

# Summary of RDA Final Report Recommendations

Resource Development Associates, Inc (RDA) recommendations: The LA Probation Governance Study final report, prepared by RDA, dated February 13, 2018, is the source document for the recommendations contained in this report.

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| <div style="border: 2px solid black; padding: 5px; margin-bottom: 10px; text-align: center;"> <b>Organizational Structure</b> </div> <p>Organize the LA Probation Department into an agency model with centralized administrative functions to support separate juvenile and adult client service operations, this would allow for specialized training and approaches within each division.</p> <p>There is neither research nor experiential evidence to indicate that establishing separate probation departments to work with juvenile versus adult clients is necessary to achieve specialization.</p> | <b>RDA GOVERNANCE STUDY FINAL REPORT</b>                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Re-organize into to an agency model with centralized administrative functions that support separate, juvenile and adult operations.                                                                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Authority over operations and administration must be connected.                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Courts and counties should collaboratively administer probation departments, ensuring appropriate levels of service, support and oversight.                                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Probation services should be administered primarily at the local level.                                                                                                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Measurable outcome standards are necessary.                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Re-assign human and fiscal resources to region based client populations.                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Establish a data and research unit, create a recruitment unit within Human Resources and integrate and centralize fiscal functions.                                                                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Invest in improved data collection systems and processes.                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Centralize and Strengthen administrative operations support service delivery by: <ul style="list-style-type: none"> <li>a. Establishing a data and research unit with human resources and integrate and centralize fiscal functions</li> <li>b. Investing in improved data collection systems and processes</li> </ul> |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Adult and Juvenile Specific Recommendations</b>                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <i>Organize all juvenile field and adult services separately within regions.</i>                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <i>Adult and Juvenile services should be administered within a single department.</i>                                                                                                                                                                                                                                  |

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| <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px; text-align: center;"> <b>Mission,<br/>Vision, Values</b> </div> <p>Create and publish a client-focused, forward-thinking, Mission, Vision and Values Statement for the LA Probation Department.</p> | <b>RDA GOVERNANCE STUDY FINAL REPORT</b>                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                             | Interim step: Adapt the Mission, Vision and Values of a model jurisdiction to create a shorter time frame. Next step to refine Mission, Vision, Values to better reflect newly established core values; this will act as an anchor for accountability.                                                |
|                                                                                                                                                                                                                                                                             | Initiate a collaborative process, including BOS, staff, community and key stakeholders to craft a new Mission, Vision and Values Statement.                                                                                                                                                           |
|                                                                                                                                                                                                                                                                             | The Mission Statement is to be a living document, rooted in the day-to-day operations of the department.                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                             | Embed Mission and Vision into operations and processes, in all documents, and communicated messages.                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                             | 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.                                                             |
|                                                                                                                                                                                                                                                                             | 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.                  |
|                                                                                                                                                                                                                                                                             | Align administrative and back office functions and accountability structures with the refined Mission and Values.                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                             | Align structure, processes and protocols with Mission and Values.                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                             | Align operations and service delivery with Mission and Values.                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                             | Reinvest funds saved from reduced probation populations into community services.                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                             | Implement an accountability plan, tied to data driven performance management structure throughout the department to reflect the refined Mission and Vision.                                                                                                                                           |
|                                                                                                                                                                                                                                                                             | Implement performance measures for the department, divisions, and units in alignment with Mission and Values.                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                             | Develop timelines, processes and structures, and identify the responsible parties to ensure performance measures are attained and there is accountability.                                                                                                                                            |
|                                                                                                                                                                                                                                                                             | Communicate with frequency and transparency regarding each step: hold regular meetings, submit key performance metrics to BOS, develop quality assurance/monitoring policies for all assessment tools and SDM, ensure staff use validated tools by integrating into performance measurement criteria. |
| Revisit administrative and fiscal structures with accountability structures, to expedite disbursements of funds to communities.                                                                                                                                             |                                                                                                                                                                                                                                                                                                       |
| Be responsible stewards of public funds.                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                       |

