

HEALTH  
MANAGEMENT  
ASSOCIATES



COUNTY OF LOS ANGELES  
**PROBATION**  
Building safer communities through positive change.

# Juvenile Justice Coordinating Council Process Improvement Services

August 31, 2023

## HMA Team

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**Carol Clancy**



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## Governance and Procedure Ad-Hoc Subcommittee

**Sharon Harada (Chair)**

**Adam Bettino (Previous Chair)**

**Tapau Osborne**

**Denise Miranda**

**Reginald Zachery**

**Josh Green (Co-Chair)**

**Bikila Ochoa**

**Patricia Soung**



**Sharon Hawkins, JJCPA Administrative Support**

A photograph of a person's hand typing on a laptop keyboard, overlaid with a semi-transparent blue filter. The text "REVIEW OF WORK PLAN" is centered in white, bold, sans-serif font.

# **REVIEW OF WORK PLAN**

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HEALTH MANAGEMENT ASSOCIATES

From the G&P resolution:

“Be it further resolved that:

The Governance and Procedure Ad Hoc Subcommittee be empowered to make proposals to develop and enhance JJCC governance, processes, communications, and community engagement to improve JJCC operations and the implementation of the CMJJP”<sup>1</sup>

1 Probation.lacounty.gov/wp-content/uploads/JJCC-Resolution-to-Appoint-Governance-and-Procedure-Ad-Hoc-Subcommittee.pdf



HMA was asked to evaluate, recommend, develop, implement and improve processes for JJCC and its subcommittees. This included:

- Review CMJJP and provide input on how to enhance it
- Identify gaps to by laws
- Identify potential conflicts of interest
- Review subcommittees current process
- Evaluate use of funds and how to prioritize use of funds in accordance with legal mandates in order to achieve JJCC goals identified in CMJJP
- Advise on performance metrics, clear goals and outcomes for subcommittees
- Establish a standard for evaluating and measuring program performance
- Advise JJCC on how to achieve defined goals



- Assessing current functioning allows for clarity on whether the County of Los Angeles JJCC is operating effectively according to best practices and standards
- To go beyond best practices and standards, JJCC must have consensus on:
  - Knowledge of LA Commission manual, to confirm improvements are consistent with county policies
  - Which areas should be focus of change/improvement
  - What the specific process improvement changes will be prioritized



## ■ HMA PROCESS OF EVALUATION

Following were the steps involved in this engagement:

1. Review of documents pertaining to JJCC and development of CMJJP
2. Survey of JJCC members
3. Interviews with JJCC members
4. Analysis of JJCC documents and practices
5. Information contains recommendations
  - Information was shared with the G&P
  - We then highlight several recommendations that can be reviewed in subcommittees.





## ■ STEP 1: SURVEY AND INTERVIEWS

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Survey: 12 JJCC respondents

- Responses indicated overall score of 3.5 on a Likert scale from 1-5

Interviews offered to all 28 JJCC members

- 12 interviews completed
- Concerns about:
  - Subcommittees
  - Meetings
  - Transparency
  - Conflict of Interest

## ■ STEP 2: PROCESS IMPROVEMENT EVENT

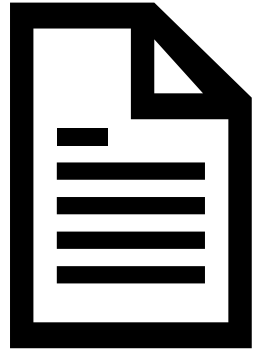
- The G&P met in person in July 2023
- By going through steps in the process of CMJJP development, we reviewed areas of potential improvement
- CMJJP is always a work in progress, therefore, some issues discussed have been addressed
- However, ongoing issues were identified regarding the CMJJP FY 2022-23, and CMJJP FY 2023-24:
- These issues along with HMA recommendations were discussed in G&P subcommittee meeting on:
  - **August 15, 2022**
  - **September 29, 2022**



### ■ STEP 3: BY LAW REVIEW AND RECOMMENDATIONS

HMA reviewed the LA JJCC by-laws to identify gaps.

- 1) HMA compared the bylaws with several other large CA counties (comparison chart is included in packet)
- LA JJCC by-laws are comprehensive and do not have gaps.
  - One recommendation was to add information on the JJRBG, since this subcommittee was added after last by-laws were written (in 2018)
  - HMA recommends continuing to review bylaw document for potential additions
  - These issues along with HMA recommendations were discussed in G&P subcommittee meeting on
    - **October 20, 2022**
    - **November 3, 2022**
    - **March 7, 2023**
  - No further action items identified by Ad-Hoc Subcommittee members



## ■ STEP 4: CONFLICT OF INTERESTS

HMA was asked to review Conflict of Interest (COI) practices and identify any concerns on these practices.

The COI rules were also noted to be of concern to JJCC members in interviews.

These issues along with HMA recommendations were discussed in G&P subcommittee meeting on

- **April 27, 2023**
- **May 11, 2023**
- **June 7, 2023**

Several issues were identified by Ad-Hoc Subcommittee members during the meeting on June 7, 2023, resulting in action items and proposed resolutions.



