



**COUNTY OF LOS ANGELES  
PROBATION COMMISSION**  
9150 EAST IMPERIAL HIGHWAY – DOWNEY – CALIFORNIA 90242  
**(562) 940-2754**



**MINUTES OF REGULAR MEETING OF SEPTEMBER 27, 2018**

The regular meeting of the County of Los Angeles Probation Commission was held on Thursday, September 27, 2018 at the Kenneth Hahn Hall of Administration, 500 West Temple Street, 1<sup>st</sup> floor, Room 140A, Los Angeles, California 90012.

I. Commission President Joe Gardner welcomed all and called the meeting to order at 10:07 A.M. President Gardner informed the Commissioners and all present that the meeting was being recorded and asked that all identify themselves prior to making any statements.

The following Commissioners were present:

1<sup>st</sup> Vice President Jan Levine  
2<sup>nd</sup> Vice President Daniel Seaver  
Commissioner Yamashiro  
Commissioner Caster  
Commissioner Meredith  
Commissioner Shutan  
Commissioner Mitchell  
Commissioner Hoover  
Commissioner Butler  
Commissioner Herbon  
Commissioner Swartz

The following Commissioners were not present:

Commissioner Martinez  
Commissioner Kaplan

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**Commissioners**

Joe Gardner-President,  
Hon. Jan Levine (Ret.)-1st Vice President, Daniel Seaver – 2<sup>nd</sup> Vice President,  
Donald Meredith-Sergeant at Arms, Azael Martinez-Sonoqui, Cyn Yamashiro, Esq.,  
Jacqueline Caster, Esq, Jo Kaplan Esq, Olivia E. Mitchell, Peter Shutan,  
Rev. Zachary Hoover, Hon. Betsy Butler (Ret.), Randy Herbon, Gale Swartz

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The following staff were present:

Sheila Mitchell, Chief Deputy  
Dave Mitchell, Deputy Director  
Luis Dominguez, Acting Deputy Director  
Tiana Murillo, Chief of Staff  
Reaver Bingham, Chief Deputy  
Jack Sims, Probation Director  
Katheryn Beigh, Probation Director  
Exinia Lavarreda, Supervising Program Analyst  
Genesis Cervantes, Staff Assistant

The following members of the public signed in:

Lisa Small  
Maged Botros  
Caleigh Wells  
Ken Ellis  
Regina Goree  
Ramon Quintana  
Maureen Pacheco  
Celeste Fremon  
Cookie Lommel  
Sara Tiano  
Hanumantha Damerla

### **III. APPROVAL OF MINUTES**

Commissioner Levine motioned to table the minutes of December 14, 2017. Commissioner Butler seconded the motion and the motion was approved.

Commissioner Seaver motioned to approve the minutes of September 13, 2018. Commissioner Swartz seconded the motion and the minutes were approved with the amendment of adding Maureen Pacheco and Natasha Khamashta to the list of individuals present.

Commissioner Seaver recommended for the list of individuals present in the minutes be changed to members of the public that signed in.

### **IV. LOS ANGELES COUNTY PROBATION DEPARTMENT UPDATE**

#### **Reserve Program Presentation**

Commissioner Shutan thanked Chief of Staff Tiana Murillo and Chief Deputy Reaver Bingham for presenting on the Reserve Program as it is a program that is very important to him.

Chief of Staff Tiana Murillo stated that the Reserve Program is a volunteer program in which volunteers are supervised by probation staff members with the intent to enhance The Probation Department's existing resources. Volunteers are not paid and are not a replacement for paid staff. Volunteers are provided special training to assist staff with a variety of responsibilities. The program is managed by an Reserve Deputy Probation Officer (RDPO) Program Coordinator but it is housed in staff training. The current Reserve Program roaster has 60 reserves; out of the 60 reserves, roughly 50 are active. Of the 50 about half of the reserves are assisting in the AB 109 functions or area offices. The remainder are assisting in juvenile facilities.

Chief of Staff Tiana Murillo stated that the Probation Department is working on improving recruitment for probation staff and it is one of their main priorities; that being said the Probation Department will commit to improve the Reserve Program. The first step the Probation Department is taking is moving the program back to operations. Chief of Staff Tiana Murillo stated that the Probation Department must take a deeper dive into what can be done to revive the program and is happy to get the Commission's advice.

Chief Deputy Reaver Bingham stated that the Probation Department's desire is to maintain the Reserve Program and build on it. The Probation Department will consider if they will be able to sustain the program. For the time being, the Probation Department will analyze how they can improve the Reserve Program before they move forward.

