



County of Los Angeles  
Chief Executive Office

## **PUBLIC SAFETY CLUSTER AGENDA REVIEW MEETING**

FESIA A. DAVENPORT  
Chief Executive Officer

**DATE:** Wednesday, July 7, 2021  
**TIME:** 10:00 a.m.

**DUE TO CLOSURE OF ALL COUNTY BUILDING, TO PARTICIPATE IN THE MEETING CALL  
TELECONFERENCE NUMBER: (323) 776-6996 ID: 169948309#**

[Click here to join the meeting](#)

### **AGENDA**

Members of the Public may address the Public Safety Cluster on any agenda item by submitting a written request prior to the meeting. Two (2) minutes are allowed per person in total for each item.

- 1. CALL TO ORDER**
- 2. GENERAL PUBLIC COMMENT (15 Minutes)**
- 3. INFORMATIONAL ITEM(S):** [Any Information Item is subject to discussion and/or presentation at the request of two or more Board offices with advance notification]:
  - A. Board Letter:**  
ACCEPT AWARD OF TWO DOOR POP AND HEAT ALARM SYSTEMS FROM HERO K9 FOUNDATION  
Speaker(s): Keith Suarez and Colleen Murphy (Sheriff)
- 4. PRESENTATION/DISCUSSION ITEM(S):**
  - A. Board Letter:**  
REQUEST APPROVAL OF INCIDENTAL EXPENSES FOR FISCAL YEARS 2021-22 AND 2022-23  
Speaker(s): Robert Smythe (Probation)
  - B. Board Briefing:**  
PROBATION OVERSIGHT COMMISSION (POC) MONTHLY BRIEFING  
Speaker(s): Wendelyn Julien (POC)
- 5. PUBLIC COMMENTS**
- 6. ADJOURNMENT**

Wednesday, July 7, 2021

**7. UPCOMING ITEMS:**

- A. Board Letter:**  
SUPPLEMENTAL LAW ENFORCEMENT SERVICES AGREEMENT FOR DNA CRIME  
LAB SERVICES BY AND BETWEEN COUNTY OF LOS ANGELES AND CITY OF LONG  
BEACH  
Speaker(s): Sean Yoshii and Micah Anozie (Sheriff's)
- B. Board Briefing:**  
OFFICE OF DIVERSION AND REENTRY (ODR) MONTHLY BRIEFING  
Speaker(s): Peter Espinoza (ODR)

IF YOU WOULD LIKE TO EMAIL A COMMENT ON AN ITEM ON THE PUBLIC SAFETY  
CLUSTER AGENDA, PLEASE USE THE FOLLOWING EMAIL AND INCLUDE THE  
AGENDA NUMBER YOU ARE COMMENTING ON:

**PUBLIC\_SAFETY\_COMMENTS@CEO.LACOUNTY.GOV**

July 20, 2021

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

Dear Supervisors:

**ACCEPT AWARD OF TWO DOOR POP AND HEAT  
ALARM SYSTEMS FROM HERO K9 FOUNDATION  
(ALL DISTRICTS) (3 VOTES)**

**SUBJECT**

Request Board approval authorizing the Sheriff of Los Angeles County (County) Sheriff's Department (Department) to accept an award of two door pop and heat alarm systems from Hero K9 Foundation.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Delegate authority to the Sheriff, or his designee, as an agent for the County, to accept an award of two door pop and heat alarm systems from Hero K9 foundation, for the Department's Detective Division, Narcotics Bureau. There is no match requirement for this program.
2. Delegate authority to the Sheriff, or his designee, to sign and submit all required award documents, including but not limited to, applications, agreements, amendments, modifications, and augmentations that may be necessary for the completion of this program.
3. Delegate authority to the Sheriff, or his designee, as an agent for the County, to apply and submit a door pop and heat alarm system application to Hero K9 foundation, for this program in the future and to execute all required application

documents, including assurances and certifications, when and if such future awards become available.

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

This award will provide two door pop and heat alarm systems for canines at the Department's Detective Division, Narcotics Bureau. The systems will provide temperature monitoring equipment that is used in a canine vehicle. The systems help protect canines from heat trauma by alerting the handler when the temperatures reach a dangerous level inside the vehicle.

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

This program is consistent with the County's Strategic Plan, Goal II, Foster Vibrant and resilient Communities, Strategic Plan II.2, Support the Wellness of Our Communities by providing ultimate protection for the Department's canines.

