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County of Los Angeles
CHIEF EXECUTIVE OFFICE
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WILLIAM T FUJIOKA
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

August 31, 2007

To: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

JUVENILE JUSTICE SYSTEM YOUTH – IDENTIFICATION OF KEY OUTCOMES, STRATEGIES, AND PERFORMANCE INDICATORS STATUS REPORT

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

1. Clearly identify key outcomes for the youth in the juvenile justice system, the supporting strategies with a timeline, based on Evidence-Based Practices (EBP), and the performance measures for each outcome;

2. Clearly define the roles of all parties in outcomes which involve other Departments/Agencies to eliminate any confusion, duplication, promote efficiency and accountability; and

3. Provide a report in 30 days with semi-annual progress reports thereafter.

Due to the concurrent implementation of Evidence Based Practices (EBP) and the process involved to develop outcomes and indicators as identified below, additional time will be necessary to accomplish the above. We will work with Probation and provide your Board with a status report within 30 days.

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October 5, 2007

To: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

JUVENILE JUSTICE SYSTEM YOUTH – IDENTIFICATION OF KEY OUTCOMES, STRATEGIES, AND PERFORMANCE INDICATORS – SECOND STATUS REPORT

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

1) Clearly identify key outcomes for the youth in the juvenile justice system, the supporting strategies with a timeline, based on Evidence-Based Practices (EBP), and the performance measures for each outcome;

2) Clearly define the roles of all parties in outcomes which involve other Departments/Agencies to eliminate any confusion, duplication, and promote efficiency and accountability; and

3) Provide a report within 30 days with semi-annual progress reports thereafter.

On August 31, 2007, we provided your Board with an initial status report and indicated that due to the concurrent implementation of EBP and the process involved in developing outcomes and indicators, additional time would be necessary to accomplish the above. We further indicated that we would work with Probation and provide your Board with another status report within 30 days.

Probation is utilizing the following process to develop and implement the expected outcomes and indicators, which requires the:

1. Establishment of a Departmental consensus on primary and intermediate outcomes;

2. Establishment of programmatic performance indicators that are linked to outcomes;

3. Determination of the means and methods for capturing and processing the data necessary to calculate and report outcomes and performance indicators;

4. Establishment of an existing baseline for each expected outcome and performance indicators; and

5. Establishment of standards and intermediate targets for each expected outcome and performance indicator, and target dates for beginning to report each one, based on when and how the underlying data will become available.

Probation anticipates reporting on Camp Redesign outcomes and performance indicators by January 2008 for data through December 2007.

If you have any questions or need additional information please contact Deputy Chief Executive Officer Doyle Campbell, Public Safety, at 213.893.2374.

WTF:SRH:RDC
RBT:JW:GS yjf

c: Executive Officer, Board of Supervisors
Chief Probation Officer

JJ.Key.Outcomes.bm

Second Status Report Overview

This report covers strategies developed by Probation to achieve performance goals. To date, the following tasks are underway:

I. Process defined to develop and implement expected outcomes and performance indicators.

II. Strategic planning group established to review existing performance indicators and develop new ones to measure the effectiveness of services provided by specific initiatives and programs, such as Camp Redesign, the Camp Community Transition Program (CCTP), Juvenile Justice Crime Prevention Act (JJCPA) programs, Juvenile Field Supervision, and Juvenile Detention.

III. Dashboard reporting system developed and implemented to provide Department management and supervisors with information to evaluate, on a monthly and ad hoc basis, the effectiveness of EBP implementation in the juvenile camps and subsequently in the juvenile and adult field offices.

IV. New directive prepared to include applicable outcomes and performance indicators in all future social services contracts between Probation and its community-based organizations (CBOs) or other County agencies providing such services to Probation youth.

I. Process to Develop and Implement Outcomes and Performance Indicators

As indicated in our initial status report, Probation is utilizing the following process to develop and implement the expected outcomes and performance indicators, which requires:

- Establishment of a Departmental consensus on primary and intermediate outcomes.

- Establishment of programmatic performance indicators that are linked to outcomes.

- Determination of the means and methods for capturing and processing the data necessary to calculate and report outcomes and performance indicators.

- Establishment of an existing baseline for each expected outcome and performance indicators.

- Establishment of standards and intermediate targets for each expected outcome and performance indicator, as well as target dates to report each one based on when and how the underlying data will become available.

The focus will be on key outcomes, strategies, and performance indicators to improve services for youth in the juvenile justice system, particularly those associated with Probation's EBP implementation. The following are the primary outcomes of Probation's EBP implementation and key definitions:

- ***Reduce recidivism among youth ordered to juvenile hall, camp, suitable placement, or home on probation*** – Recidivism for juveniles is defined as incurring another sustained 602 petition resulting in a higher sanction. Recidivism is typically measured 12-18 months after youth have been released from probation in general and custody in particular. Accordingly, Probation will utilize **intermediate outcomes** to measure the progress, or lack thereof, in the reduction of risk and criminogenic needs due to the application of EBP staff skills and EBP interventions while youth are in juvenile camps, at home, or in placement in the community. Probation has developed 12-intermediate outcomes to measure completion of probation, educational achievement, and employment preparation.

