



County Administration Parole and Probation Division

2015 Biennium Plan 2017

Together... Improving the quality of life in Lane County.

Board of Commissioners

Jay Bozievich District 1 | Sid Leiken District 2 | Pete Sorenson District 3 | Pat Farr District 4 | Faye Steward District 5

Steve Mokrohisky County Administrator | Greg Rikhoff Chief Operating Officer
Donovan Dumire Parole/Probation Manager

BEFORE THE BOARD OF COMMISSIONERS OF LANE COUNTY, OREGON

ORDER NO: 15-08-18-06

IN THE MATTER OF APPROVING THE
2015-2017 LANE COUNTY COMMUNITY
CORRECTIONS PLAN AND DELEGATING
AUTHORITY TO THE COUNTY
ADMINISTRATOR TO EXECUTE GRANT
DOCUMENTS, INTERGOVERNMENTAL
AGREEMENTS, AND CONTRACTS

WHEREAS, the Board of Commissioners must approve a Community Corrections Plan for Lane County in order to receive Community Corrections Act (CCA) and related funds from Oregon Department of Corrections; and

WHEREAS, pursuant to ORS 423.520 and ORS 423.478 Lane County was, for the 2015-2017 biennium, allocated funds to provide supervision, sanctions, and services for adult offenders; and

WHEREAS, Lane County must now describe how funds will be allocated and services delivered; and

WHEREAS, Lane Manual Chapter 21 sets forth policy regarding award of contracts for services and policy regarding signatory authority of the County Administrator; and

WHEREAS, the Plan was developed by the Lane County Public Safety Coordinating Council; and

WHEREAS, the Public Safety Coordinating Council has collected performance measure data from all CCA funded programs and conducted an analysis of program progress; and

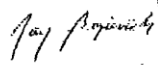
WHEREAS, the Public Safety Coordinating Council hereby recommends adoption of this Plan to the Board of County Commissioners;

NOW, THEREFORE, the Board of County Commissioners of Lane County **ORDERS** as follows:

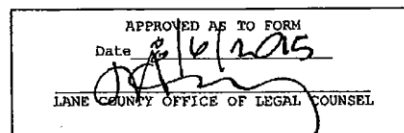
1. Accept and approve the 2015-2017 Lane County Community Corrections Plan.
2. Conduct a procurement process for those services not provided by County departments or sole source community based providers, as required.
3. Delegate authority to the County Administrator to execute intergovernmental agreements with Oregon Department of Corrections (DOC) and subcontracts for

amounts provided in the attached budget to providers listed in the Recipient column for 7/1/2015-6/30/2017.

ADOPTED this 18th day of August, 2015.


Digitally signed by Jay Bozievich,
DN: cn=Jay Bozievich, o=Lane County,
ou=Board of County Commissioners,
email=boziev.jones@oc.lane.or.us,
c=US
Date: 2015.08.18 12:18:36 -0700
Adobe Acrobat version: 11.0.0

Jay Bozievich, Chair
Lane County Board of Commissioners



LANE COUNTY PAROLE/PROBATION 2015- 2017 BIENNIUM PLAN

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INTRODUCTION

These are very exciting times for Lane County Parole and Probation. Over the last couple of years, Parole/Probation has made monumental strides to adhere to best practices in effective and proven supervision strategies. I am extremely proud of our Parole and Probation Team. With a sense of urgency, our Team has embraced and implemented balanced practices that are proven to reduce recidivism and minimize future victimization. This is a shining example of our Team's commitment to improving the quality of life in Lane County and to build a better community.

Our journey to adhere to proven and evidence based practices began with a brand and an identity. In March of 2014, our Team established our Vision, Mission, Values and Expectations that lends to our preferred future. This was a major milestone in setting a course and uniting our efforts to best achieve lasting community safety. Our brand acts as a filter through which decisions are made.

