

#	Department Recommendations	Department Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
1.1	<p>Develop overarching strategic plan to align Department operations, new initiatives, and budget development to strategic priorities.</p> <ul style="list-style-type: none"> • Codify the Department’s overarching strategic priorities • Map division activities to enumerated goals and areas of focus • Realign division budgets and activities to match strategic goals and establish a prioritization structure for key initiatives • Incorporate overarching strategic goals into Department operations 	<p>Agree with recommendation.</p> <p>The Department has been working to build capacity in our managers and supervisors for goal-setting, and to align initiatives across the department with overarching strategic goals. This year, the executive team set four strategic goals, and the divisions have designed objectives within those goal areas. Objectives included Renew 22 strategies, as well as strategies from the Realignment Implementation Plan and Comprehensive Multi-Agency Juvenile Justice Plan. The executives were able to review and align objectives, to ensure divisions were working together toward common goals. As we head into FY 21-22, this process will happen alongside the budget development process, which will further ensure alignment to the ‘big picture’ and ensure key initiatives are captured with milestones to measure progress.</p>	<p>Staff resources for a full strategic planning initiative have been and continue to be the challenge. Consideration will be given to contracting with a vendor to lessen the impact on Department resources.</p>	<p>By FY 22-23 fiscal year, if not sooner, the department will align strategic goals, new initiative and budget development processes.</p>
1.2	<p>Strengthen capacity for monitoring and planning for legislative changes, and review processes for communicating information to staff</p>	<p>Agree with recommendation.</p> <p>The Department is very proactive with legislative planning and tracking. This will continue and additional steps have been implemented to increase consistency related to sharing information across Divisions.</p>	<p>None</p>	<p>Completed</p>
2.1	<p>Review senior staff responsibilities to enhance delegation of tasks to the appropriate staff level and right-size manager workload</p> <ul style="list-style-type: none"> • Document and analyze current manager responsibilities and spans of control across all Divisions • Delegate eligible responsibilities to nonsworn manager positions or more junior staff. 	<p>Agree with recommendation.</p> <p>The Department requested that KPMG assess this area. The Department has been and will continue moving duties and responsibilities to nonsworn and more junior staff whenever appropriate. Efforts to increase capacity to support existing managers and ensure positions are filled on a timely basis will continue to be a top priority and requires collaboration with County HR.</p>	<p>Challenges within the combination of vacant positions, overextended managers and need for more assistance from County HR may result in delays.</p>	<p>Further review will occur following implementation of 2.2.</p>

2.2	<p>Develop a proactive strategy to enhance succession planning and Department resiliency</p> <ul style="list-style-type: none"> • Perform a position-level skills assessment • Assess training needs and adequacy of current succession planning processes at the position level • Develop procedures to document critical information and transfer across staff • Utilize cross-training to address single points of failure • Redesign training, mentorship, and leadership programs to address skills gaps • Collaborate with County HR to modify pay and incentives to create a promotion pathway that encourages recruiting, retention, and advancement 	<p>Partially agree with recommendation.</p> <p>Position-level skill assessments for sworn line staff is conducted at the state level and there is not a need for further assessment. The Department is currently engaged in professional goal development efforts with and for individual line staff in preparation for advancement or career enrichment and versatility, as well as targeted change management skill based leadership training for administrators.</p> <p>Issues around succession planning relate primarily to a lack of compensation differential between sworn supervisor and manager classifications. Recruitment and succession planning at the management level will need to address compensation available to internal candidates. Succession planning challenges do not exist below the supervisory level and single points of failure are limited to IT and research related functions. Recruitment for IT or other specialized positions are problematic and require collaboration with County HR.</p>	<p>Additional resources and HR assistance are needed to assist with pay and incentives related to recruitment and advancement.</p>	<p>Ongoing. Full implementation to be assessed after comp and salary surveying has been completed. This survey is underway.</p>
3.1	<p>Enhance use of an activity-driven, workload-based caseload allocation model to inform staffing and budgeting decisions.</p> <ul style="list-style-type: none"> • Expand supervision guidelines to more thoroughly detail expected activities • Implement a time-tracking study to assess the time required to conduct the above supervision activities • Utilize enhanced time-tracking and workload data to inform caseload and workload caps 	<p>Partially agree with recommendation.</p> <p>Supervision guidelines and expansion of performance measurement and activity tracking are on-going efforts that must be reviewed and refined frequently. Some assignments lend themselves to a workload analysis, however, those need to be undertaken cautiously to ensure that the workload and duties are not in flux at the time of the study. Pandemic conditions are not conducive to an effective time study and equally the legislative changes that have been pervasive have not presented ideal circumstances for such a study. However, a workload study once the pandemic is over could be conducted.</p>	<p>IT resources to continue to expand performance measurement and activity tracking are limited at this time.</p>	<p>These are being regularly assessed. As workload and statutory changes stabilize, establishing a timeline will become more feasible, possibly conducted in 2021-22 fiscal year for staffing and budget decisions in the 2022-23 fiscal year..</p>

