



**Crime and Justice Institute (CJI) at Community Resources for Justice**

The background of the slide is split into two vertical panels. The left panel shows a perspective view of a suspension bridge's steel truss structure, receding into the distance. The right panel shows a row of classical stone columns, also receding into the distance. The text 'Systemic Intervention Webinars' is overlaid in white, bold, sans-serif font across the right panel.

# **Systemic Intervention Webinars**

## **Selecting Opportunities for Systemic Intervention**

**December 16, 2011**

# Overview

The *Systemic Intervention Series* has been developed with funding provided by the National Institute of Corrections and the Public Welfare Foundation

- Technical Assistance throughout California through the Chief Probation Officers of California
- Designed for multiple stakeholder groups within local criminal justice systems
- Builds awareness and education within local criminal justice systems to enhance public safety, reduce costs, and improve results
- Visit <http://cjinstitute.org/projects/caprobation> for free download

# Systemic Intervention Series

Learn how to use systemic interventions to improve local criminal justice systems. Please join us for the third systemic intervention webinar:

## ***Implementation of Systemic Interventions***

Friday, January 20, 2012, 10:30 a.m. – 12:00 p.m. PST

This webinar and past webinar recordings and materials can be found at:

<http://cjinstitute.org/projects/caprobation>

# Agenda

- Panelist Introductions
- Overview of Systemic Interventions
- California Example
- Feature Presentation: Virginia Panelists
- Your Questions, Answered
- Announcement of the Upcoming Webinar
- Evaluation



Information on all our webinars, including PowerPoint with audio, follow up documents, and other helpful resources can be found on our website:

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For further inquiries, contact:  
Gabriella Priest, Research Assistant  
[gpriest@crjustice.org](mailto:gpriest@crjustice.org)

# Panelists



Overview Presenter &  
Moderator

**Scott MacDonald**  
***Chief Probation Officer***  
Santa Cruz County  
California

# Feature Presenter

**Wendy Goodman**

***Chief Probation Officer***

Charlottesville-Albemarle

County

Virginia



# Feature Presenter



**Colonel Ronald Matthews**

***Jail Superintendent***

Albemarle/Charlottesville  
Regional Jail

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# Goals of Systemic Interventions

- Data-driven solutions for justice improvement
- Identifying and implementing more effective ways to reduce crime and recidivism, hold offenders accountable, and reduce reliance on incarceration through safe and effective interventions at various process and decision making points
- Compliment and build upon offender focused interventions by providing a system “lens” or frame

# Guiding Principles of SI

- Leadership, Collaboration and Self-Critique
- A System Perspective
- Commitment to Thoughtful Planning and Data-Driven Decision Practices
- Examination of Key Decision Points
- Build Capacity through a Continuum of Options to Safely Reduce Reliance on Incarceration
- Innovation and Replication
- From Policy to Practice
- Commitment to Research-Based Practices

# Systemic Intervention Practices

- What are system practices?



- Where are opportunities for reform and how can we address them?



- Did it work and how can we improve?

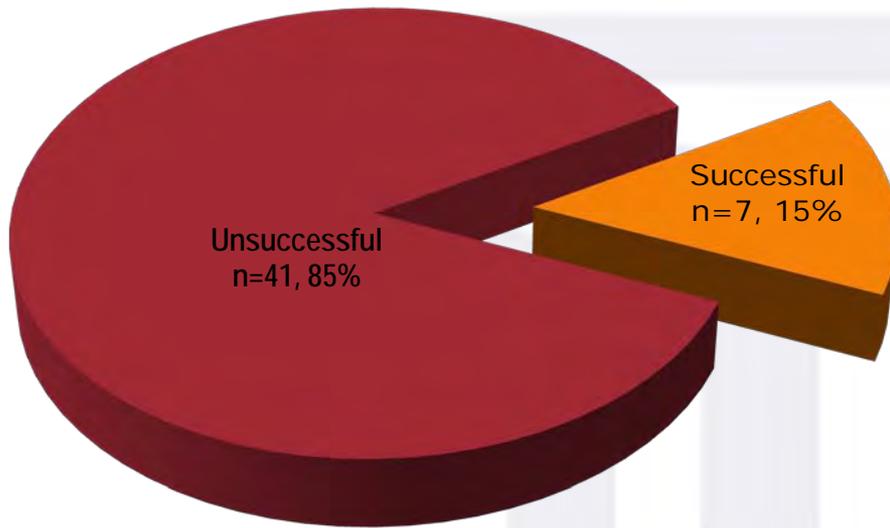
- Implement accordingly and correct as needed