- ***Strategies*** – Strategies include EBP and other interventions and services designed in accordance with EBP principles and targeting criteria under Probation's juvenile justice programs.

- ***Performance Indicators*** – Indicators will be used to measure and report the success, or lack thereof, in implementing the strategies, training juvenile probation staff, and assessing the fidelity of EBP interventions and services.

II. Establishment of Strategic Planning Work Group on Outcomes and Indicators

Probation has recently established a strategic planning work group to develop long term and intermediate outcomes for the juvenile justice system. Probation will be working closely with its partners, Los Angeles County Office of Education (LACOE), Department of Health Services' Juvenile Court Health Services (JCHS), and the Department of Mental Health (DMH), to ensure their services to probation youth are appropriately aligned to achieve expected outcomes.

Probation's strategic planning work group will also be reviewing existing performance indicators and developing new ones to measure the effectiveness of the following programs to ensure they are consistent with achieving long term and intermediate outcomes:

- ***Camp Redesign Program*** – Probation is developing three sets of performance indicators to measure and track the following aspects of the Camp Redesign implementation:
    - Delivery of EBP small group interventions as well as education, health and mental health services.
    - Implementation of the Camp Redesign process improvements (e.g., youth screening/assessment, camp assignment, orientation, internal classification, initial case planning, and aftercare planning).
    - Completion of EBP training by camp staff and fidelity assessment of the use of EBP staff skills and EBP interventions.
- ***Camp Community Transition Program (CCTP)*** – Probation will review existing and new performance indicators related to its intensive aftercare program as well as LACOE's implementation of AB 825; the 2005 State legislation that provides funding to support a camp-to-community transition of educational services.
- ***Juvenile Justice Crime Prevention Act (JJCPA) Program*** – Probation will review existing performance indicators that are part of the required annual JJCPA reporting to the California Correctional Standards Authority.
- ***Juvenile Field Supervision Program*** – Probation will review existing and new performance indicators that are used to measure and track the effectiveness of home on probation and placement programs for youth supervised in the community.
- ***Juvenile Detention Program*** – Probation will review existing and new performance indicators that have been developed to monitor implementation of improvements in the three juvenile halls under the Department of Justice Memorandum of Agreement.

Development and refinement of outcomes and performance indicators is a continuous, ongoing process. In the case of the Camp Redesign, Probation has developed four categories of performance indicators to report on:

- ***Service Delivery*** – referrals to and completion of EBP interventions as well as delivery of educational and mental health services.
- ***Process Improvements*** – improvements in the key elements of the Camp Redesign: youth screening and assessment, camp assignment and orientation, case planning, and aftercare planning and transition.
- ***Staff Training*** – completion of camp staff training in EBP staff skills and interventions.
- ***Fidelity Assessment*** – observation and assessment of the degree to which camp staff are applying EBP staff skills and running EBP small groups as trained.

As indicated in our initial status report, Probation intends to begin reporting on the Camp Redesign outcomes and performance indicators by January 2008 for data through December 2007.

We anticipate an additional three (3) to six (6) months will be required to begin reporting on the relevant performance indicators for other juvenile programs. The actual timing depends on the cutover to the new Probation Case Management System (PCMS), which is currently scheduled to go live in February 2008.

III. Dashboard Performance Measurement and Reporting System

On August 22, 2007, Probation provided your Justice Deputies with a demonstration of a dashboard reporting system that is under development. It is an executive information system that will provide Department management and supervisors with outcomes and performance information to measure and report the effectiveness of EBP implementation in the juvenile camps and subsequently in the juvenile and adult field offices on a monthly and ad hoc basis. The system involves:

- ***Data Warehouse*** – Software to extract data from various internal/external information systems and house that data for regular or ad hoc reporting purposes.
- ***Dashboard Reporting*** – Software to provide summary-level performance reporting with the capability to drill down and provide more detailed information on programmatic, geographic, and/or organizational bases.
- ***Ad Hoc Query Capability*** – Software to provide summary or detailed performance information in response to particular inquiries.

The dashboard system will report *Performance Counts* and other information to your Board and other key stakeholders. Probation anticipates having the basic performance measurement and reporting system in place by December 2007.

IV. Probation Directive on Inclusion of Outcomes and Performance Indicators in Social Services Contracts

Probation's intention is to only release evidence-based services contract requests for proposals that will reduce recidivism. Consequently, Probation has prepared a Department directive that will require new social services contracts to include applicable outcomes and performance indicators for monthly, quarterly, and/or annual reporting to the Department as appropriate.

If you have any questions or require additional information, please contact Deputy Chief Executive Officer Doyle Campbell, Public Safety, at (213) 893-2374 or Chief Deputy David M. Davies, Probation, at (562) 940-2511.

WTF:SRH:RDC
RBT:VC:llm/yjf

c: Sachi A. Hamai, Executive Office
J. Tyler McCauley, Auditor-Controller
Dr. Bruce Chernof, Director, Department of Health Services
Dr. Darline P. Robles, Superintendent, Los Angeles County Office of Education
Dr. Marvin J. Southard, Director, Department of Mental Health

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