As a learning organization, we concluded that validated assessment is the foundation of evidence based practices. As of December of 2013, among our general caseloads we had close to 1000 assessments that were due or overdue. Without validated assessment, we were not able to target those clients with a higher probability of recidivism, provide most intensive treatment to our higher risk population, and we were possibly increasing recidivism by providing intensive treatment/ supervision to low risk clients. In addition, we were without the ability to identify, prioritize and target known criminogenic risk factors, thus limiting our ability to reduce recidivism. With a concentrated team effort, in April of 2014, we had completed validated risk/ need assessments on all available clientele. I am extremely proud to announce that our team has embraced and maintained these efforts.

Trusting and embracing our validated risk/need assessments, in April of 2014, we began to train staff and implement case plans with our target population (moderate to high risk). Working directly with the client, officers have been trained to identify, prioritize and develop action steps to best address risk, need and responsivity (barriers). These plans aim to be strength based and individualized. With the implementation of case planning, we have worked hard to incorporate continuous quality improvement efforts. With this, case plans are reviewed and officers are provided with meaningful feedback for improvement.

Within our case plans, we have developed actions steps to address risk, need and responsivity (barriers). For too long, Parole/Probation has taken a broker role in working with our client population. With the latest research in dosage, we can no longer afford missed opportunities to navigate prosocial change and provide evidence based interventions that contribute to reducing risk. In 2014 and 2015, capitalizing on our professional alliance, we have had multiple trainings in cognitive based interventions that include teaching, modeling, and practicing skills with encouraging feedback. In the future, we plan to bring continuous quality improvement to this skill set.

Moving forward, I am pleased to begin the new biennium on an optimistic note. We have received an increase in state revenue for FY 15-17. This allows our office to keep pace with the cost of doing business and continue to provide quality services that aim to maximize prosocial change while reducing recidivism.

Sincerely,
Donovan L. Dumire
Parole/Probation Manager

Lane County Parole & Probation

As a division of Lane County Administration, Parole & Probation incorporates Lane County's mission to work to create a prosperous community by providing collaborative leadership, fair and inclusive decision making and excellent sustainable local government services to our residents and guests. In alignment with Lane County, the following identifies Parole and Probation's vision, mission, values and expectations;

Vision

Building a better community.

Mission

To improve the quality of life in Lane County by effectively responding to risk, need and promoting positive change.

Values Statement

Integrity, Knowledge, Professionalism, Collaboration, Responsibility, & Justice.

We believe **integrity** is the key to both our reputation and the pursuit of our vision. We adhere to the law enforcement code of ethics and the highest moral standards. We acknowledge that we must be a learning organization, and obtaining **knowledge** is paramount to our continual improvement. We will utilize the highest degree of **professionalism** in our interactions with clients, partners and community. We also recognize that succeeding in our mission is dependent upon successful **collaboration** with our partners and community stakeholders. We have a **responsibility** to exceed set expectations, exercise self-restraint and be fair and equitable in the application of **justice** within our community.

Expectations

Community Safety

Above all, we will uphold the safety of our community. We shall provide swift, certain, fair and individualized responses to violations of supervision conditions.

Change & Rehabilitation

Through a balanced approach of accountability and rehabilitation, we will strive to achieve lasting community safety. We will recognize people as individuals. Working with individuals, we will assess and prioritize risk, needs and barriers. We will work collaboratively with our clientele to develop a strength based plan that aims to navigate pro-social change. We will work in tandem with our community partners to achieve the dosage required to promote optimal change in the lives of those we work with.

Professional & Collaborative Alliances

We will represent our profession with the highest standards and treat all people with dignity, respect, courtesy, fairness and understanding. As part of the Lane County System, we will work in tandem to address risk, need and barriers. We will work to make Lane County accessible and responsive to a wide range of needs and interests. We will promote flexible, creative, solution-oriented approaches to resolve problems and meet needs.

Restoration

We will strive to restore those impacted by crime and encourage clientele to take responsibility for the harm they cause. We will be responsive to victims and restitution.

Resources

We are committed to prioritizing our resources to the highest risk population. We recognize that it is our responsibility to manage our time and resources to maximize services provided to the public.

