



Los Angeles County

PROBATION REFORM AND IMPLEMENTATION TEAM

P.R.I.T. COMMUNITY MEETING

Probation, Structured Decision Making (SDM)

January 09, 2019





Los Angeles County

PROBATION REFORM AND IMPLEMENTATION TEAM

Welcome and Overview





Los Angeles County PROBATION REFORM AND IMPLEMENTATION TEAM

Overview of the Charge

Mack Jenkins, PRIT Member District 5 Appointee



Los Angeles County

PROBATION REFORM AND IMPLEMENTATION TEAM

Resource Development Associates (RDA) Recommendations

David Muhammad, RDA Team Member



LA COUNTY
Probation Reform Implementation Team

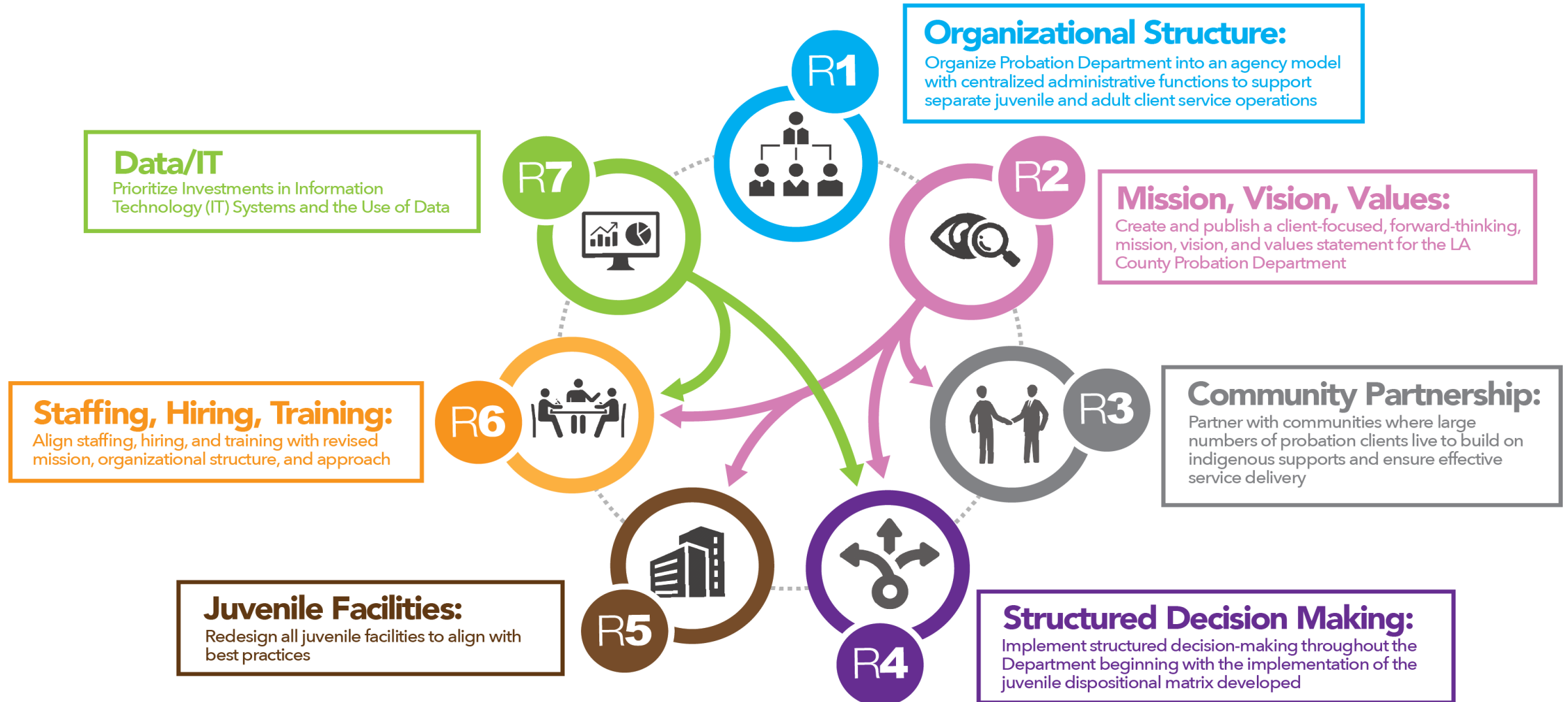
NICJR★
National Institute for
Criminal Justice Reform

PRESENTED BY

David Muhammad

1/9/19

Key Findings & Recommendations





Structured Decision Making

Structured decision making (SDM) in the justice system is an evidence based, data-driven approach to inform how youth and adults are provided services, supervised, placed, or left alone. SDM Tools include assessments, decision matrices, and behavior response grids.

SDM is intended to create a more effective, consistent, and fair justice system and to ensure that justice system agencies make decisions based on data, effective practice and without bias.



Structured Decision Making Tools

Detention Risk Assessment Instrument

To determine if a youth should be held in juvenile hall (detention) during their adjudication process

Post-Disposition Youth Risk Assessment

To determine the supervision level of a youth on supervision post-disposition (after the court process)



Structured Decision Making Tools

Pre-Trial Adult Detention Risk Assessment

To determine if an adult should be held in jail during the trial/court process

Post-Sentencing Adult Risk Assessment

To determine the supervision level of an adult on supervision who has been sentenced to probation



Structured Decision Making Tools

Needs Assessment (youth and adult)

To determine the needs and challenges of youth or adults on probation in order to decide which services and supports to provide

Assets Assessment (youth and adult)

To determine the strengths of youth or adults on probation in order to decide which services and supports to provide

Juvenile Disposition Matrix

A matrix that takes into consideration a youth's risk level and offense severity and provides options to the Probation Department within each domain to make recommendations to the Court on what should happen with a youth during the disposition process