### **FISCAL IMPACT/FINANCING**

There is no fiscal impact related to this grant. The Department will receive two door pop and heat alarm systems with no match requirement.

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

On November 7, 2019, the Department notified the Board of their intent to apply for the door pop and heat alarm systems from Hero K9 foundation. On November 20, 2019, the Department submitted an application to be the recipient of two door pop and heat alarm systems. On May 11, 2021, the Department was notified of the award.

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

This product will help improve the safety of our canines while they are in the vehicle kennels by allowing the handlers to monitor the temperature of the vehicle's interior via an application on their cell phone. In the event the temperature reaches a level that is dangerous for the canines, the system will open the windows and sound the alarm. It will additionally send a text message to the handler's cell phone to alert them of the danger. The system will automatically call the handler to alert them if the text is not responded to.

The Honorable Board of Supervisors  
July 20, 2021  
Page 3

**CONCLUSION**

Upon Board approval, please return a copy of the adopted Board letter to the Department's Grants Unit.

Sincerely,

ALEX VILLANUEVA, SHERIFF

TIMOTHY K. MURAKAMI  
UNDERSHERIFF

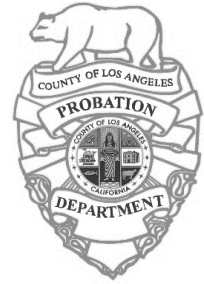


**ADOLFO GONZALES**

Chief Probation Officer

# **COUNTY OF LOS ANGELES PROBATION DEPARTMENT**

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



July 20, 2021

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

Dear Supervisors:

## **REQUEST APPROVAL OF INCIDENTAL EXPENSES FOR FISCAL YEARS 2021-22 AND 2022-23 (ALL SUPERVISORIAL DISTRICTS) (3 VOTES)**

### **SUBJECT**

The Probation Department (Probation or Department) is requesting renewed approval to annually utilize Department appropriation to incur incidental expenses of up to \$275,000, in addition to the \$50,000 County standard, for a total of \$325,000 during each of Fiscal Years (FY) 2021-22 and 2022-23. This funding provides for food and beverages and related sundry items for official functions, meetings, youth recognition events, and to host a potential conference with community-based organizations and industry leaders. Each expenditure is associated with County business aimed to improve the quality of public service, recognize youth achievement, engage youth in special event celebrations (e.g., birthdays, Juneteenth, and Cesar Chavez Day), foster collaboration with community-based organizations, and support the Department's mission.

### **IT IS RECOMMENDED THAT THE BOARD OF SUPERVISOR (BOARD):**

1. Authorize the Chief Probation Officer, or his designee, to expend up to \$165,000, in addition to the \$50,000 standard Department allocation, from the each of the Department's FYs 2021-22 and 2022-23 appropriations to provide food and beverages at various official functions and meetings, and sundry expenses incidental to these events.

2. Authorize the Chief Probation Officer, or his designee, to increase the food and beverage amount up to three percent, contingent on available funds, to provide for unanticipated official functions and meetings and extend this authority to FY 2022-23.
3. Delegate authority to the Chief Probation Officer, or his designee, to expend an additional amount not to exceed \$110,000 in each of FYs 2021-22 and 2022-23 in incidental expenses from the Department's appropriation to potentially host a second and third Countywide Reentry Conference for adults reentering the community, with a ten percent contingency for unforeseen expenses for each fiscal year, contingent on any changes to the current optimistic outlook of the COVID-19 pandemic.
4. Instruct the Director of the Internal Services Department to collaborate with the Chief Probation Officer to procure a venue, food, beverages, and any other services incidental to Probation potentially hosting a second and/or third Countywide Reentry Conference for adults in FY 2021-22 and/or FY 2022-23.

#### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTIONS**

In August 2020, your Board approved a similar request to expend up to \$274,980 in Department appropriation for official meetings and functions in FY 2020-21 to including the potential second annual Countywide Reentry Conference. As noted above, these expenditures are associated with County business aimed to improve the quality of public service, celebrate youth and adult client achievement, outreach to community-based organizations, and support the Department's mission. Due to COVID-19, many of the intended events, including the second annual Countywide Reentry Conference, were not held.