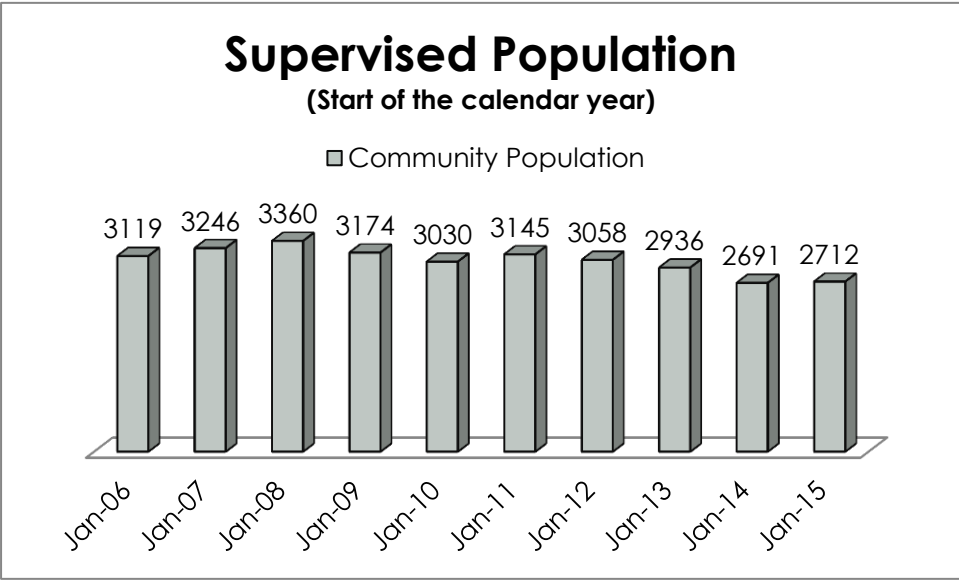
Continuous Quality Control

We will continually measure, evaluate and improve our practices to ensure that we are effective and responsive to the needs of victims, clientele and the community. We will always strive to do better.

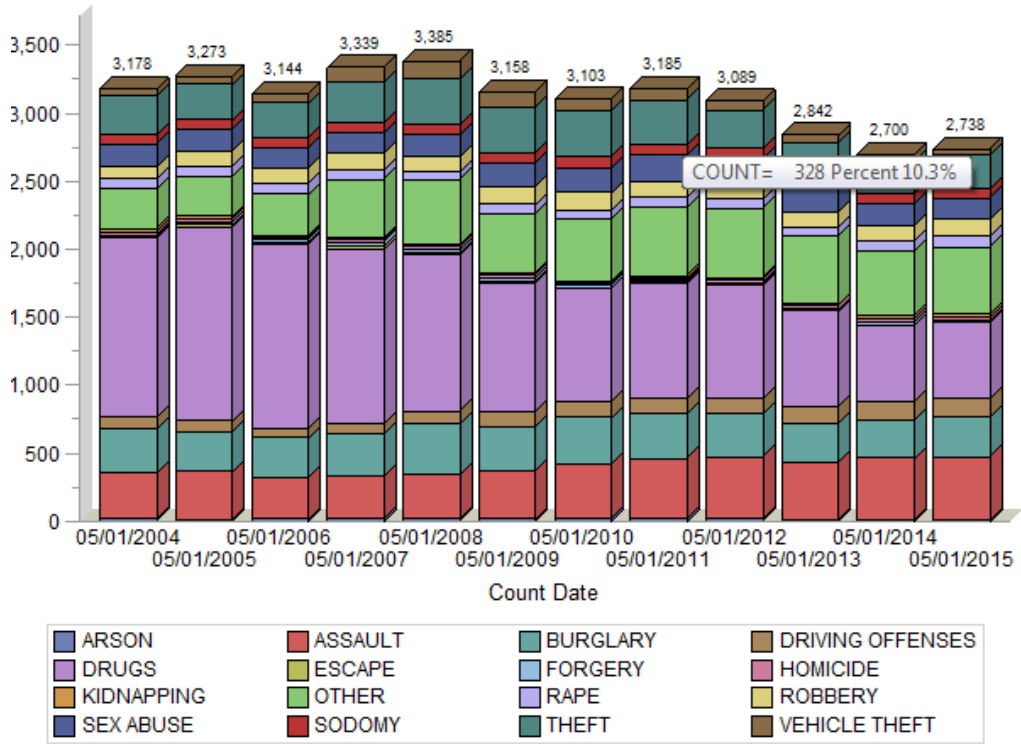
Work Environment

Staff is our greatest resource in accomplishing our mission and vision. We will foster a safe and positive work environment where employees are valued, supported, well-trained and professional.