# Connecting Data to the Intervention

- **Data analysis is a crucial first step**
  - See data webinar at <http://cjinstitute.org/projects/caprobatation>
- **Data keeps you honest and is able to guide the process for stakeholder involvement**
  - Helps to foster agreement
- **Focuses the invention on your specific needs**
  - Off the shelf interventions may require transferability considerations to fit your location
- **Assists with measuring desired outcomes**
  - Can evaluate data after implementing a response

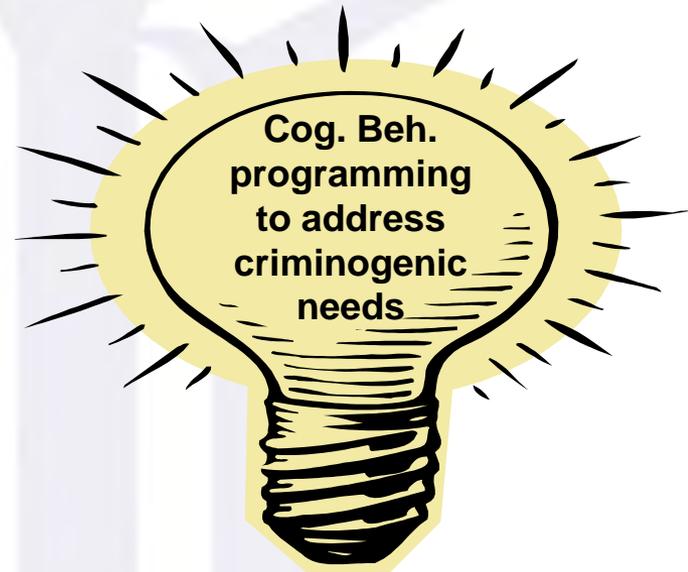
# Santa Cruz Example

## Total Number Treatment Referrals



- Breakdown of data showed that the majority of treatment referrals (85%) were unsuccessful

- Examination of 2010 data identified the non-non-nons group as mainly drug offenders, with property offenses to follow
  - All but one property offender had a substance abuse issue



# Evidence-Based Decision Making in Local Criminal Justice Systems Initiative

- **Federal Sponsors**

- National Institute of Corrections (NIC)
- *With support from the Office of Justice Programs*

- **Technical Assistance Consortium**

- Center for Effective Public Policy
- Pretrial Justice Institute
- The Justice Management Institute
- The Carey Group



# Seven Seed Sites

- Eau Claire County, Wisconsin
- Grant County, Indiana
- Mesa County, Colorado
- Milwaukee County, Wisconsin
- Ramsey County, Minnesota
- **Charlottesville/Albemarle, Virginia**
- Yamhill County, Oregon

# EBDM Initiative

## Organizational Structure

### Charlottesville-Albemarle Policy Team



***“Working together for a safer community, one person at a time”***

The agencies in the Charlottesville/Albemarle Criminal Justice System seek to achieve justice and make communities safer by working closely together, applying the best known research to policies and practices, listening to those affected by crime, and recognizing that every interaction can lead to improved outcomes.