	<ul style="list-style-type: none"> Utilize caseload caps, workload data, and population size to develop a data-driven staffing model Expand performance measurement and activity tracking Maintain and expand tracking of client outcomes to assess efficacy of supervision programs 			
3.2	Continue commitment to analyzing drivers of Probation and Post Release Community Supervision (PRCS) revocations to improve client outcomes while maximizing state funding.	<p>Agree with recommendation.</p> <p>This work is underway and ongoing. However, it should be noted that PRCS revocations do not impact state funding.</p>	N/A	Ongoing
4.1	<p>Continue efforts to utilize demand-based, data-driven staffing to best align workforce to changes in population size and supervision philosophy.</p> <ul style="list-style-type: none"> Continue to utilize a demand-based, workload-driven staffing model to maximize impact of staff and align resources to reduced population size and temporal variations in demand for services 	<p>Agree with recommendation.</p> <p>Demand staffing is occurring in several areas of the Department and has greatly assisted the Department in avoiding overtime and extra help costs. The Department has avoided a number of expansion requests by shifting resources in anticipation of changes in population or legislative impacts.</p>	N/A	Ongoing
4.2	Develop a strategic roadmap to guide and prioritize ongoing expansion of rehabilitative programming	Agree with recommendation. This work is currently occurring.	N/A	FY 2021-22
4.3	Expand scenario planning for excess Juvenile Hall and Camp capacity to help maximize impact of County resources	<p>Disagree with recommendation.</p> <p>The Department acknowledges the need to determine the most appropriate long-term utilization of our facilities. Space and resource utilization analysis is ongoing. Currently, the department is conducting scenario planning in response to State Department of Juvenile Justice realignment that serves the desired purpose. The department continues to monitor the operational cost of service with a reduced population (a common statewide issue), and to evaluate cost efficiencies given mandates, requirements and Board policies.</p>	N/A	Ongoing

5.1	<p>Develop a data management strategy to improve the quality and efficient use of data across the Department.</p> <ul style="list-style-type: none"> • Catalog all operationally critical SQL queries and prioritize their refresh to enable accurate, efficient reporting • Develop an efficient reporting mechanism to track caseload and workload • Develop data and technology strategy to improve interoperability and efficiency of data systems. 	<p>Agree with recommendation.</p> <p>This work is currently occurring but is painstakingly slow due to the many vacancies in the IT area. With the hire of an additional EDP and an extra help employee, the department has begun the process of cataloging and documenting queries and reports. This helps to ensure accuracy and enables us to examine each report for any needed changes, to increase efficiency.</p> <p>The department has also begun automating reports where possible, in order to produce trend analysis and long-term projections of workload. This includes caseload reports, investigations reports, and the creation of additional dashboards to more easily view and understand this information.</p>	<p>Recruitment challenges present an ongoing barrier to complete implementation.</p>	<p>By Fiscal Year 2021-22.</p>
5.2	<p>Expand performance measures to increase insight into staff activities and Department operations.</p> <ul style="list-style-type: none"> • Expand performance measurement to capture staff outputs, activities, and adherence to caseload guidelines • Develop a framework for performance review and feedback loop 	<p>Partially agree with this recommendation.</p> <p>Performance measurement refinements continue to occur and the Department's ability to capture and assess more data is always a priority. Performance review standards and feedback loops are in place and while they have been negatively impacted by COVID-19 restrictions, there do not appear to be any significant indicators of concerns in this area.</p> <p>The department will develop expanded measurements in FY 2021-22 for implementation no later than FY 2022-23.</p>	<p>We already have performance review and feedback loops in place and the recommended meetings already exist.</p>	<p>Ongoing</p>