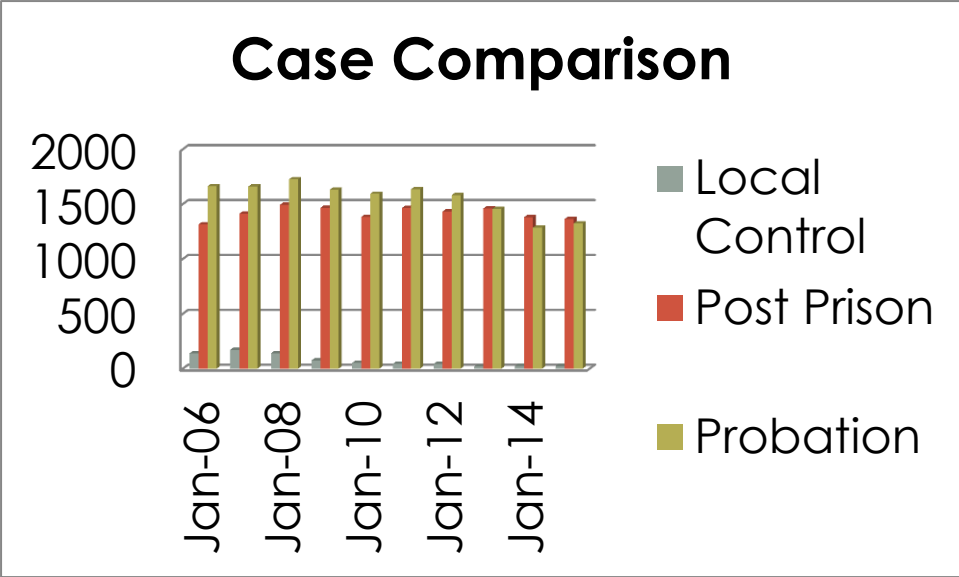




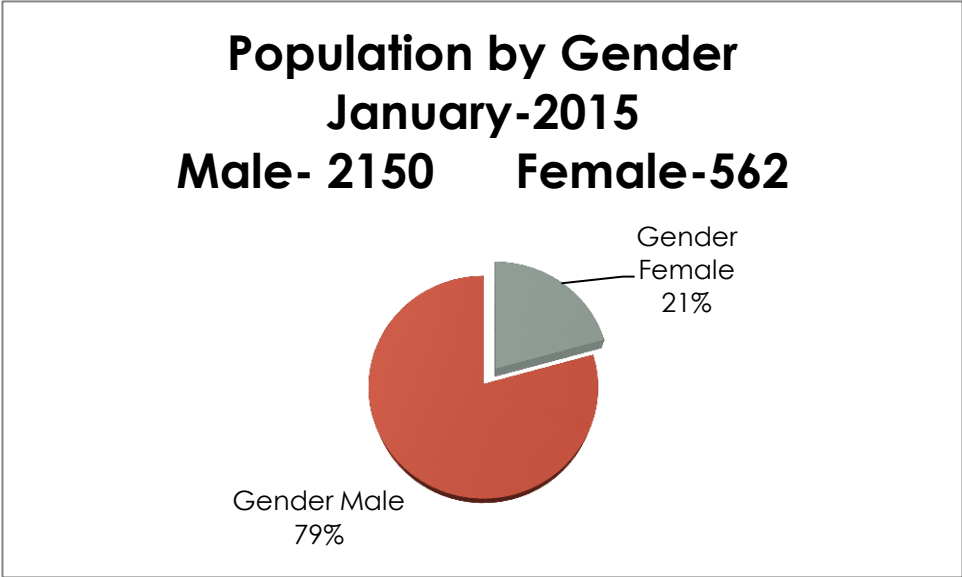
The supervised population represents a snapshot of the Department's total caseload at the beginning of each calendar year. From 2011 to 2014, we saw a sharp decline in our population. Very recently, we have seen a slight increase in our client population.