# The Goal of the EBDM Initiative

- Affirm existing practices that have been demonstrated to be effective
- Inspire and challenge practices that can be improved
- Create tools and processes that can be replicated elsewhere
- Address those thorny issues that are barriers to advancement

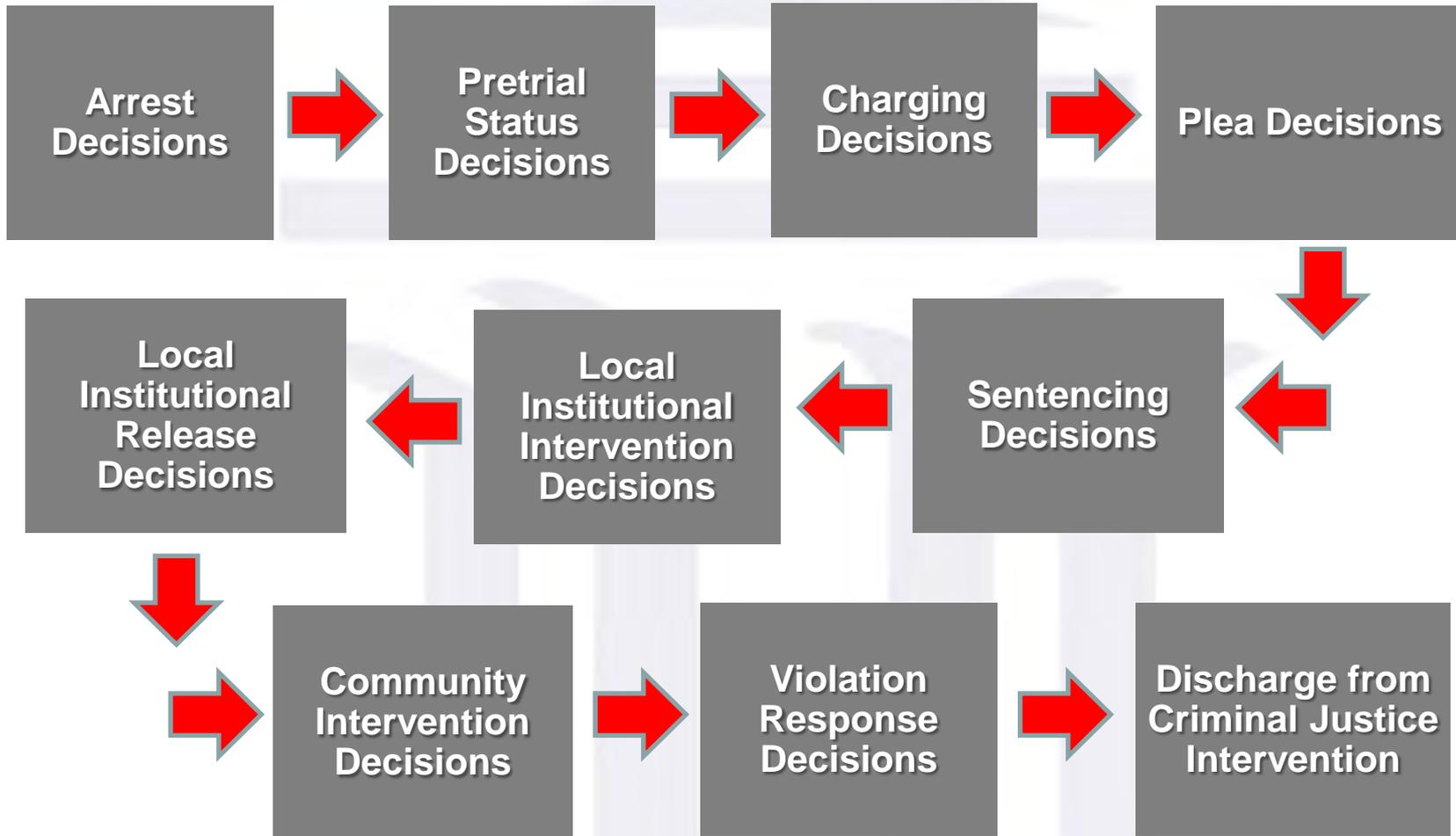


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# Key Decision Points



# Principle #1

The professional judgment of criminal justice system decision makers is enhanced when informed by evidence-based knowledge.