The purposes of the recommended actions are to provide sufficient authorization to the Chief Probation Officer to expend up to \$275,000, in each of FYs 2021-22 and 2022-23, of which \$165,000 per annum is to provide food and beverages at official functions and meetings, and \$110,000 per annum is to potentially host the second and third Countywide Reentry Conference for adults reentering the community, contingent on any changes to the current optimistic outlook of the COVID-19 pandemic and the availability of funds.

Examples of events include those that celebrate youth probationers and their family accomplishments, encourage family engagement activities, recognize adult client achievements at our community reentry centers, host special events within our juvenile halls and camps (e.g., youth birthdays, Juneteenth, Cesar Chavez, Mother's/Father's Day, etc.), community resource and job fairs, employee recognition events, and other occurrences/events supporting the Department's mission.

The funds for food and beverages and sundry expenses incidental to the events are estimated to be spent per annum as follows:

- Potential Reentry Conference for Adults. (\$110,000)
- Celebration of youth and family accomplishments through academic and sports banquets at camps. (\$2,500)
- Family engagement activities and youth recognition at halls and camps. (\$49,000)
- Community engagement and youth recognition at halls and camps by encouraging youth as they engage in activities that promote positive self-image. (\$32,000)
- Youth cultural & educational excursions. (\$7,000)
- Freedom School Week to promote cultural diversity. (\$3,000)
- Youth graduation celebrations at camps and halls. (\$10,000)
- Probation Services Appreciation Week. (\$30,000)
- Department-wide annual awards ceremony (e.g, medals of valor/merit). (\$12,000)
- Staff academy and leadership program graduations. (\$10,000)
- College graduations for interns/service-learning program. (\$2,500)
- Community resource and job fairs for adult probationers, community-based organizations, parents and legal guardians of youth probationers. (\$7,000)

The Board's authorization is requested to incur food, refreshments and other expenses incidental to the above meetings, functions and conference, that align with and support key Department initiatives for the benefit of the clients and communities Probation serves. The Department will work with the Internal Services Department to process procurement documentation in accordance with applicable policies and procedures.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommended actions support the County of Los Angeles Strategic Plan Goal I: Make Investments That Transform Lives; and Goal III: Realize Tomorrow's Government Today.

### **FISCAL IMPACT/FINANCING**

The estimated food and beverage cumulative cost of approximately \$165,000 for the various official functions and meetings will be funded by \$68,000 (41%) in net County cost, and \$97,000 (59%) in revenue, consisting of approximately \$49,000 in State Juvenile Probation and State Juvenile Probation Camp funding, and \$48,000 in Volunteers in Service to Others (VISTO) funds.



The estimated cost for the potential annual Countywide Reentry Conference of \$110,000 will be fully revenue-offset by AB 109 funds and other resources that may include conference registration fees. No additional net County cost is required as sufficient funding is available in the Department's FY 2021-22 Budget.

The total cumulative cost of approximately \$275,000 is being requested for each of FYs 2021-22 and 2022-23 as an efficient means to streamline this process. Per existing policy, Incidental Expenses are periodically reported to the County Auditor-Controller which reports these costs through to the Board of Supervisors.

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

Pursuant to County guidelines, the Department is subject to a \$50,000 incidental expenses annual limit. The Board approved the Department's similar requests in September 2015, June 2017, June 2018, July 2019, and August 2020. As part of Probation's commitment to attract, develop, and maintain an exemplary and motivated workforce and enhance the culture of the Department, there is a continued need to provide food and beverages at official functions and meetings associated with County business that improve the quality of public service and support the Department's mission. This request has been reviewed by the Chief Executive Office and County Counsel.

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

The provision of food and beverages and sundry items at events or meetings is essential to helping youth, their families, other participants and community members, new or newly promoted staff and their families, and others feel welcome and appreciated. Such appreciation increases camaraderie, level of engagement, morale, and teamwork. Approval of the recommended actions will improve the planning for events and streamline the process related to incurring incidental expenses by minimizing the need to address these types of requests individually.

Respectfully submitted,

ADOLFO GONZALES  
Chief Probation Officer

AG:AL:ag

C: Executive Office  
Chief Executive Office  
County Counsel  
Auditor-Controller  
Internal Services Department

# Report to Public Safety Cluster

**Presented By:**  
**Wendelyn Julien, Executive Director**  
**July 7, 2021**

The mission of the Probation Oversight Commission (POC) is to re-imagine probation services in the County of Los Angeles to achieve accountability, transparency, and healing of the people served by and working for the Probation Department. The POC creates pathways for community engagement to foster trust between the community and the Probation Department. The POC ensures adherence to the highest ethics and the proper stewardship of public funds to support Probation in achieving the best outcomes for youth and adults on Probation.