Structured Decision Making Tools

Juvenile Response Matrix (graduated sanctions and rewards)

A matrix that takes into consideration a youth's risk level and violation severity and provides options to the Probation Department within each domain to take action on a youth's violation and

A matrix that takes into consideration a youth's risk level and good behavior/achievement and provides options to the Probation Department within each domain to provide rewards to youth

Adult Response Matrix (graduated sanctions and rewards)

A matrix that takes into consideration an adult's risk level and violation severity and provides options to the Probation Department within each domain to take action on an adult's violation and

A matrix that takes into consideration an adult's risk level and good behavior/achievement and provides options to the Probation Department within each domain to provide rewards to the adult

A hand in a white sleeve points towards a futuristic interface with glowing blue and white concentric circles on a dark background. The title 'RDA Report Recommendations' is overlaid in white text.

RDA Report Recommendations

- The LA County Probation Department should adopt and/or improve on all standard, decision-making tools described above.
- These tools should all be integrated into the Department's electronic client management systems, and their use should be built into DPO training and job descriptions.

A hand in a white sleeve points towards a futuristic interface with glowing blue and white concentric circles on a dark background. The title 'RDA Report Recommendations' is overlaid in white text.

RDA Report Recommendations

- The Department should take intentional steps to limit DPOs' ability to override the recommendations of these tools by requiring supervisors to review and approve most overrides and all recommendations for returns to custody for supervision violations.
- The risk tools and SDMs should be incorporated into the department's improved data systems to create a dashboard that managers can easily view to ensure that their staff are adhering to the tools and not over-supervising or over-incarcerating.



RDA Report Recommendations

- The Department should take a number of actions to **reduce contact with clients assessed as low risk and clients who are demonstrating success and/or complying with their supervision terms**. These include:
 - ending probation services to at risk youth currently serviced via WIC §236
 - not actively supervising any juvenile or adult clients assessed as low risk
 - reduce supervision terms for successful youth and adult clients by:
 - stepping down supervision from active to banked caseloads after a year of compliance and achievement of case plan goals, and
 - working with the Court to establish criteria for early termination of probation

