittal documents for the dictation services are now sent electronically in PEDMS, eliminating the need to fax, ensuring accurate delivery, and improving record-keeping.
  - Deputy Probation Officers now login with their standard County password, eliminating the need for a special PEDMS username and password and improving system security.

- **Justice Inmate Video Conferencing System (JIVCS)** – JIVCS is used across multiple agencies including Probation Department, Sheriff’s Department, Public Defender, Alternate Public Defender, and Internal Services Department (ISD) under the auspices of the Information Systems Advisory Body. Approximately 350–500 adult clients and 75–150 juvenile clients use JIVCS monthly. All legacy equipment has been replaced due to the aging of some equipment and the necessity to standardize one video conference platform across the Department to increase efficiency and enhance technical support. Eight new units were deployed, and all users were trained. JIVCS now has one single Cisco platform that increases efficiency, reduces the overall cost of ownership and provides users with a consistent experience.
  
- **IT Governance** – On February 1, 2018, Probation kicked off the Probation Information Technology Executive Team (PITEC), implementing the first explicitly defined set of processes in IT Governance. PITEC responsibilities include:
  - Prioritizing IT-supported projects and allocating resources to Departmental priorities.
  - Ensuring projects are planned for organizational readiness, ongoing support requirements, and project lifecycle costs.
  - Ensuring IT-supported projects align with Departmental strategies to improve outcomes for its clients and communities.
  - Providing oversight of IT service capacity and quality.
  - Providing input into development of Probation IT policies.
  - PITEC is in the process of reviewing the expected benefits of each proposed project, confirming the top priorities, and setting priorities for all other projects in the portfolio. Current top priorities include:
    - Staff Scheduling for Juvenile Institutions
    - Juvenile Assessment and Intervention System (JAIS)
    - Facilities Work Order Management System
    - Internal Affairs Case Management
    - Safety and Accountability in Halls and Camps – Surveillance Video
    - Adult Case Management System
    - Laptop Security Management
  
- **Upcoming Initiatives** – In addition to the major projects listed above, Probation will complete a formal IT assessment with the help of a consultancy, to evaluate current capacity, future IT requirements, and a roadmap for building the IT capability necessary to execute on the Department’s strategy. Additionally, due to critical resource needs, a request for IT staff to address challenges is listed in the Accountability Plan.