Commissioner Shutan inquired what is Chief Probation Officer Terri McDonald's vision for the Reserve Program. Chief Deputy Reaver Bingham stated that Chief McDonald's vision is neutral and she would like to get the analyst on how the Reserve Program can be rebus. Chief McDonald is concerned and would like the Probation Department to address the mandated programs.

Commissioner Shutan inquired what is the status of the 10 non-active reserves. Ms. Murillo stated that most of the reserves are in the process of receiving an assignment and 2 of them have a medical reason that is preventing them from actively participating.

Commissioner Meredith addressed his concern that there are assigned reserves who have not been contacted for an assignment and have been in the Reserve Program for 5-6 years. Ms. Murillo asked Commissioner Meredith to provide the names of those reserves so that she can get in contact with them.

Commissioner Shutan inquired who oversees the Reserve Program. Ms. Murillo stated that currently the program analyst is Judy George but the contact may change.

Commissioner Shutan inquired if the Probation Department is receiving timesheets from the reserves. Ms. Murillo stated that she will follow up.

Commissioner Shutan addressed his concerns with the area offices being unaware about the Reserve Program and inquired if the Executive Board is aware of the hold on

the Reserve Program. Chief Deputy Reaver Bingham stated that the Probation Department will meet with the Executive Board and the Commission to discuss the Probation Department's plan for the future of the Reserve Program. Deputy Reaver Bingham Chief stated that there are some issues the Probation Department must consider and follow up on and asked the Commission to give the Probation Department time to improve the reserve program.

Commissioner Shutan stated his concerns with the Reserve Program and hopes for progress. Commissioner Meredith suggested the Commission form a subcommittee dedicated to the Reserve Program.

Commissioner Swartz requested quarterly progress updates on the Reserve Program. Commissioner Shutan agreed and requested an update on the Reserve Program in 3 months.

President Gardner inquired what are the requirements to maintain a reserve status in the Reserve Program. Mr. Murillo did not have that information. Commissioner Shutan stated that the Reserve Program manual states 16 hours a month and 90 hours a year must be served to maintain your reserve status according to the 2006 manual. Commissioner Swartz requested the Reserve Program Commissioner Shutan will share the 2006 Reserve Program Manual with the Commission.

Commissioner Seaver inquired what is the ideal usage of the Reserve Program. Commissioner Shutan stated that over the years the Reserve Program has been stabled but it has lost some direction over the years. Commissioner Shutan added that he and Commissioner Meredith have discussed creating a formal Reserve Program with levels of reserve that are experts in a certain area and that are A32 approved. Commissioner Shutan stated that his vision for the Reserve Program is to be an augmentation to what the Probation Officers do; a properly trained reserve can assist Probation Officers. Commissioner Meredith added there is a variety of administrative work reserves can aid in; some document must be signed by a sworn officer and that is where the A32 comes in. Commissioner Meredith stated that the Reserve Program can also help the Probation Department with recruitment.

Commissioner Seaver inquired if there is a challenge in assigning reserves. Commissioner Shutan stated that it can be a challenge but the Executive Board is designed to assist in that area and with coordinating areas that need the extra help to assign reserves in.

Commissioner Herbon stated that he began his career in the Reserve Program and that the Reserve Program along with the internship program were very valuable programs. Commissioner Herbon stated that he is concerned that a Bureau Chief will oversee the program instead of a sworn staff.

Commissioner Herbon requested information on an internship program in the Probation Department. Ms. Murillo stated there is no single internship program in the Probation Department but there are a few fellowship and internship programs offered.

#### The Probation Department's Response to the Campus Kilpatrick Visit

Chief Deputy Sheila Mitchell thanked the Commission for their inspection visits as the Commission serves as a second pair of eyes for the Probation Department and helps identify areas that need improvement. The Probation Department submitted their response to Commissioner Caster's Campus Kilpatrick visit on September 10<sup>th</sup>, 2018. Chief Deputy Sheila Mitchell added that she had the opportunity to speak with Vice President of the National Counsel of Crime and Delinquency (NCCD) Dr. Angela Wolf who also will serve as an evaluator to Campus Kilpatrick and will begin work next week. The Probation Department's focus is implementation on the custodial care of the youth in custody.

Commissioner Caster thanked the Probation Department for their response. Commissioner Caster stated she revisited Campus Kilpatrick on September 25<sup>th</sup>, 2018 and has been impressed with the staff members and their deep concern and affection for the youth in their care. Commissioner Caster also stated that her report was not just based on her September 10<sup>th</sup> visit, but also her extensive follow-up conversations with Mark Steward from the Missouri program as well as with staff at Campus Kilpatrick.