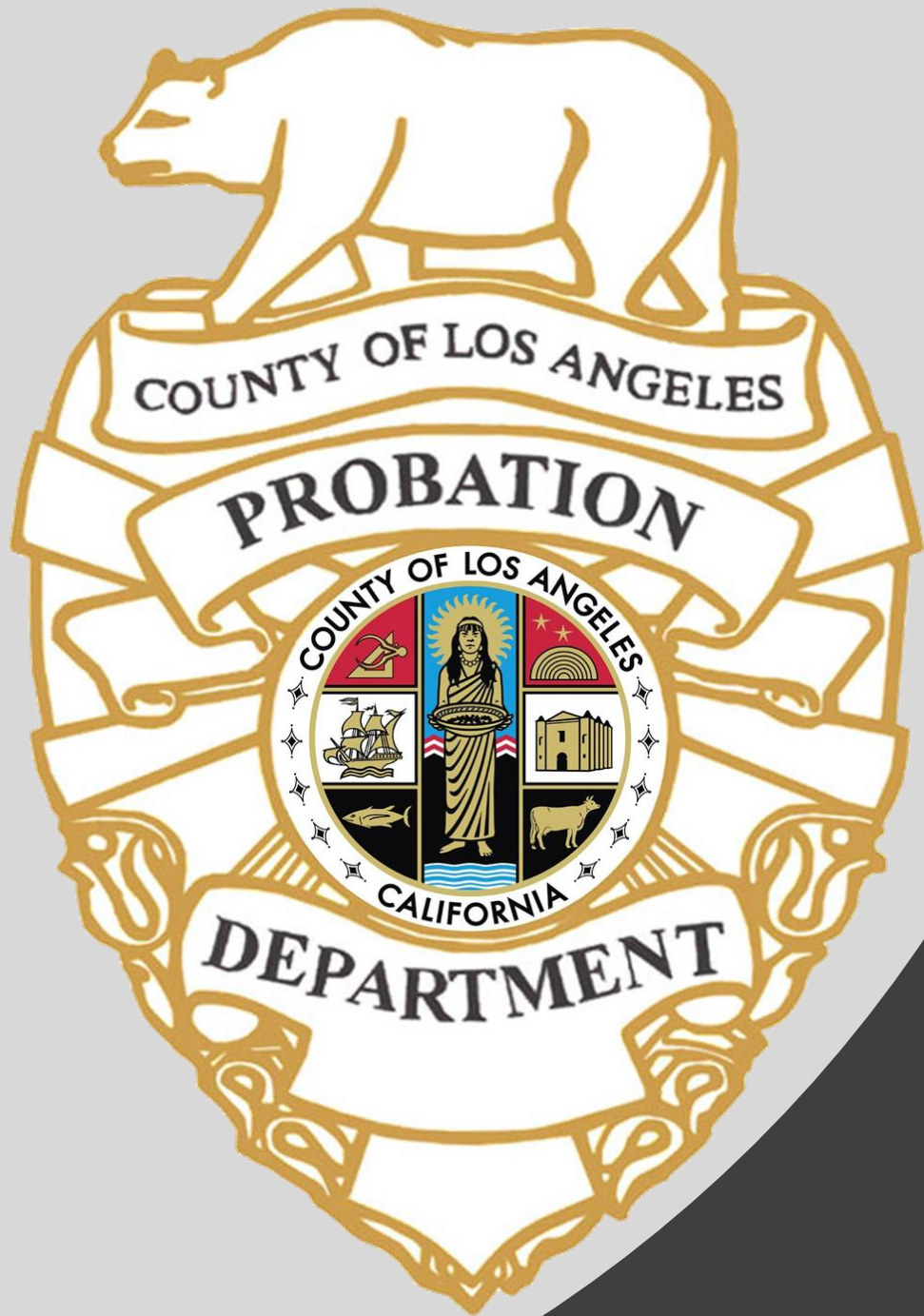


Los Angeles County

PROBATION REFORM AND IMPLEMENTATION TEAM

Probation, Overview Juvenile Services

Sheila Mitchell, Chief Deputy, Los Angeles County Probation Department



Structured Decision Making

Los Angeles County Probation – Juvenile Services

Prepared for the Probation Reform and Implementation Team

Wednesday, January 9, 2019

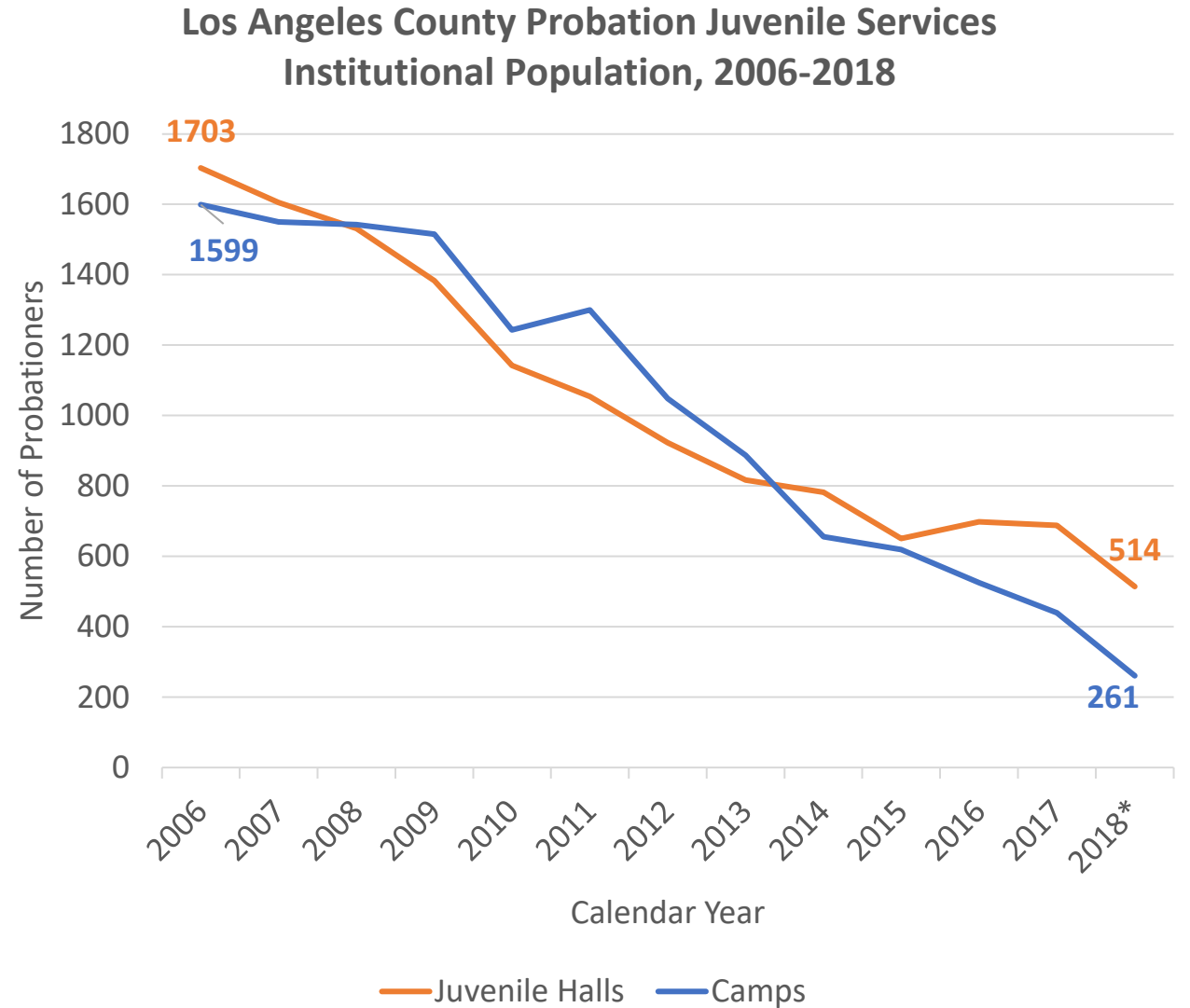
Agenda

- Overview of Juvenile Probation Population
- Defining Structured Decision Making (SDM) model
- Mapping the model to Juvenile Services
- Status of RDA Recommendations for Juvenile Services