This chart represents our client population by crime type. Over the last decade, we recognize a steady decrease in drug crimes. This has been primarily the result of budget cuts and lack of prosecution within our District Attorney's Office.. This appears to track our decrease in total client population.



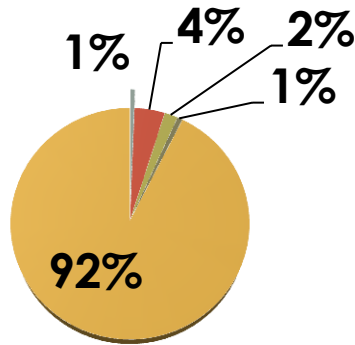
This graph illustrates a comparison of our Local Control, Post Prison, and Probation cases. Since 2007, our Local Control population has declined. Recently, with additional jail resources, we have seen this number climb. Since 2006, our Post Prison population has stayed fairly consistent. From 2011 to 2014, we see a significant decrease in probation cases. In the last year, we have seen this number slightly rebound.



This pie chart compares our male and female population. Over the past decade we have seen a gradual increase in the percentage of women served.

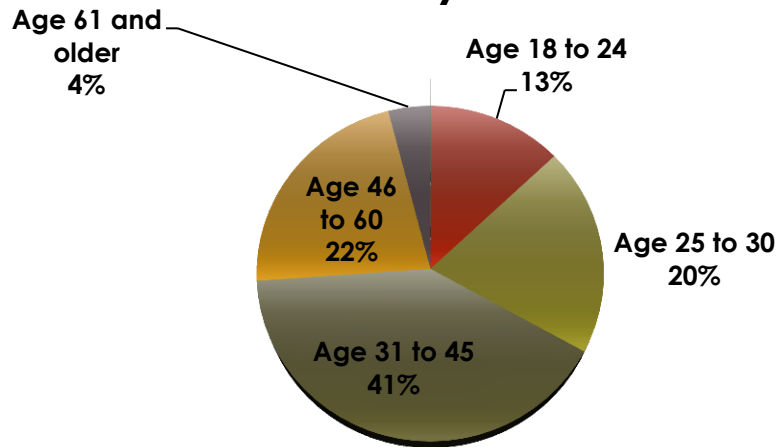
Population by Race January 2015

■ Asian
 ■ Black
 ■ Hispanic
 ■ American Indian
 ■ White

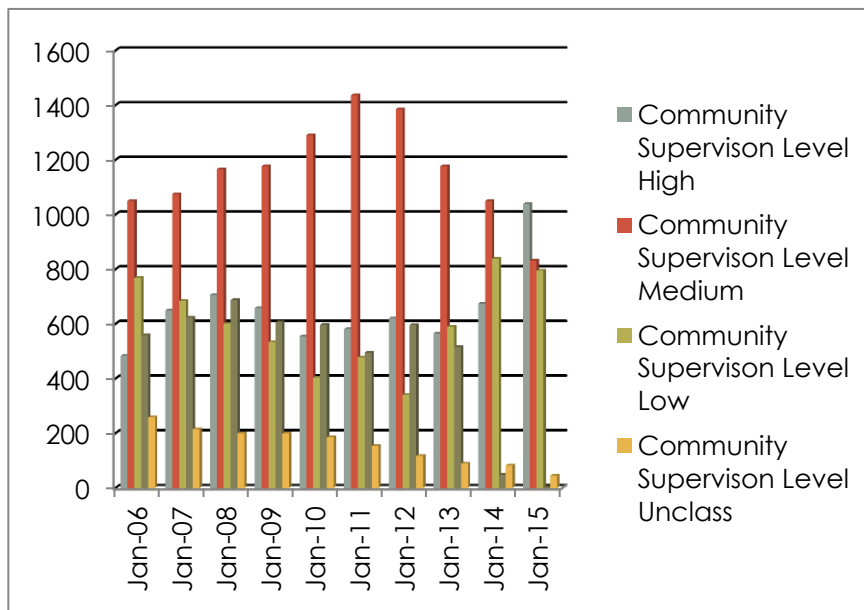


This pie chart illustrates our client population by race. The racial mix of our supervised population has changed little over the past decade.