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| <div style="border: 2px solid black; padding: 5px; margin-bottom: 10px; text-align: center;"> <b>Community Partnerships and Service Delivery</b> </div> <p>Partner with communities where large numbers of probation clients live to build on indigenous supports and ensure effective service delivery</p> | <b>RDA GOVERNANCE STUDY FINAL REPORT</b>                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                             | 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. |
|                                                                                                                                                                                                                                                                                                             | Expand and improve community service via a planning process that works with residents and institutions in areas with large numbers of probation clients.                                                                                                                           |
|                                                                                                                                                                                                                                                                                                             | 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.                                                                    |
|                                                                                                                                                                                                                                                                                                             | Continue and expand efforts to disperse services via Master Service Agreements and partnerships.                                                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                             | Develop community-oriented probation field offices akin to NeON in New York.                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                             | Identify the best geographic locations within each region, based on probation population density, transportation opportunities and consultation with community stakeholders.                                                                                                       |
|                                                                                                                                                                                                                                                                                                             | Facilitate a community planning process for site design, service planning with client’s families, community-based organizations, faith-based organizations, local business, merchants, and schools.                                                                                |
|                                                                                                                                                                                                                                                                                                             | Renovate existing field offices to create community-oriented probation offices that reflect input of the community and the Department’s commitment to rehabilitation.                                                                                                              |
|                                                                                                                                                                                                                                                                                                             | Co--locate neighborhood-based probation sites at other CBOs, non-profit, or community centers and train staff to work alongside community partners.                                                                                                                                |
|                                                                                                                                                                                                                                                                                                             | Redefine the job of both juvenile and adult probation officers so that their main responsibility is to directly connect clients.                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                             | <b>Adult and Juvenile Specific Recommendations</b>                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                             | <i>Expand AB 109 service access to adults</i>                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                             | <i>Redefine the job of both juvenile and adult probation officers so that their main responsibility is to directly connect clients to needed services, supports and opportunities supporting positive change.</i>                                                                  |

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| <p style="text-align: center;"><b>Structured Decision Making (SDM)</b></p> <p>Implement structured decision-making throughout the LA Probation Department, beginning with the implementation of the juvenile disposition matrix</p> <p>SDM in the Justice system is an evidence based, data driven, research-based approach to inform how individuals are supervised, including supervision intensity, juvenile dispositional recommendations and response to compliance and violation of probation conditions</p> | <p style="text-align: center;"><b>RDA GOVERNANCE STUDY FINAL REPORT</b></p>                                                                                                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Adopt risk based supervision based on validated risk assessment tools and graduated responses to compliance and violations.                                                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 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.                                                                                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Incorporate tools into electronic client data management systems and their use should be built into DPO training and job descriptions.                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Incorporate tools into improved data system, create a dashboard that managers can easily view to ensure adherence.                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p style="text-align: center;"><b>Adult and Juvenile Specific Recommendations</b></p>                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <i>Implement SDM and begin with the juvenile dispositional matrix, eliminate pre-plea report and implement a post-adjudication risk assessment.</i>                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <i>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.</i> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <i>Reduce contact with low risk clients and those demonstrating success in complying with their supervision terms:</i>                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li><i>a. End probation services to at risk youth currently serviced via WIC 236</i></li> <li><i>b. Do not actively supervise any juvenile or adult client assessed as low risk</i></li> </ul>                                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <i>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.</i>                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <i>Identify SDM throughout the department beginning with the implementation of the juvenile dispositional matrix</i>                                                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li><i>a. This require elimination of the pre-plea report</i></li> <li><i>b. Implementation of a post-adjudication risk assessment</i></li> </ul>                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                            |