Overview of Juvenile Institutional Population

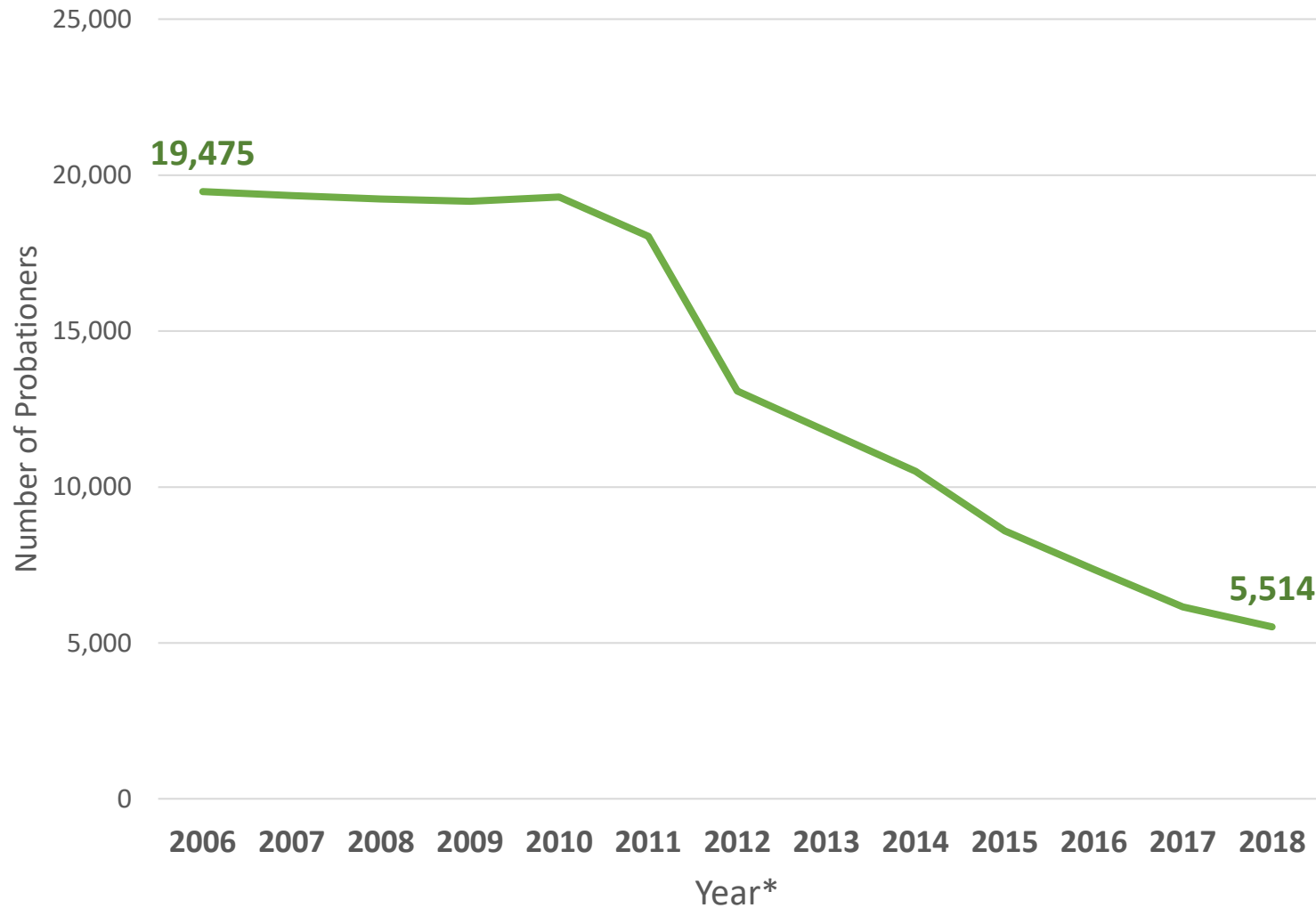
Population Highlights

- Since 2006, our institutional population has ***declined by 69.8% in the halls and 83.7% in the camps.***
- After reaching a plateau between 2015 – 2017 in the halls, the population has ***decreased an additional 25% between 2017 and years-end 2018.***
- Camp closures contribute to the ***58% decline in population between 2015 and 2018 in camps.***



*2018 data is based on year end headcount on December 31, 2018

Los Angeles County Juvenile Services Field & Placement Supervision Population, 2006 - 2018