## Strategic Planning

- The Probation Oversight Commission's (POC's) strategic planning process is well underway. Each of the four ad hoc subcommittees has chosen a leader, scheduled a town hall to receive community input on the goals, and aligned the subcommittee's goals with the reform priorities recommended by the PRIT (all 98 of them!) and the requirements of the DOJ settlement and Youth Justice Reimagined goals where appropriate. The division of the PRIT priorities by category is attached.

## Collaboration with the Probation Department

- Communication with the Probation Department continues to function effectively and all requests for information have been received in a complete and timely manner.

## Community Engagement – Town Halls

- The POC will offer at least four Town Halls this month to receive information from the public about the POC's strategic planning efforts. We are actively seeking input from community members, youth and adults who have direct Probation experience, advocates and advocacy groups, and staff of Probation and other public agencies that serve the youth and families served by Probation.
  - Facility Conditions and Closures – July 13<sup>th</sup> 5:30 p.m.
  - Training, Personnel, and Management – July 15<sup>th</sup> 5:30 p.m.
  - Programs and Services (Adult/Youth) – July 1<sup>st</sup> 5:30 p.m.
  - Data and Research – June 30<sup>th</sup> 2:00 p.m.
- The distribution list for the POC includes over 3,200 people, an increase of nearly 300 people since last month. We average between 75-100 attendees at each meeting.
- POC Executive Director meets monthly with LAYUP (LA Youth Uprising Coalition) and regularly with other internal and external organizations.

## Facility Inspections

- The POC is responsible under state law for inspecting all open juvenile halls and camps each calendar year. We are working with the state Board of State and Community Correction (BSCC) and the Probation Department to develop an inspection protocol and inspect all the open facilities within the next three months. The POC will share its inspection reports with CAR and the Board of Supervisors.

## Recent Meetings:

### April 22, 2021

- Report from PRIT leaders and strategic planning for the POC

### May 13, 2021

- Report from Probation, PD & APD on the implementation of the Humphrey decision

### May 27, 2021

- Report from Probation, PD & APD on the implementation of the Humphrey decision and Probation's role in pre-trial assessments and electronic monitoring.

### June 10, 2021

- Pre-trial assessments and electronic monitoring – further discussion with the PD, APD, DA, & Probation, on the implementation of the Humphrey decision.

## Upcoming Meetings:

### July 8, 2021

- OC Spray phase out plan - report from Probation, DMH, and LACOE regarding the plan to eliminate OC spray use in the Juvenile Halls.

### July 22, 2021

- Report on Youth Justice Reimagined goals and synergy with POC goals.



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## PRIT Reform Recommendations