Commissioner Caster stated that noticeably missing in the Probation Department's response is the number of youth who have reentered the system after being released. Commissioner Caster stated that Campus Director, Katheryn Beigh stated there have been 3 reentries who had new arrests, but has not been informed what the number of probation violations are or the number who have turned 18 and may be incarcerated in the adult system. Commissioner Caster also addressed that there is no data collection at the moment, but that Chief Deputy Sheila Mitchell had previously stated at a Commission meeting that such collection began on Day 1 of the facility opening. Chief Mitchell said that the data collection at Campus Kilpatrick will now begin in the next week. Commissioner Caster mentioned that without data collection and an outside advisory committee there is a problem in tracking effectiveness. Commissioner Caster stated she had requested a copy of the contract signed by NCCD and a copy of the collected data for this meeting. Chief Mitchell stated they will be made available to the Probation Commission, but did not give a time-table.

Commissioner Caster stated she would like to see a more independent grievance system to serve as another set of outside eyes for the Probation Department and that Mark Steward agrees. Chief Deputy Sheila Mitchell stated that the Probation Department has looked at different grievance systems with consultants and are landing on a grievance system that is workable. The youth have provided feedback on what is effective. Commissioner Caster replied that the process they plan to use is ridiculous because it leaves the kids to bring their complaints to their group sessions. She added

that this does not come anywhere near meeting any best practices models anywhere and eliminates confidentiality.

Commissioner Caster stated that the integral part of the model is the small group sessions and addressed her concerns with probation staff hours. She stated that it is difficult to run consistent group sessions with staff scheduled for 56-hour work weeks. It means that there can be no consistent group leaders (sometimes up to 3 different ones per week) and therefore, no continuity. Commissioner Caster urged the Probation Department to reconsider the work schedule. Chief Mitchell added that the 56-hour shift is a contractual right and it is not something the Probation Department can eliminate. Caster asked why and complained that there was no adequate response.

Other models such as the Missouri Model do not have 56-hour shifts. The Probation Department has been looking into working with staff hours to create continuity, and Chief Mitchell stated that they have “come up with having a team leader that can work between the various shifts.”

Commissioner Levine added that in the planning committee meetings for Campus Kilpatrick there were representatives of the union who did not oppose eliminating 56-hour shifts. Chief Mitchell stated that the Probation Department should plan a recruitment of staff willing to work a 40-hour work shift. Chief Mitchell said it could not be required for staff to change from a 56-hour shifts and if they did so, it must be voluntary. Chief Mitchell added that many things go behind the changing of job classifications.

Campus Kilpatrick Director, Katheryn Beigh, stated that regarding the staff switching from a 56-hour shift to a 40-hour work week, only 4 employees have volunteered to make the change. Caster noted that it's only the group leaders who need to change to 40 hours, not the rest of the staff

Commissioner Caster stated that she has concerns about moving youth with mental health problems from Challenger to Campus Kilpatrick as it can disrupt the cohesiveness of the group sessions. Commissioner Caster mentioned it might be a better idea to have the Department of Mental Health (DMH) offices involved prior to the youth participating in the reentry program. She mentioned that in a prior meeting, Deputy Director Dave Mitchell stated that large blocks of kids from Challenger will be moved into Kilpatrick all together. She added that this could be catastrophic. And that Mark Steward had said that if you bring in children with mental health issues, they need to be handled and brought in individually and not until they're truly ready to be in the group setting.

Commissioner Caster cited a statement in the Department's response that the hard work begins once the youth leave custody and mentioned that the only other time she ever heard that statement, it was from former Probation Chief Robert Taylor who did not believe in the Missouri small group model. Commissioner Caster stated that she disagrees with the statement and believes the work should be done while the youth are

in custody with experts in rehabilitation and who can arrange ongoing mentorship during reentry and she would like to hear what is being done with the reentry program.

Chief Deputy Sheila Mitchell stated that the L.A Model has been in the works for 7-years and stated that the Probation Department staff have worked hard to bring the L.A Model to what it is today. The Probation Department is looking at becoming successful with this model before they can deploy it at other camps

Chief Deputy Mitchell stated that the camp consolidation plan is on track and the camp population continues to shrink; the population is now down to 263, a 90% decrease from the camp population 10 years ago. The Probation Department states that they have been using community based interventions which have helped to lower the population. However, Caster added that the JJCPA dollars that are to be spent in the community for prevention programs are not getting into the hands of the providers. Probation oversees these programs.