Overview of Juvenile Supervision Population

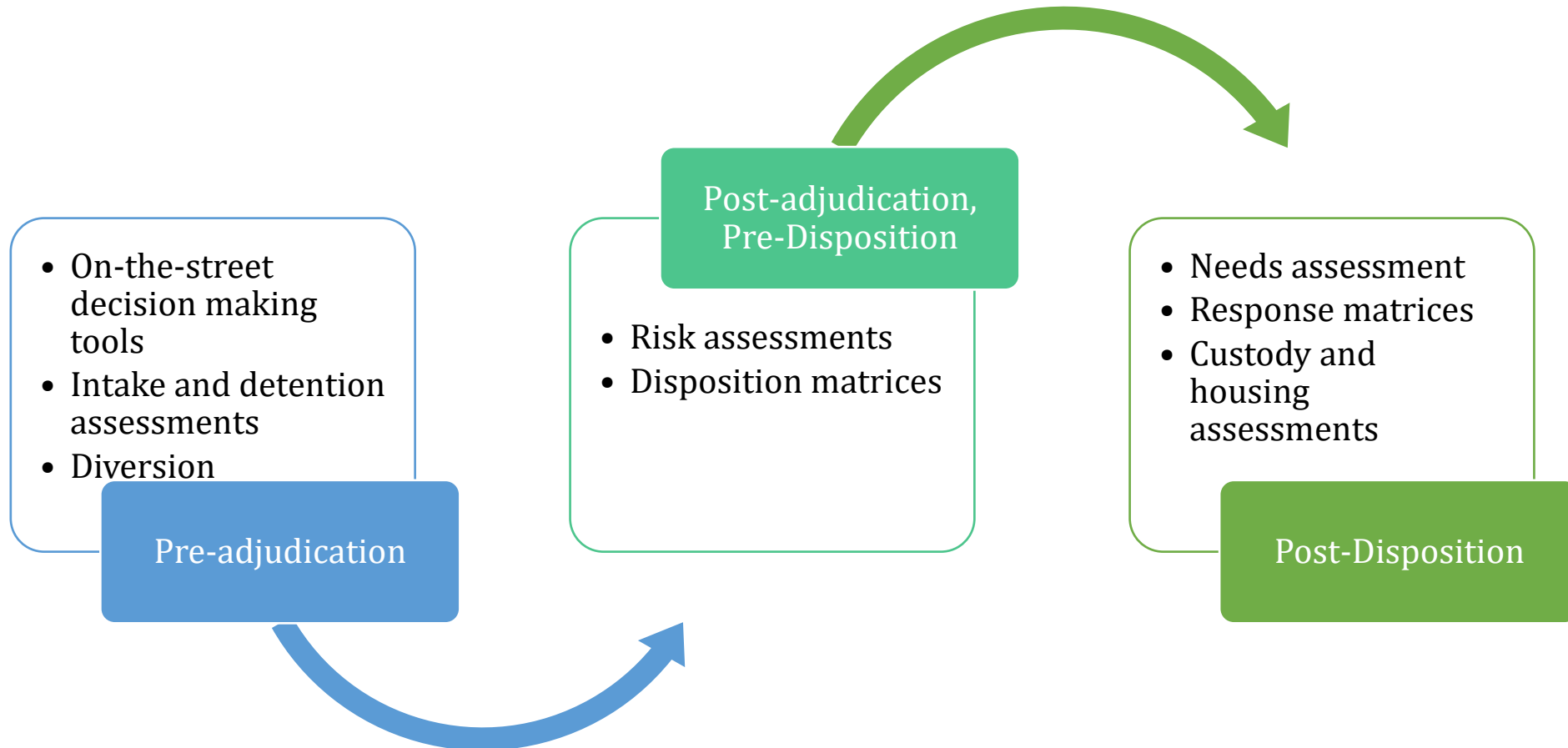
Population Highlights

- Over the last 12 years, Juvenile Services has **decreased the supervision of youth in the community by 71.7%**.
- Our supervision of youth in the community has **consistently decreased**, with our **2018 population reporting at our lowest, a 57.8% decrease from 2012**.

*Yearly counts based on monthly snapshot of population count.

A structured decision-making model includes multiple tools at each phase of the juvenile justice system

The National Counsel on Crime and Delinquency Structured Decision Making® Model



Juvenile Services
uses several
validated tools
for each phase to
evaluate juvenile
needs, assess
risks and develop
responses for
rehabilitation





Phase	NCCD Category	LACP-JS Tool
Pre-adjudication	Intake and detention assessments	Los Angeles Detention Screener (LADS) <small>(LADS will be revalidated in 2019)</small>
Post-adjudication, pre-disposition	Dispositional matrices	Dispositional Matrix
	Risk assessment	Los Angeles Risk and Resiliency Checkup (LARRC) <small>(will be replaced mid 2019)</small>
Post-disposition	Response matrix	Graduated Response Matrix

**Los Angeles County Probation Department
Juvenile Dispositional Matrix**






		Offense Severity*			
		Very High	High	Moderate	Low
Risk Level	High	1 <ul style="list-style-type: none"> DJJ 	2 <ul style="list-style-type: none"> Camp Placement Suitable Placement (residential facility 6 + months) DJJ 	3 <ul style="list-style-type: none"> Camp Placement Suitable Placement (residential facility, 6 months or less) 	4 <ul style="list-style-type: none"> Probation Supervision** – High Risk Case Load Probation Supervision – General Supervision
	Moderate	5 <ul style="list-style-type: none"> DJJ Camp Placement Suitable Placement (residential facility 6 + months) 	6 <ul style="list-style-type: none"> Camp Placement Suitable Placement (residential facility, 6 months or less) DJJ (for VH Sev. Off.) 	7 <ul style="list-style-type: none"> Probation Supervision** Suitable Placement (Local Group Home less than 6 months) 	8 <ul style="list-style-type: none"> Probation Supervision – General Supervision Informal Probation (w/o wardship) or DEJ Banked Caseload
	Low	9 <ul style="list-style-type: none"> DJJ Camp Placement Suitable Placement 	10 <ul style="list-style-type: none"> Probation Supervision** Suitable Placement (Local Group Home less than 6 months) DJJ (for VH Sev. off. w/ prior) 	11 <ul style="list-style-type: none"> Informal Probation (w/o wardship) or DEJ (6 months or less) Banked Caseload (less than 6 months) Probation Supervision – General Supervision (no more than 10 months) 	12 <ul style="list-style-type: none"> Informal Probation (w/o wardship) or DEJ (6 months or less) Banked Caseload (3 months or less)

Consistent with national standards, our dispositional matrix **evaluates offense severity and juvenile risk factors** to determine supervision status

LACP-JS Summary of Responses to RDA Report

Recommendation by RDA		Status	Response of LACP-JS - January 2019
10	Implement structured decision making throughout the LA Probation Department beginning with the implementation of the juvenile disposition matrix. This will require elimination of the pre-plea report and implementation of a post-adjudication risk assessment.		At the time of the recommendation, the LACP-JS process included a dispositional matrix. This matrix is still operational and supports LACP-JS structured decision making model.
10a	This will require elimination of the pre-plea report and implementation of a post-adjudication risk assessment.		The recommendation to eliminate other reports and/or assessments is not consistent with national standards. LACP-JS will not be moving forward with this recommendation.
11	Adopt risk-based supervision based on validated risk assessment tools, and graduated responses to compliance and violations.		At the time of the recommendation, the LACP-JS included a validated risk assessment tool (LARRC). The LARRC is evaluated every six months.
12	Incorporate tools into electronic client data management systems and their use should be built into DPO training and job descriptions.		In 2018 LACP-JS has vetted several risk & needs assessment tools, and plans to implement a new assessment tool mid-2019. These recommendations will be re-visited for application once the transition to the new tool is completed.
12a	Incorporate risk tools and SDMs into Department's improved data system to create a dashboard that managers can easily view to assure staff are adhering to the tools and not over-supervising or over-incarcerating		
12b	Limit DPOs ability to override the recommendation of tools		
12c	Require supervisors to review and approve most overrides and all recommendations for returns to custody for supervision violations		

LACP-JS Summary of Responses to RDA Report (cont.)