Examples: use of risk tools; effectiveness of interventions under certain conditions

Evidence-based knowledge does not replace discretion but instead, informs decisions.

# Principle #2

Every interaction within the criminal justice system offers an opportunity to contribute to harm reduction.

Examples: law enforcement officer at the point of arrest, pretrial officer at assessment, judicial officer on the bench

To be effective, justice system players must understand how their interactions influence others and have the knowledge and skills to enhance this influence.

# Principle #3

Systems achieve better outcomes when they operate collaboratively at the individual, agency, and system levels

Example: Establishment of policy teams and operational protocols that define how others will be consulted and decisions made

Decision making responsibilities remain at the individual and agency level, however under the collaborative approach, input is received and other's interests are taken into account.

# Principle #4

The criminal justice system will continually learn and improve when professionals make decisions based on the collection, analysis, and use of data and information

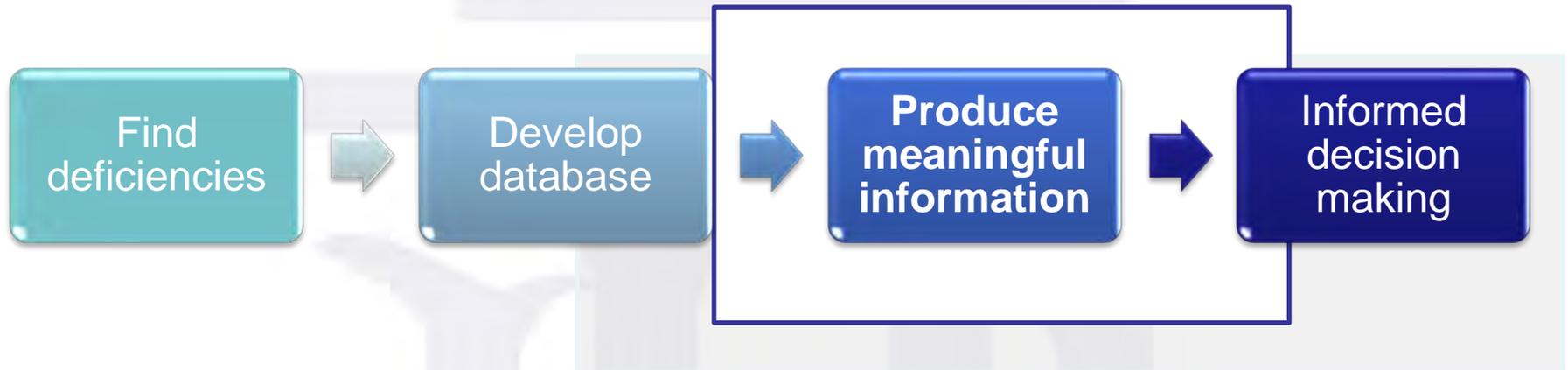
Examples: Establishment of agency and system wide performance measures; feedback loops to examine efficacy of current practice

Where evidence is not immediately available, the justice system may need to use its own data to determine what is or is not working.

# Challenges – Information

- Additional inmate information
  - Recidivism
    - Number of times in jail, dates in jail, sentence lengths
  - All charges
    - Specific charge, number of charges, all charges recorded
  - Court involvement
    - Dates, # of continuances, reason for continuances, result of involvement
  - Bonds
    - Acceptance, amount, date, number of times offered, reason
  - Program history
    - Dates, percent complete, stay program was completed
  - Probation violations
    - Type of probation, performance on probation
  - Length of stay
    - Begin serving time, stop serving time, final release, reason