<p><u>Juvenile Facilities, Conditions &amp; Closures</u></p> <p>-Goal: Maintain low census, bifurcate juvenile services from adult and then from the Probation Department, identify alternatives to detention</p> <p>-Commissioners: Franky Carrillo, Don Meredith, Dominique Nong, Rob Saltzman</p>	<p><u>Training, Personnel, and Management</u></p> <p>-Goal: Improve organizational culture, improve morale and accountability structure</p> <p>-Commissioners: Dolores Canales, Esche Jackson, Don Meredith, Rob Saltzman</p>	<p><u>Programs and Services</u></p> <p>-Goal: Increase contracting with CBOs, improve connection to community-based services, improve community engagement, track youth outcomes</p> <p>-Commissioners: Franky Carrillo, Danielle Dupuy, Sean Garcia-Leys, Esche Jackson</p>	<p><u>Data and Research</u></p> <p>-Goal: Improve strategic use of data, streamline and integrate systems, improve data sharing. Create strong data infrastructure, data-driven decision making, and build a culture of accountability</p> <p>-Commissioners: Danielle Dupuy, Cyn Yamashiro</p>
<p>Re-organize into to an agency model with <b>centralized administrative functions that support separate, juvenile, and adult operations</b> (p. 1)</p>	<p>Re-organize into to an agency model with <b>centralized administrative functions that support separate, juvenile, and adult operations</b> (p. 1)</p>	<p>Re-organize into to an agency model with <b>centralized administrative functions that support separate, juvenile, and adult operations</b> (p. 1)</p>	<p>Re-organize into to an agency model with <b>centralized administrative functions that support separate, juvenile, and adult operations</b> (p. 1)</p>
<p>Communicate with frequency and transparency regarding each step: <b>hold regular meetings, submit key performance metrics to BOS, develop quality assurance/ monitoring policies</b> (pp. 37-38)</p>	<p>Communicate with frequency and transparency regarding each step: <b>hold regular meetings, submit key performance metrics to BOS, develop quality assurance/ monitoring policies</b> (pp. 37-38)</p>	<p>Communicate with frequency and transparency regarding each step: <b>hold regular meetings, submit key performance metrics to BOS, develop quality assurance/ monitoring policies</b> (pp. 37-38)</p>	<p>Communicate with frequency and transparency regarding each step: <b>hold regular meetings, submit key performance metrics to BOS, develop quality assurance/ monitoring policies</b> (pp. 37-38)</p>
<p>Hold leadership across County agencies <b>accountable for implementing and adhering to the Countywide Juvenile Justice Strategic Plan on an annual basis</b> (p. 41)</p>	<p>Hold leadership across County agencies <b>accountable for implementing and adhering to the Countywide Juvenile Justice Strategic Plan on an annual basis</b> (p. 41)</p>	<p>Hold leadership across County agencies <b>accountable for implementing and adhering to the Countywide Juvenile Justice Strategic Plan on an annual basis</b> (p. 41)</p>	<p>Hold leadership across County agencies <b>accountable for implementing and adhering to the Countywide Juvenile Justice Strategic Plan on an annual basis</b> (p. 41)</p>



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## PRIT Reform Recommendations

Establish a method to regularly incorporate the voices of system impacted communities, families, youth, and children in the discussions and recommended reforms of County policies and practices (p. 42)	Establish a method to regularly incorporate the voices of system impacted communities, families, youth, and children in the discussions and recommended reforms of County policies and practices (p. 42)	Establish a method to regularly incorporate the voices of system impacted communities, families, youth, and children in the discussions and recommended reforms of County policies and practices (p. 42)	Establish a method to regularly incorporate the voices of system impacted communities, families, youth, and children in the discussions and recommended reforms of County policies and practices (p. 42)
Continue making progress toward aligning the department's approach to juvenile facilities with established best practices by shutting down older facilities and replacing them with small home-like locations within communities where most of the probation population lives; based on a rehabilitative model. (p. 14)	Authority over operations and administration must be connected (p. 2)	Authority over operations and administration must be connected (p. 2)	Establish a data and research unit, create a recruitment unit within Human Resources and integrate and centralize fiscal functions (pp. 3-4)
Invest in renovations to improve current conditions of existing camps (p. 14)	Co--locate neighborhood-based probation sites at other CBOs, non-profit, or community centers and train staff to work alongside community partners (p. 12)	Re-assign human and fiscal resources to region based client populations (p. 2)	Invest in improved data collection systems and processes (p. 4)
Focus on shutting down older facilities and replacing them with smaller ones that are closer to neighborhoods where most youth probationers live. (p. 15)	Redefine the job descriptions of both juvenile and adult probation officers so that their main responsibility is to directly connect clients (p. 12)	Facilitate a planning process that engages residents and institutions in communities with large numbers of probation clients, in order to align the local service delivery system with the needs and resources in the communities. This includes site design and service delivery. (p. 7)	Centralize and strengthen administrative operations support service delivery by (a) establishing a data and research unit with human resources and integrate and centralize fiscal functions (b) investing in improved data collection systems and processes (p. 5)



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## PRIT Reform Recommendations