Recommendation by RDA		Status	Response of LACP-JS - January 2019
13	Reduce contact with low risk clients and clients who are demonstrating success in complying with their supervision terms.		LACP-JS is responsible for providing supervision and services based on the individualized risk and needs of the youth and currently reduce the number of required contacts as youth become more successful; we have developed manager workgroups to codify the supervision strategy in policy.
13a	End probation services to at-risk youth currently serviced via WIC 236.		Terminated program on June 30, 2018.
13b	Do not actively supervise any juvenile...clients assessed as low risk.		There are some juveniles that place as low risk but still require supervision for a period of time due to exigent circumstances (e.g., immediate threat to self or others). As written, LACP-JS cannot follow this recommendation due to circumstances that may be against public safety.
14a	Reduce supervision terms for successful youth and adult clients by stepping down supervision active to banked caseloads after a year of compliance and achievement of case plan goals.		Supervision of youth is predicated on their risk level, needs and individualized case plan; as youth progress during their supervision term, supervision contacts are adjusted in order to support what youth and families need to successfully complete probation.
14b	Reduce supervision terms for successful youth and adult clients by working with the Court to establish criteria for early termination.		LACP-JS addresses this process for youth based on their individualized assessment/case plan, progress and achievement of case plan goals and will utilize the Systems Roundtable to see if there are areas where we can improve the process and communication between the Department and Superior Court.