# Data Management Process



## Capstone Team

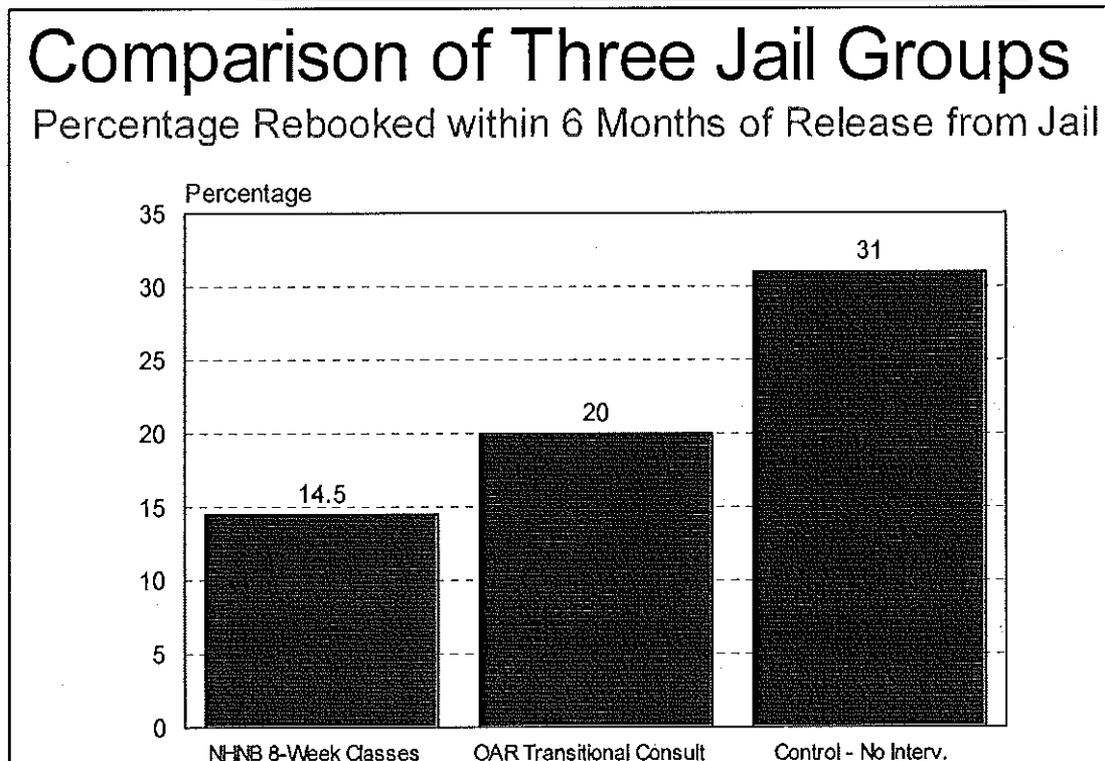
- Compile deficiencies
- Determine data requirements
- Create database framework

## Future Work

- Update database
- Produce data analysis capability
- Create sharing and display capability

# Jail Data Analysis

Data is necessary in order to see whether an intervention is successful



Most intensive intervention was associated with lowest level of rebooking

# Mini Assessment

## Evidence Based Violation Decisions

- Taken from a report to the Charlottesville-Albemarle EBDM Team by Mimi Carter of the Center for Effective Public Policy under the support of NIC

# Probation Violation Data

## Key Research Findings Relevant to Violation Responses

- Swift responses to non-compliant behavior reduce the likelihood that the behavior will be repeated
- Certainty of a response to non-compliant behavior results in reductions in future deviance
- Risk principle: has bearing on how violations are addressed; interventions linked to likelihood to reoffend
- Effectively addressing offenders' criminogenic needs leads to reductions in prison misconduct and recidivism; needs should be considered in crafting responses to violations

# Implications for Policy and Practice

## **1. Prevent violations where possible.**

- a. Use EBP to engage offenders, develop professional alliance, match intervention intensity to risk level, and effectively address dynamic risk factors
- b. Take a proactive approach to offender supervision and management by anticipating failure and intervening in appropriate ways to make violations less likely
- c. Incentives can be a powerful tool to enhance motivation; Incentives and rewards should be provided at a ratio of at least 4:1 to be effective.

# Practice Implications-Continued

- 2. When violations do occur, make responses as effective as possible.**
  - a. Staff should be clear about what the rules are and respond whenever a violation occurs. This communicate both that rules are taken seriously, and that staff is paying attention to behavior. Ignoring violations – or allowing them to accumulate – promotes failure rather than success.
  - b. Employ responses that are proportional to the wrong-doing. Responses do not need to be harsh to be effective.
  - c. Respond to violations as quickly as possible.