## ■ STEP 5: SUBCOMMITTEE REVIEW

- HMA was asked to assist JJCC and its subcommittees in developing goals/objectives and performance measures.
- HMA reviewed:
  - Subcommittee resolutions
  - Meeting schedules and agendas
  - Interviews and survey review
  - LA Commission Manual
- It was found that subcommittees have clear goals without redundancies
- However, some committee members had concerns about what other committees do, as well as lines of communication and authority.
- These issues along with HMA recommendations were discussed in G&P subcommittee meeting on
  - **May 11, 2023**
  - **June 12, 2023**
  - No further action items were identified from Ad-Hoc Subcommittee members



## ■ STEP 6: RISK MANAGEMENT ASSESSMENT

The review included three sections:

1) Review of:

- Legislation (WIC 749.22; WIC 1995, and GC 30006162)
- L.A. County JJCPA Evaluations (Gap analyses 2018-2023)
- FY 23-24 CMJJP
- JJRBG Plan, 2023

2) Analysis: Success and challenges

3) Conclusions and recommendations

- These issues along with HMA recommendations were discussed in G&P subcommittee meeting on
  - **August 17, 2023**
  - **August 22, 2023**
  - No further action items from Ad-Hoc Subcommittee members



## ■ FINAL RECOMMENDATIONS

- G&P members requested that final recommendations be compiled in one report.
- All recommendations were compiled into one report.
- It will be important for JJCC members to prioritize recommendations
- HMA has provided recommendations on process improvement priorities which will be reviewed today.
- Members of the JJCC can now discuss which process improvements are priorities
- HMA's assessment of priorities which can be a focus of future subcommittee meetings are reviewed in next slides.





### 1) Bylaw review

- By laws are clearly written and include all required information.
- The G&P members did not recommend changes to the bylaws, except to include information on recent SB 823 legislation
- However, other counties have included information in their bylaws that provides additional clarity on practices of the JJCC.
- It is recommended that the G&P continue to review ways that bylaws can contain clarifying information on basic issues related to JJCC operations.

### 2) Data

- One of the NIH standards for Criminal Justice Coordinating Councils is to be data and research-informed
- HMA has found that in the CMJJP, there is good demographic data on the youth and evidence base of funded programs
- There is not, however, information on whether the programs funded by JJCC dollars directly impact the level of justice involvement of the youth served by these programs.
- There is currently a data subcommittee reviewing the information.
- For JJCPA, it will be important that there is consensus on how to collect data on these youth, based on recommendations of the data subcommittee.

### 3) Evaluation

- While programs are being evaluated by Rand, it is not clear how these evaluations will affect funding decisions. It is recommended that be made clear in the CMJJP.
- It continues to be unclear how the survey and program descriptions are used in the evaluation, and this should be discussed and then included in the CMJJP.
- There are many concerns about the development of the Community Feedback Survey. One recommendation made by the G&P Ad-Hoc Subcommittee was to consider the use of a survey vendor. This should be discussed in JJCC meetings.

## 4) Performance Metrics

- HMA included potential performance metrics for the JJCC as reported to the G&P regarding SOW 2.1.4, 2.4.1, 2.4.2, and 2.4.3) It is recommended that these potential metrics be discussed as well as how to operationalize a performance review:
  - Meeting attendance and continuity
  - Structure and contribution of members
  - Programs and policies (already being completed by Rand)
  - Level of satisfaction (yearly survey of members)

## 5) Community Advisory Committee

- HMA assessed the Community Advisory Committee and our analysis reveals the CAC does fall under the Brown Act.
- Given that this is the case, CAC members should explore how the purpose of the committee meetings can be maintained while still following Brown Act rules.

## 6) Operation and oversight of the JJCC

- There was some discussion throughout this engagement of the possibility of contracting out services.
- This would be a complex task, and it was recommended that the committee along with Probation, first review the tasks required to keep the JJCC running.
- LA County Commission Manual does include information on the tasks of the administration.
- Once that is complete, Probation can review which tasks may be handled by someone in the department or contracted out to an organization with knowledge of Probation and of WIC 749.22.

### 7) Subcommittees

- Subcommittees were found to have clear goals listed in their resolutions, with no redundancies of purpose.
- However, there was some confusion on roles of subcommittees that came up in interviews.
- The G&P had some discussion about a “yearly refresher” course on JJCC and its rules and bylaws to clear up confusion.
- There was some concern about level of attendance in subcommittee meetings. There is attendance taken in these meetings, and G&P and ultimately, the JJCC may want to have discussion about how to deal with lack of attendance.
  - In some counties there is a process in place to vote people off of committees for lack of attendance or performance.



- The Los Angeles County Juvenile Justice coordinating Council is a complex government body.
- The sheer size of LA county and the number of people involved in the plan adds to the complexity.
- Nevertheless, the Los Angeles County JJCC has made strides in the development of the CMJJP and the running of this committee.
- We have appreciated getting to know some of the players in this process, and we hope our work is helpful in deciding on next steps.

If you have questions or comments regarding this engagement, please send questions to:

Sharon Hawkins: [Sharon.Hawkins@probation.lacounty.gov](mailto:Sharon.Hawkins@probation.lacounty.gov)  
and JJCC email address: [prob.jjcc-admin@probation.lacounty.gov](mailto:prob.jjcc-admin@probation.lacounty.gov)



**THANK YOU!**

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