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| <div style="border: 1px solid black; padding: 5px; text-align: center; margin-bottom: 10px;"> <b>Juvenile Facilities</b> </div> <p>Redesign all juvenile facilities to align with best practices.</p> <p>When youth must be confined, all efforts should be made to minimize the disruption of confinement on their lives by ensuring that facilities are close to youth's homes and communities and the physical environments of juvenile facilities are developmentally appropriate, conducive to the stated rehabilitative goals of the probation department and aligned with best practices.</p> | <b>RDA GOVERNANCE STUDY FINAL REPORT</b>                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Adult and Juvenile Specific Recommendations</b>                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <i>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; base on a rehabilitative model.</i>                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <i>Invest on renovations to improve current conditions of existing camps</i>                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <i>Focus on shutting down older facilities and replacing them with smaller ones that are closer to neighborhoods where most youth probationers live.</i>                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <i>Work with CEO to completely overhaul Central Juvenile Hall (CJH).</i>                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <i>Continue to reduce the number of youth that are placed in facilities and develop alternatives set in communities including smaller rehab-based home models.</i>                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <i>Work with the CEOs Master planning unit to completely overhaul Central JH by:</i> <ul style="list-style-type: none"> <li><i>a. Shutting down sections unfit for housing young people or temporarily close CIH</i></li> <li><i>b. Temporarily transferring youth to another facility such as Barry J. Nidorf and LP while CIH is completely renovated</i></li> <li><i>c. Renovate the facility to create a humane and therapeutic environment</i></li> </ul> |
| <i>Improve juvenile programming services and education inside JH:</i> <ul style="list-style-type: none"> <li><i>a. Transition each remaining hall into a small, home-like campus that has education and rehab as its focus, modeling after Missouri's successful juvenile system</i></li> <li><i>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</i></li> </ul>                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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| <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> <b>Staff, Hiring<br/>Training<br/>(TA/Coaching)</b> </div> <p>Align staffing, hiring and training with revised Mission, organizational structure and approach.</p>                                                                                                                                                                                                                                                                                      | <b>RDA GOVERNANCE STUDY FINAL REPORT</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Align job descriptions, hiring practices, accountability, performance management structures and training programs for staff development with the Mission, Vision and Values.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Job descriptions should emphasize client well-being, principles of social and correctional case work, evidence-based supervision practices and community engagement rather than law enforcement and public safety.                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Training should be formally evaluated internally or externally to ensure relevance, quality, evidence-based practices, and fidelity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Hiring, promoting and retaining should be based on merit, competitive oral and or written examinations and experience.<br>Education: Most states and the American Correctional Association require a Bachelor’s degree.<br>Experience: Former clients and others with lived system experience should be viewed as valuable hires.                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | All probation officers should be trained prior to supervising any clients with ongoing training to ensure basic skillsets.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Promotions should occur when staff performance aligns with the Mission, Vision and Values.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Implement performance management standards, track how well performance aligns with the Mission, Vision, Values including to reduce recidivism and promote well-being.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Client-level data systems: Track client needs, case plans, progress toward case goals and client outcomes; provide reports.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 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 set-backs.                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Improve recruitment and hiring practices necessary to attract and hire high quality candidates: <ul style="list-style-type: none"> <li>a. Establish a recruitment unit to lead efforts and coordinate with HR and background investigations to ensure consistent communication</li> <li>b. Revise job descriptions to focus on client services, evidence based practices, communication skills and use of data</li> <li>c. Establish MOUs with Colleges and Universities to establish a pipeline of candidates.</li> <li>d. Reevaluate the background check process, eliminate credit checks revisit policies prohibiting prior justice system involvement</li> </ul> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Renegotiate agreement with AFSCMR 685 bargaining unit, to address staffing, training: <ul style="list-style-type: none"> <li>a. Restore the Dept’s. ability to transfer staff to lateral positions to meet needs of the dept/clients</li> <li>b. Eliminate 56 hr. work week</li> <li>c. Make changes to the DSP/DPO hierarchy and process d</li> <li>d. Allow Dept. to promote the most qualified candidates within a civil service band instead of mandating promotion</li> </ul>                                                                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Establish a more robust performance mgmt. system that evaluates and promotes staff based on defined metrics tied to mission.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Commission a workload study to determine staffing needs, support the most appropriate distribution of staff across units/divisions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 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. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

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| RDA GOVERNANCE STUDY FINAL REPORT                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| <div style="border: 2px solid black; padding: 5px; margin-bottom: 10px; text-align: center;">Data/IT</div> <p>Prioritize investments in Information Technology (IT) Systems and the use of data.</p> | Invest in an improved data collection/ IT system and processes and identify staff for a research and evaluation unit.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                      | <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:</p> <ol style="list-style-type: none"> <li>a. Invest in upgrading ISB-developed data systems, purchasing new data systems and engaging in public-private partnerships to develop new data systems.</li> <li>b. Examine what other counties and states are doing in relationship to partnering with large private sector companies to meet the IT and real-time data needs.</li> </ol>                                                    |
|                                                                                                                                                                                                      | <p>Establish an internal research evaluation (REU) unit, 10-15 staff that can:</p> <ol style="list-style-type: none"> <li>1. Work with operations to define the research, evaluation and reporting needs</li> <li>2. Work with ISB to ensure data systems and reporting align with the needs</li> <li>3. Establish data collection processes and quality assurance (QA) processes</li> <li>4. Work with outside researchers, including contracted researchers and a local IUC to analyze program, unit and system data based on research and evaluation.</li> </ol>                                                                              |
|                                                                                                                                                                                                      | <p>Align data collection reporting and processes with research needs:</p> <ol style="list-style-type: none"> <li>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</li> <li>2. Identify unit-specific and department-wide data and research needs by working with executive management to establish department-level evaluation questions; work with each unit and division to establish evaluation questions and data needs and identify metrics for unit-specific and department-wide evaluation and data needs.</li> </ol> |
|                                                                                                                                                                                                      | <p>Establish an IUC to support the departments research needs, the REU in partnership with executive leadership begin to identify funding to support the initial development of the IUC and identify a lead University.</p>                                                                                                                                                                                                                                                                                                                                                                                                                      |
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