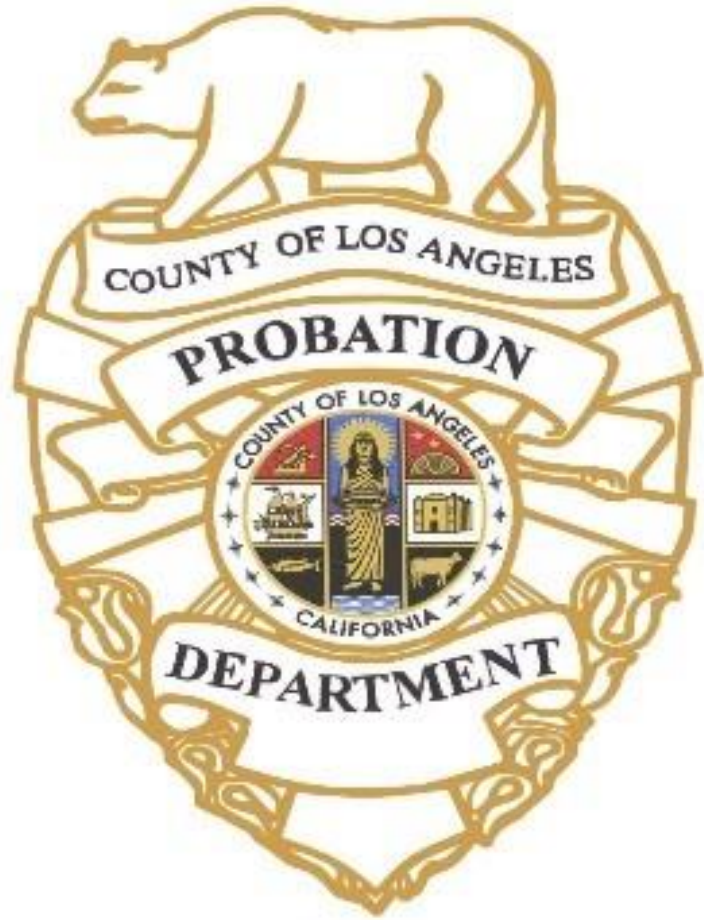


Los Angeles County

PROBATION REFORM AND IMPLEMENTATION TEAM

Probation Overview Adult Services

Reaver Bingham, Chief Deputy, Los Angeles County Probation Department



Structured Decision Making

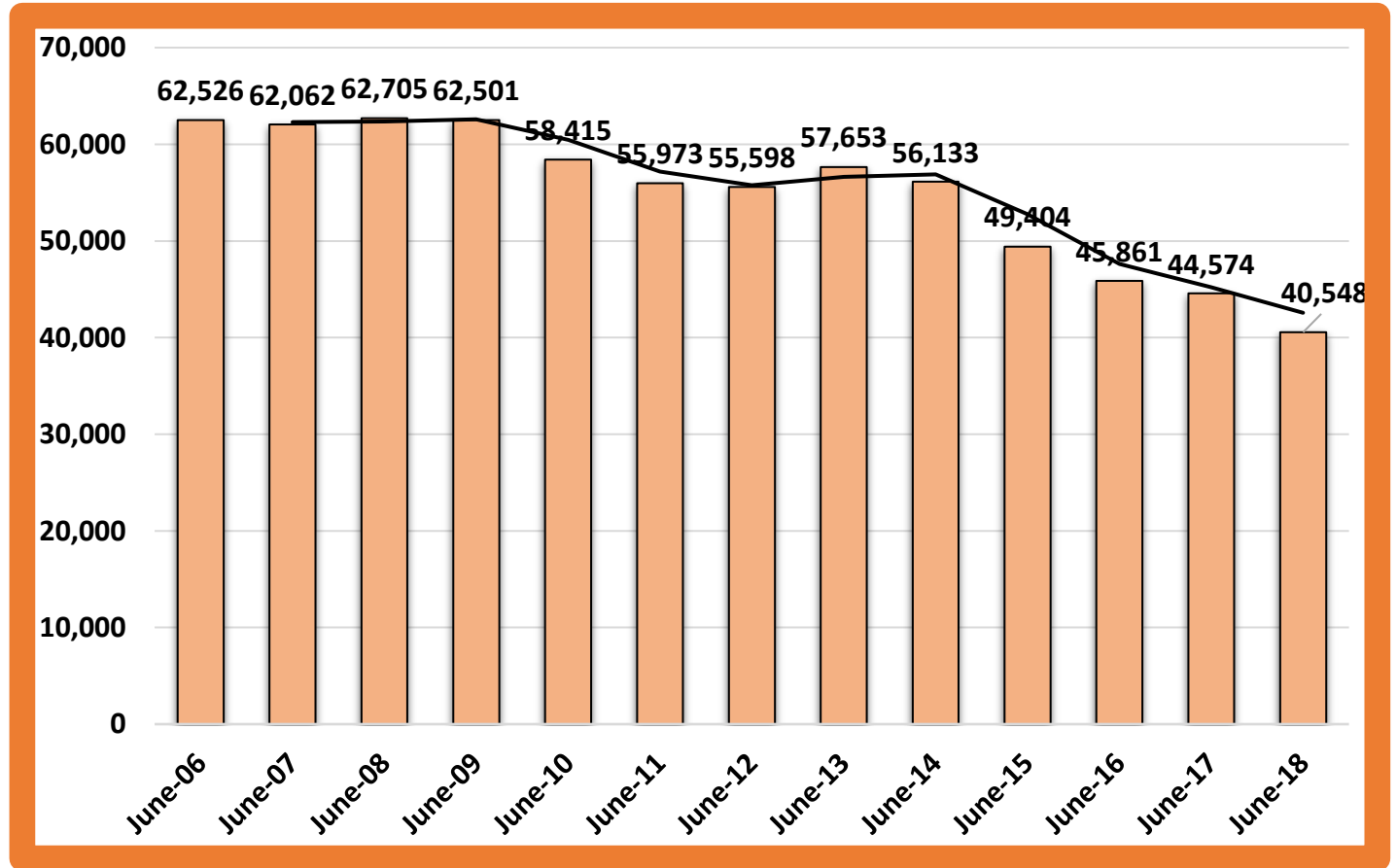
Los Angeles County Probation – Adult Services

Prepared for the Probation Reform and
Implementation Team

Wednesday, January 9, 2019

12 Year Trend in Total Adult Population*

- Since 2006 the population of adult probationers declined 35.15%.
- The population plateaued in June 2007 at 62,705 probationers on active supervision.
- The implementation of AB 109 created a increase in population from 2011 to 2013; however the passing of Proposition 47 further reduced the number of probationers on community supervision.



* This includes ALL cases listed as "Active" in our Adult Probation System including AB109 Warrants, Deportations , and Intake Screening.

Adult Service - Population Information

Total number of adults on Felony Supervision:

30,389 Monthly population count as of 12/01/18.

30,822 12-month average.

Total number of adults on PRSC:

6,035 Monthly population count as of 12/01/18.

6,107 12-month average.

AB 109 Warrants

2,638 Monthly population count as of 12/01/18.

2,433 12-month average.

Total Number of adults on Split Sentence Supervision

1,190 Monthly population count as of 12/01/18.

1,264 12-month average.

Adult Service - Population Information

Total Number of Adult Violations Files every year or month:

1,568 Felony Supervision violation petitions files monthly as of 12/1/18

1,765 12-month average.

AB 109 Revocations

178 Monthly as of 12/1/18.

201 12-month average.

AB 109 Flash Incarcerations

17 Monthly count as of 12/1/18.

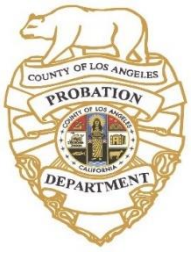
34 12-month average.

Graduated Sanction

182 Monthly count as of 12/1/18.

203 12-month average.

LOS ANGELES COUNTY PROBATION DEPARTMENT'S STRUCTURE DECISION MAKING (SDM) TOOLS



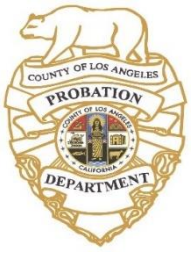
Tools Currently Utilized by Probation

Tool	Assessment	Decision
Modified Wisconsin BD	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Modified Wisconsin OR	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Modified Wisconsin EM	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Modified Wisconsin DRAD	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Static 99R	<input checked="" type="checkbox"/>	<input type="checkbox"/>
LC/SMI	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SARA	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Driver	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Violation Matrix	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Incentives Matrix	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Are the tools “home grown” or “off the shelf”?

Tool	Source
Modified Wisconsin BD	Wisconsin Division of Correction /Modified by LA County
Modified Wisconsin OR	Wisconsin Division of Correction /Modified by LA County
Modified Wisconsin EM	Wisconsin Division of Correction /Modified by LA County
Modified Wisconsin DRAD	Wisconsin Division of Correction /Modified by LA County
Static 99R	Public Domain from Canada/State Mandated
LC/SMI	Multi-Health Systems
SARA	Multi-Health Systems
Driver	The Carey Group
Violation Matrix	Probation AB 109 Bureau
Incentives Matrix	Probation AB 109 Bureau

LOS ANGELES COUNTY PROBATION DEPARTMENT'S STRUCTURE DECISION MAKING (SDM) TOOLS



OPERATION	TOOL	DECISION POINTS
Pre-Arraignment	Modified Wisconsin BD	Pre-arraignment custody/court
Pretrial Post-Arraignment	Modified Wisconsin OR	Post Arraignment, Pre-Trial
	Modified Wisconsin EM	Pretrial, Post Sentencing
Adult Investigations	Modified Wisconsin DRAD	Investigation Supervision Intake
	Static 99R*	Investigation Pre-Sentencing Assignment to Sex Registrant Caseload
Adult Supervision	LC/SMI	Assignment to High Risk and Specialized Caseloads
	Driver	Assignment to SB 678 Caseload/CORE
	SARA	Assignment to Family Violence Caseload
Post-release Supervision	LC/SMI	Intake
	Driver	Prior to development of case plan
	SARA	Assignment to Family Violence caseload (AB 109)
	Violation Matrix	Issues of non-compliance
	Incentives Matrix	Compliant behavior and completion of case plan goals.