Commissioner Caster also mentioned that there are many different reasons why the population is down as it is a national trend, not just here in Los Angeles and also stated that the LA Model was championed by the outside community activists and that the Probation Department did not lead the charge on it. In fact, Chief Taylor opposed it. That is why it is very upsetting and puzzling that the outside advisors from the community have been completely shut out of the process since the camp opened. The advisors have not been consulted and when they have tried to intervene, they have been ignored. Mark Steward said that in Missouri, there has been a team of 15 key advisors from communities across the state who have been integral in the program development and its implementation for years.

Chief Deputy Mitchell mentioned 5 camps have been closed and that Camp Scobee will be closing November 2<sup>nd</sup>, 2018 and the Probation Department plans to have Challenger closed by sometime in 2019. The Probation Department wants to ensure everyone is ready to address the needs of all the youth as there is no cherry picking on the type of youth that are in custody. Chief Deputy Mitchell stated that a profile of the youth at each camp can be presented and stated that a transition plan will be distributed to the Probation Commission once it is finalized. Commissioner Caster stated that the Kilpatrick model actually is predicated upon cherry-picking and that there is nothing wrong with that if it keeps kids from every returning.

The Probation Department is working on tracking outcomes, as of recently 43 youth have been released from custody at Campus Kilpatrick. Currently 5 youth have new sustained charges (contrary to the information Caster received from Ms. Beigh that there were just 3) Out of the 5 youth, 3 are in suitable placement, 1 is home on probation, and 1 is in camp community placement.

Commissioner Caster added that she would like to hear directly from Angela Wolf at NCCD who has essentially been "missing in action" since Campus Kilpatrick opened.

Commissioner Caster added that Angela Wolf was supposed to be tracking data from the day Campus Kilpatrick opened.

Chief Mitchell stated that she served as the Probation Chief for Santa Clara County for 9 years, and in 2006 they began a model similar to the L.A Model with Ken Ellis and Mark Steward as consultants and stated it wasn't until 2009 that they saw positive changes. Right now, the Probation Department is in the beginning stages of the L.A Model. Chief Deputy Mitchell stated the Probation Department is taking on a huge task as they are trying to change the culture between probation staff and youth. Chief Mitchell stated that she speaks often with Mark Steward and Angela Wolf and mentioned there was a delay in getting the contract signed as Angela Wolf was promoted to Vice President of the NCCD, but that the contract will be provided to the Commission.

Commissioner Caster stated that there is no reason to reinvent the wheel as Mark Steward knows exactly what will not work and what will. His model and versions of it have been implemented all around the nation.

Ken Ellis from the Missouri Youth Services Institute stated that culture change takes time and that programs do not change youth, it is the people and staff that do. Mr. Ellis stated that in changing the culture, the Probation Department wants to make sure staff go from a custodial role to a more mentoring role. To achieve this the Probation Department has come up with a small group model to help staff develop the confidence to interact and be more one on one with the youth. In the past, staff went to work with the mentality of getting through the day with minimal problems; now they are asking staff to work with youth toward treatment goals and a release plan. Mr. Ellis stated that when the Missouri Youth Services Institute partnered with the Probation Department, they were aware of the challenges with the 56-hour shifts but will have a group leader to work between the shifts and provide youth with continuity. Mr. Ellis stated that they are not satisfied with the outcomes thus far, but have learned things along the way and will work on ongoing mentoring and coaching of staff with youth.

Commissioner Levine stated that she personally worked on the preparation for adapting the L.A Model and addressed that there are staffing impediments, one being the 56-hour shifts. The excuse by the Probation Department that staff do not want to make the long commute to and from Kilpatrick doesn't apply to everyone. Commissioner Levine stated that there are willing staff and that the Probation Department also needs to consider recruiting in the area. Commissioner Levine added that she hopes rehabilitative language has been added to job materials and stated she had not seen the change which can affect the kind of people the Probation Department hires.

Commissioner Seaver stated that the Commission is aware of the schedule conflict but the Probation Department should consider that it is the youth that pay the price.

Commissioner Caster stated that in speaking with Mark Steward he mentioned a major key to success of the Missouri Model was the advisory team of 15 key individuals.



Commissioner Caster stated that the Probation Department needs to bring back the original advisory team to oversee and keep the L.A Model on track.

Ms. Beigh stated that rehabilitative language is discussed in the job interviews, and the Probation Department is working on added it to the job classifications. The Probation Department has found the most effective way is to show the job description is in documents.