# Quality Assurance and Data Collection and Analysis

## Probation Violation

- **Admissions, Average Daily Population, and Terminations**
- Number of admissions to supervision
- Average daily population under supervision
- Average length of time under supervision
- Numbers of exits from supervision
- Of discharges, number of successful discharges, revocations, and/or discharges to a new sentence
- Number of jail/prison admissions resulting from violations
- Percentage of successful terminations

# Information on Violation Behavior

- Total number of violations reported
- For reported violations, percentage resulting from technical violations
- For reported violations, percentage resulting from new criminal activity
- Number of violations resulting from misdemeanor violations of supervision
- Number of violations resulting from felony violations of supervision
- Number of violations for crimes against persons, property crimes, violent crimes, sex crimes
- Average number of violations reported per violator
- Percentage of those under supervision with one or more violations
- Number of violators revoked to custody for their maximum term with no supervision to follow
- Number of violators revoked to custody whose supervision was reinstated
- Number of violators whose supervision was reinstated with no changes of supervision conditions
- Patterns of violations and revocations by type of offender
- Patterns of violations and revocations by offender risk level
- Patterns of violations and revocations by criminogenic need
- Time lapse between the violation behavior and the response
- Time lapse between the violation behavior and the implementation of the response
- Differences in outcomes for those offenders who immediately receive a response vs. those who experience a time delay in response; by risk level; by criminogenic needs
- Patterns of offender success/failure that are linked to unit, supervisor, agent, specific types of violations, or particular offender profiles

**Aggregate  
Analysis**

**Program Efficiency  
Chokepoints  
Comparative Sum**

# Integrated Database

**Courts**

**Jail**

**Law  
Enforcement**

**Probation**

**Paper  
Electronic  
SCDB**

**Files  
LIDS**

**PISTOL**

**CORIS  
COMPAS  
AnyTrax**

# Harm Reduction Plans for Charlottesville/Albemarle

- Examine current bond and release practices
- Implement system of structured responses to violations
- Systematically analyze risks and criminogenic needs for those under supervision to identify programs necessary to meet needs while in jail or in community
- Develop policies and practices for domestic violence cases from arrest through supervision and treatment supported by evidence

# Harm Reduction Continued

- Improve victim satisfaction with the criminal justice system
- Establish a partnership with restorative justice
- Prioritize and streamline submission of information to the courts to facilitate well informed sentencing
- Create a shared system of access to client information from incarceration through supervision
- Develop an integrated data management system for annual measurement of our outcomes

# Tentative Local Goals

- 1) Reduce the number of low and below average risk defendants detained pretrial with secure bond or no bond by 25 %
- 2) Developing sentencing alternatives to incarceration (HEI and workforce options)
- 3) Build capacity of information technology systems to collect and analyze data
- 4) Reduce rearrest rates by
  - Integrating risk/need in court reports
  - Do gap analysis and expand programming
- 5) Provide more effective services for offender with serious mental illness and/or substance abuse

# Tentative Local Goals (continued)

- 6) Improve practices for domestic violence (assessment and services)
- 7) Improve reentry services (seamless)
- 8) Alter violation of probation processes to increase certainty and swiftness (pilot Probation Violator Docket)
- 9) Improve victim satisfaction
- 10) Implement an additional diversion and/or sentencing option for adults using a restorative justice approach

# Your Questions, Answered



**Scott MacDonald**  
***Chief Probation Officer***  
Santa Cruz County  
California



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Charlottesville-Albemarle  
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# Final Thoughts



Overview Presenter &  
Moderator

**Scott MacDonald**  
***Chief Probation Officer***  
Santa Cruz County  
California

# UPCOMING WEBINAR

## **Systemic Intervention Series 3: *Implementation of Systemic Interventions***

**Friday, January 20, 2012**

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