Adult Services – Response to SDM Questions

What are the department's plans to employ SDM in the future and which tools and where will the department integrate SDM?

Adult Services will continue the process of developing and implementing SDM tools, as it has since the implementation of the Modified Wisconsin Risk Assessment in the 1990s and the restructuring of Adult Field Services in 2008. This includes in the Department's implementation of the CORE (Coordinated Optimal Rehabilitative Efforts) supervision model.

Have the adult and juvenile tools been validated on the local population? If so, how recently, and if not are there plans to?

The adult tools utilized have been validated, however, they have not been validated for the Los Angeles County population of supervised persons. We continue to explore options for validating all adult assessment tools in the future.

Does the department track overrides on the detention or risk and needs tools?

No, the Adult Services Division does not track overrides.

Adult Services – Response to SDM Questions

Are specialized mental health, substance use, or trauma screens employed by probation staff for adults or juveniles?

Adult Services Division does not utilize specialized assessment for mental health, substance use, or trauma. Staff make referrals to the Department of Behavioral Health, Department of Mental Health, and the Office of Diversion and Reentry. These agencies provide assessment to determine the level of treatment for probationers




Are offender specific assessment tools also employed? (e.g. sex offender, DUI, domestic violence, etc.)

Yes, the Adult Services Division utilizes the Static 99R for Sex Offenders and the Spousal Assault Risk Assessment (SARA) for probationers convicted of domestic violence.




Have department staff undergone implicit bias training?

Yes. Training is mandatory for all staff at all levels.

Adult Services - Summary of Responses to RDA Report

Recommendation by RDA		Status	Response of LACP-JS - January 2019
10	Implement structured decision making throughout the LA Probation Department.		<p>At this time the Adult Service is in the process of developing and integrating more SDM tools for the Adult Probation operations as part of the implementation of the CORE Supervision Model.</p> <p>The AB 109 operations have a more robust SDM process in that they have developed matrices for the application of graduated sanctions for non-compliance, incentive to motivate and reward positive responses to community supervision, and a more structured application of custody sanctions.</p>
11	Adopt risk-based supervision based on validated risk assessment tools, and graduated responses to compliance and violations.		<p>Adult Services adopted the Levels of Service/Case Management Inventory in 2008 and continues to use this validated risk assessment in all supervision operations. As indicated above, Adult Services continues to develop SMD tools for graduated responses to compliance and violations. Adult Services is in the process for securing an outside agency to validate all risk assessments used.</p>
12	Incorporate tools into electronic client data management systems and their use should be built into DPO training and job descriptions.		<p>Adult Services has incorporated the Wisconsin Risk Assessment into its automated case management system.</p>
12a	Incorporate risk tools and SDMs into Department's improved data system to create a dashboard that managers can easily view to assure staff are adhering to the tools and not over-supervising or over-incarcerating		<p>Adult Services is working to enhance its PROBSTAT system to provide more qualitative matrices to better inform internal decision making process for adult services. This include the planned integration of PROBSTAT with new case management system to provide improved data collection and analysis.</p>
12b	Limit DPOs ability to override the recommendation of tools		
12c	Require supervisors to review and approve most overrides and all recommendations for returns to custody for supervision violations		<p>Adult services has a process in place where DPOs may override the Wisconsin automated assessment, but only with SDPO clearance and approval.</p>

Adult Services - Summary of Responses to RDA Report (cont.)

Recommendation by RDA		Status	Response of LACP-JS - January 2019
13	Reduce contact with low risk clients and clients who are demonstrating success in complying with their supervision terms.		Adult Services implemented a risk assessment to classify adult probationers based on risk since 1995. Low risk cases are banks and DPOs have minimal contact.
14a	Reduce supervision terms for successful youth and adult clients by stepping down supervision active to banked caseloads after a year of compliance and achievement of case plan goals.		Adult Supervision has existing policy that provides for early termination of adult probationers who have successfully completed all terms and conditions of supervision. There is also policy that allows probationers to step-down in supervision level if early termination is not accepted by the court.
14b	Reduce supervision terms for successful youth and adult clients by working with the Court to establish criteria for early termination.		As indicated above, Adult Services has a process for referring probationers for early termination.

Questions?



Los Angeles County

PROBATION REFORM AND IMPLEMENTATION TEAM

Overview, SDM, Risk Assessment Tools

John Raphling, Sr. Researcher, Human Rights Watch, Los Angeles



Los Angeles County

PROBATION REFORM AND IMPLEMENTATION TEAM

Comment Card Questions

- 1. How do you think SDM can support matching the right services to Probationers?***
- 2. How would you like for Probation to implement SDM in their service delivery system?***



Los Angeles County

PROBATION REFORM AND IMPLEMENTATION TEAM

Thank you for participating.

We look forward to reading your comments.

The next public meeting will be held on January 26, 2019, in Long Beach. The topic for discussion is Probation Adult and Juvenile Facilities

We will see you there.





Los Angeles County

PROBATION REFORM AND IMPLEMENTATION TEAM

Upcoming PRIT Community Meeting

Saturday, January 26, 2019: Probation Juvenile Facilities and Services

Contact PRIT Public Information Officer

➤ Robert Battles: rbattles@prt.lacounty.gov

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