<p>Work with CEO to completely overhaul Central Juvenile Hall (p15) Work with the CEOs Master planning unit to completely overhaul Central JH by: a. shutting down sections unfit for housing young people or temporarily close CJH. b. Temporarily transferring youth to another facility such as Barry J Nidorf, while CJH is completely renovated. c. Renovate the facility to create a humane and therapeutic environment. (p. 17)</p>	<p>Prioritize juvenile and adult probation officers main responsibility, to directly connect clients to needed services, supports and opportunities supporting positive change (p. 13)</p>	<p><b>Expand and improve community service via a planning process that works with residents and institutions in areas with large numbers of probation clients (p. 7)</b></p>	<p>Invest in an improved data collection/ IT system and processes and identify staff for a research and evaluation unit (p. 19)</p>
<p>Continue to reduce the number of youth that are placed in facilities and <b>develop alternatives set in communities including smaller rehab-based home models.</b> (p. 16)</p>	<p>The internal Probation Research and Evaluation Unit needs strong leadership and should be comprised of juvenile justice subject matter experts and statistical analysts (p. 31)</p>	<p><b>Increase the department's ability to contract with local organizations by providing training and technical assistance to CBOs who serve the client population and establish a community capacity building fund (p. 8)</b></p>	<p>Prioritize investments in IT and data systems that can simplify the process of data extraction and provide real-time data via dashboards to assess key performance indicators in an ongoing process: a. invest in upgrading ISB-developed data systems, purchasing new data systems and engaging in public-private partnerships to develop new data systems b. examine what other counties LEAs and states are doing in relationship to partnering with large private sector companies to meet the IT ad real-time data needs (p. 20)</p>



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## PRIT Reform Recommendations

<p>The PRIT recommends the BOS move juvenile services out of the Probation Dept. These recommendations for system involved youth should apply to the agency the BOS chooses as the responsible agency for youth probation services. (p. 40)</p>	<p>Adapt interim Mission, Vision, Values (MVV) statements that better reflect the rehabilitative, positive development, and community collaboration approach to probation (p. 33)</p>	<p>Continue to expand efforts to disperse service agreements via Master Service Agreements and partnerships (p. 8)</p>	<p>Establish an internal research evaluation (REU) unit, 10-15 staff that can: 1. work with operations to define the research, evaluation and reporting needs 2. work with ISB to ensure data systems and reporting, align with the needs 3. establish data collection processes and quality assurance (QA) processes 4. work with outside researchers, including contracted researchers and a local IUC to analyze program, unit and system data based on research and evaluation (p. 21)</p>
<p>Limit DPO's ability to override the recommendations of these tools by requiring supervisor review and approval for most overrides and all recommendations for return to custody for supervision violations (p. 54)</p>	<p>Initiate a collaborative process, including BOS, staff, community and key stakeholders to craft a new Mission, Vision, and Values Statement (p. 33)</p>	<p>Develop community-oriented probation field offices akin to NeON in New York (p. 9)</p>	<p>Align data collection reporting and processes with research needs 1. Assess current data collection and analysis systems by inventory all data systems, assess the quality of data entry and inventory current reports produced by ISB 2. Identify unit-specific and departmentwide and research needs by working with executive management to establish department-level evaluation questions; work with each unit and division to establish evaluation questions</p>



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## PRIT Reform Recommendations

			and data needs and identify metrics for it-specific and departmentwide evaluation and data needs (pp. 22-23)
	Embed Mission and Vision into operations and processes in all documents and communicated messages (pp. 33-34)	Identify the best geographic locations within each region, <b>based on probation population density, transportation opportunities and consultation with community stakeholders</b> (p. 10)	Establish an IUC to support the departments research needs, the REU in partnership with executive (p. 23)
	Update and/or revise admin documents with Mission and materials: website, job descriptions, performance evaluations, data collection plans, Request for Proposals, evaluations efforts, procurement evaluation criteria, staff trainings (p. 34)	Facilitate a community planning process for site design, service planning <b>with client's families, community-based organizations, faith based organizations, local business, merchants, and schools</b> (p. 11)	Clearly define and consistently measure and report a list of clearly defined key outcomes (e.g., dashboard outcomes) (p. 24) Incorporate tools into improved data system and create a dashboard that managers can easily view to ensure adherence (p. 55)
	Assess operations and service delivery, redefine the job of a Probation Officer to focus on rehabilitation and referrals, and ensure placements align with the least restrictive setting consistent with public safety and youth development; expand community services and supports (p. 34)	<b>Expand AB 109 service access to adults.</b> (p. 13)	Collaborate with external researchers and evaluators to develop and implement a research agenda and generate a regular data reporting plan (p. 25)





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## PRIT Reform Recommendations