Commissioner Herbon inquired how many youth have left camps when they turned 18 and how many youth have reentered the system as adults. Commissioner Herbon stated he never faced issues with staff not willing to change their schedules. Commissioner Herbon stated that the juvenile system in California may be different from Missouri's and inquired if there are any studies being done comparing the youth from California to the youth in Missouri. Chief Mitchell stated that part of the evaluation is to look at the youth's demographics and offenses but youth are not labeled by the county they belong to. Chief Mitchell stated the Probation Department's goal is to create culture change in 1 year and are also focused on youth's engagement in the community after release. Chief Mitchell stated that the Probation Department will look at data from both the adult and juvenile side. Deputy Director Dave Mitchell stated the Probation Department's was mainly focused on helping the younger youth who are still in high school. With the lower populations, the Probation Department is left with the high need/high risk youth and are housing DJJ youth. The Probation Department is working on developing camps that can handle the youth needs and Campus Kilpatrick will be one of those camps.

Commissioner Caster was asked if the youth in Missouri had less serious issues than those in Los Angeles. She noted that when she went to Kansas City, she visited 3 facilities, some of which had very serious offenders (convicted of capital murder). But the good news was that most were on track to leave soon and had been accepted to colleges they were planning to attend. Commissioner Caster believes the Probation Department can accommodate mental health youth, but that it must be done gradually as recommended by Mark Steward. The idea of bringing in large groups of kids with serious mental health issues all at once would be disastrous, she said, according to Steward.

Commissioner Swartz inquired how are lessons learned documented and is the root cause, correction action, and effectiveness of the correction action looked at. Mr. Ellis stated that when the Missouri Model began it was a strategy they worked on and it was not created as a model. As time went on they built upon what was effective.

Commissioner Swartz inquired whose responsibilities is it to collect data. Ms. Beigh stated that the Probation Department's computer system collects the data regarding recidivism. Someone outside of Probation collects outcome and evaluation data. Onsite data is documented by an ongoing committee. Commissioner Swartz requested to discuss with the Probation Department one on one, Deputy Director Dave Mitchell

stated he will reach out to have a discussion. Dr. Angela Wolf can present and share the collected data with the Commission.

Ms. Beigh stated that aside from the 5 youth who were rearrested, the other 38 were living successfully in the community. Caster replied that "We don't know that without seeing the data youth by youth" and that she would like to see it.

Chief Mitchell said that the Department has formed an Advisory Committee to monitor the efforts of the data collection between Director Beigh and NCCD. Caster asked who the members were and Chief Mitchell said herself and Director Beigh. Caster stated that that did not sound like an oversight committee to her.

Commissioner Hoover announced that new FBI crime data was released stating crime has decreased across the country and the data shows that crime rates fell faster in the cities that decarcerated more. Commissioner Hoover stated that there is a lot of work that needs to be done but the Probation Department is headed in the right direction.

Commissioner Mitchell inquired Dr. Damerla's thoughts regarding youth with mental health needs in probation. DMH Supervising Mental Health Psychiatrist Hanumantha Damerla stated that he is very happy with the DMH program in probation and stated there is a high amount of mental health diagnosis in the juvenile system. DMH is working on getting the youth the therapy and medications that they need. Dr. Damerla stated that all youth released from the camps or juvenile halls can now receive DMH services.

Commissioner Levine inquired if DMH can discuss with the probation staff regarding individual youth in custody. Dr. Damerla stated that DMH staff can discuss individual youth cases with probation staff such as youth who are taking medication and the side effects.

Commissioner Butler stated that today September 27, 2018 marks 1 year since her, Commissioner Levine, and President Gardner visited Central Juvenile Hall and stated that looking over the minutes of December 14, 2017 she has many questions that were not answered by the Probation Department.

Commissioner Butler will send her concerns to the Department and requested to agendaize the following:

- A response from the Probation Department of questions and concerns raised in the minutes of December 14, 2017.
- A discussion explaining the rise in the number of minors in Hope Centers in the juvenile halls.
- An update on how minors preparing to exit the camps obtain identification through the DMV.

## **V. PUBLIC COMMENT**

There were no public comments.

## **VI. OLD AND CONTINUED BUSINESS**

The discussion of the memorandum, "Probation Commission Transition to Probation Oversight" by President Gardner was tabled for the next meeting. President Gardner asked the Commission to email him any additions.

## **VII. ANNOUNCEMENT**

President Gardner announced that all site inspections are due by November 8, 2018.

President Gardner announced he recently visited Camp Afflerbaugh with Commissioner Herbon and will share their inspection report soon.

Commissioner Levine announced she and Commissioner Butler are planning to visit Camp Scott on October 18, 2018 and welcomed any Commissioners that would be interested in joining them.

Commissioner Mitchell addressed her concerns with misinformation being shared at the PRIT meetings.

## **VIII. ADJOURNMENT**

Commissioner Shutan moved to adjourn the meeting. Commissioner Hoover seconded the motion and the meeting was adjourned at 12:10 P.M.