	Implement performance measures for the department, divisions, and units in alignment with Mission, Vision, and Values. (p. 37)		Probation's data system should be a dynamic, flexible, and adaptable web-based platform that interfaces with other systems and supports direct data entry by community-based providers serving Probation-involved youth (p. 26)
	Job descriptions should emphasize client wellbeing, principles of social and correctional case work, evidence-based supervision practices and community engagement rather than law enforcement and public safety (p. 47)	<b>Improve juvenile programming services and education inside JH (a.) transition each remaining hall into a small, home-like campus that has education and rehab as its focus, modeling after Missouri successful juvenile system (b.) strengthen incentive-based behavior management systems for youth and reward facility managers and unit supervisors who can reduce critical incidents and increase school attendance. (pp. 17-18)</b>	Data system should be centralized around the use of a validated risk and needs tool that drives the development of case plans and youth goals (p. 26)
	Identify and address policies and/or practices across County agencies that distract or become barriers to the implementation of the Countywide Juvenile Justice Strategic Plan (p. 41)	<b>Conduct full-scale evaluations of the various programs and services provided to Probation clients as part of the research, practice and policy feedback loop (p. 25)</b>	Data system should provide access to a referral system and house a database of services available for Probation-involved youth with the type of services offered, the service areas served, the population served (including risk assessment levels and exclusionary criteria), etc., and align with the youth's case plan (p. 27)



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## PRIT Reform Recommendations

	Develop, implement, and sustain a wide array of training to support the Countywide Juvenile Justice Strategic Plan, including multidisciplinary and cross-training curricula and/or opportunities (p. 43)	<b>Reinvest funds saved from reduced probation populations into community services</b> (p. 35)	Data system should produce regular reports (e.g., daily, monthly, etc.) to guide meaningful oversight and supervision of case management and be used to develop a regular real-time feedback loop to impact practice (p. 28)
	Train and incentivize staff to (1) meaningfully engage children, youth, and families/caretakers; (2) treating children, youth, and families/caretakers with dignity and respect; and (3) building trust by demonstrating integrity in all their actions (p. 43)	<b>Connect individual partner plans (as they relate to the prevention and/or rehabilitative intervention services for delinquency—e.g., practice models and agency specific strategic plans) with the Countywide Juvenile Justice Strategic Plan</b> (p. 40)	Data should be reported on a regular basis and presented in a way that compares the current time period to earlier time periods to identify patterns of change over time (p. 29)
	Align job descriptions, hiring practices, accountability, performance management structures and training programs for staff development with the Mission, Vision and Values statements (p. 47)	<b>Revisit administrative and fiscal structures with accountability structures, to expedite disbursements of funds to communities; be responsible stewards of public funds.</b> (p. 38)	Data should include demographics (i.e., gender, race/ethnicity, age, zip code) to understand and identify disproportionate minority contact and specific patterns related to gender. (p. 30)
	Recruitment practices should target a wide range of qualified candidates, background checks must balance liability with flexible timelines required to successfully hire the most qualified candidates (p. 48)	<b>Connect the Countywide Juvenile Justice Strategic Plan to other critical documents that are related to community wellness and safety but focus on issues beyond delinquency (e.g., systemic problems, child maltreatment, educational success, etc.)</b> (p. 40)	Probation Research and Evaluation Unit should develop a web-based system that allows for real time report generation on a wide range of process and outcome related questions similar to other states, such as Florida and Georgia (p. 30)



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## PRIT Reform Recommendations

	Training should be formally evaluated internally or externally to ensure relevance, quality, evidence-based practices, and fidelity (p. 48)	<b>Present and gain investment in the Countywide Juvenile Justice Strategic Plan across all key partners and identify leaders/champions for the implementation of the plan</b> (p. 41)	The Probation Research and Evaluation Unit will need to have partnerships with external researchers from local universities and independent research organizations who specialize in various juvenile justice issues. This brings objectivity and credibility to the research, provides technical assistance, and/or peer review of the work completed internally (pp. 31-32)
	Hiring, promoting and retaining should be based on merit, competitive oral and or written examinations and experience. Education: Most states and the American Correctional Association require a Bachelor's degree. (p. 48)	<b>Reduce contact with low risk clients and those demonstrating success in complying with their supervision terms: (RDA) a. end probation services to at risk youth currently serviced via WIC 236 b. do not actively supervise any juvenile or adult client assessed as low risk</b> (p. 58)	Implement an accountability plan, tied to data driven performance management structure throughout the department to reflect the refined Mission and Vision (p. 36)
	Experience: Former clients and others with lived system experience should be viewed as valuable hires (p. 49)	<b>When eligibility criteria cannot be established across agencies, coordinate the use of funding to meet the overall needs of children, youth, and families</b> (p. 42)	Develop a clear, multi-system data linkage and sharing plan that would operate as a single, coordinated system-this should include agencies such as: DCFS; DPSS; DMH; DPH; OHS; Probation; LACOE; and school districts (p. 44)



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	All probation officers should be trained prior to supervising any clients with ongoing training to ensure basic skill sets (p. 49)	<b>Develop and support flexible funding streams that cross agency boundaries and ensure funding follows and responds to children, youth, and family needs regardless of immigration status (p. 42)</b>	<b>Annually produce a summary of all juvenile justice funds across stakeholders and how funds were expended to support the Countywide Juvenile Justice Strategic Plan (p. 45)</b>
	Promotions should occur when staff performance aligns with the Mission, Vision and Values statements (p. 49)	<b>Incentivize county and city agencies to work in close partnership with the community and key stakeholders to establish consistent and positive support system for the children, youth, and family (p. 43)</b>	<b>Annually produce a list of outcomes related to the Countywide Juvenile Justice Strategic Plan (p. 45)</b>
	Implement performance management standards, track how well performance aligns with the Mission, Vision, Values including to reduce recidivism and promote well-being (p. 49)	<b>Provide pathways to support the self-sufficiency of children, youth, and families—teach families how to access services and address needs without the necessity of government intervention (p. 44)</b>	<b>Client-level data systems: Track client needs, case plans, progress toward case goals and client outcomes (p. 50)</b>
	Staff assessment, reward and promotion standards to include: Communication skills, problem solving, initiative and commitment to Mission, time spent targeting criminogenic needs, connecting clients to services, supports and opportunities, consistent use of reward systems with probationers and sanctions for setbacks (p. 50)	<b>All community-based service providers who provide services to Probation children, youth, and families should be held accountable for the services they provide and the impact of those services on outcomes (p. 45)</b>	<b>Incorporate tools into electronic client data management systems; ensure their use is built into DPO training and job descriptions (p. 55)</b>



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	Improve recruitment and hiring practices necessary to attract and hire high quality candidates' a. establish a recruitment unit to lead efforts and coordinate with HR and background investigations to ensure consistent communication. b. revise job descriptions to focus on client services, evidence based practices, communication skills and use of data (p. 51)	<b>Renovate existing field offices to create community-oriented probation offices that reflect input of the community and the Department's commitment to rehabilitation</b> (p. 12)	<b>Conduct full-scale evaluations of the various programs and services provided to Probation clients as part of the research, practice and policy feedback loop</b> (p. 25)
	Renegotiate agreement with AFSCME 685 bargaining unit, to address staffing, training: (a) restore the department's ability to transfer staff to lateral positions to meet the needs of the dept./clients (b) eliminate the 56hr work week (c) make changes to the DSP/DPO hierarchy and process (d) allow the dept. to promote the most qualified candidates within a civil service band instead of mandating promotion (pp. 51-52)	<b>Co--locate neighborhood-based probation sites at other CBOs, non-profit, or community centers and train staff to work alongside community partners</b> (p. 12)	<b>All community-based service providers who provide services to Probation children, youth, and families should be held accountable for the services they provide and the impact of those services on outcomes</b> (p. 45)
	Commission a workload study to determine staffing needs, support the most appropriate distribution of staff across units/divisions (p. 52)	<b>Adopt risk-based, supervision-based validated risk assessment tools and graduated responses to compliance and violations</b> (p. 54)	



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## PRIT Reform Recommendations

	<p>Make additional changes in approach to and provision of training by establishing policies that require training in new functions prior to starting a new position; developing a training institute similar to the Inter-university Consortium at LA County DCFS; establishing a leadership institute to continue to develop senior and middle mgmt.; and increasing the number of trainings in client well-being topics such as trauma informed care, positive youth development, and technical functions such as data entry and interpretation (pp. 52-53)</p>	<p><b>Reduce supervision terms for successful youth and adult clients: stepping down supervision from active to banked caseloads after a year of compliance and achievement of case plan goals; working with the Court to establish criteria for early termination (p. 58)</b></p>	
	<p>Incorporate tools into electronic client data management systems; ensure their use is built into DPO training and job descriptions (p. 55)</p>	<p><b>Identify and adopt all standard, evidence-based structured decision-making tools including: a validated post-adjudication risk and needs assessment for youth, dispositional matrix for youth (developed by RDA), graduated response matrices for youth and adults, eliminate the pre-adjudication pre-plea report (p. 57)</b></p>	