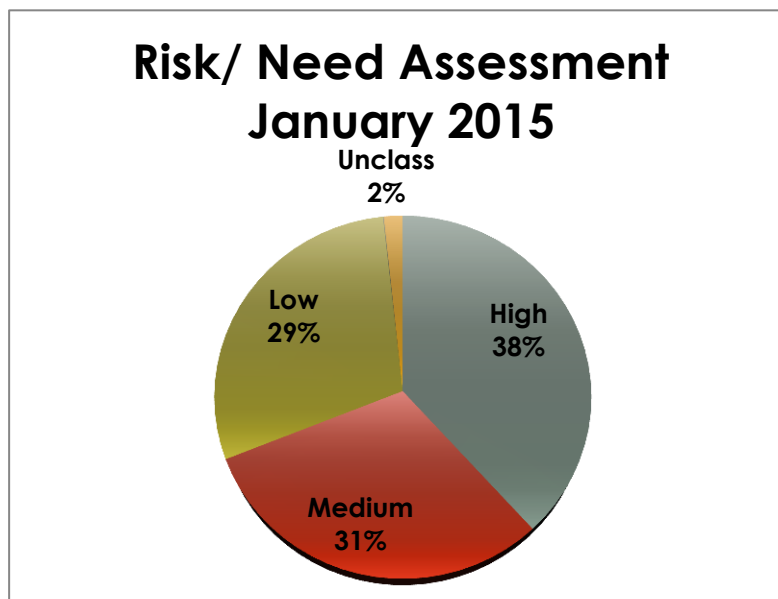
Population by Age January 2015



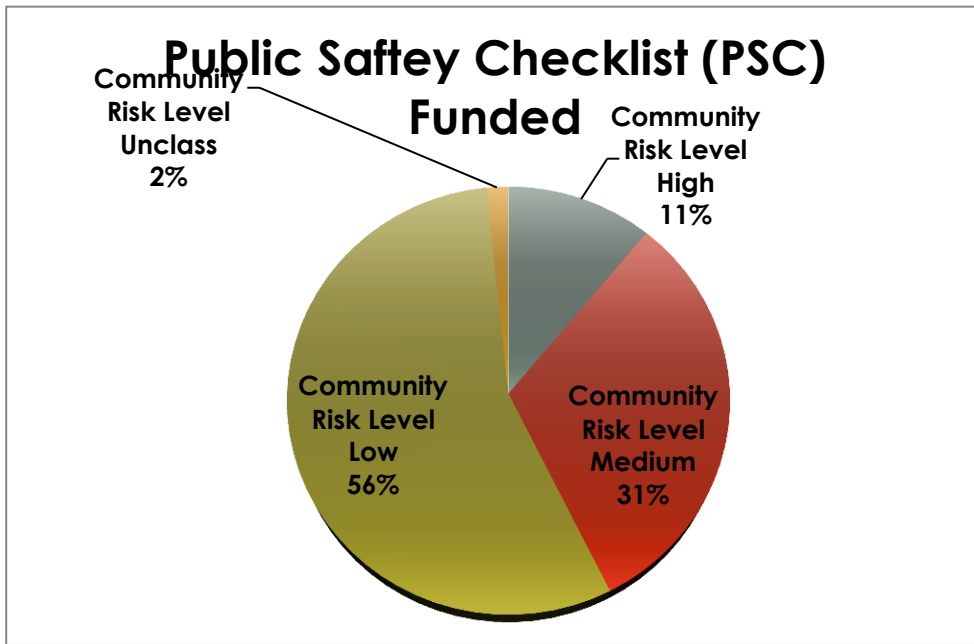
Over the past decade, we have seen an increase in our aging population. In Lane County, our largest population is between 31 and 45 years of age. Our second largest population is between 46 and 60 years of age.



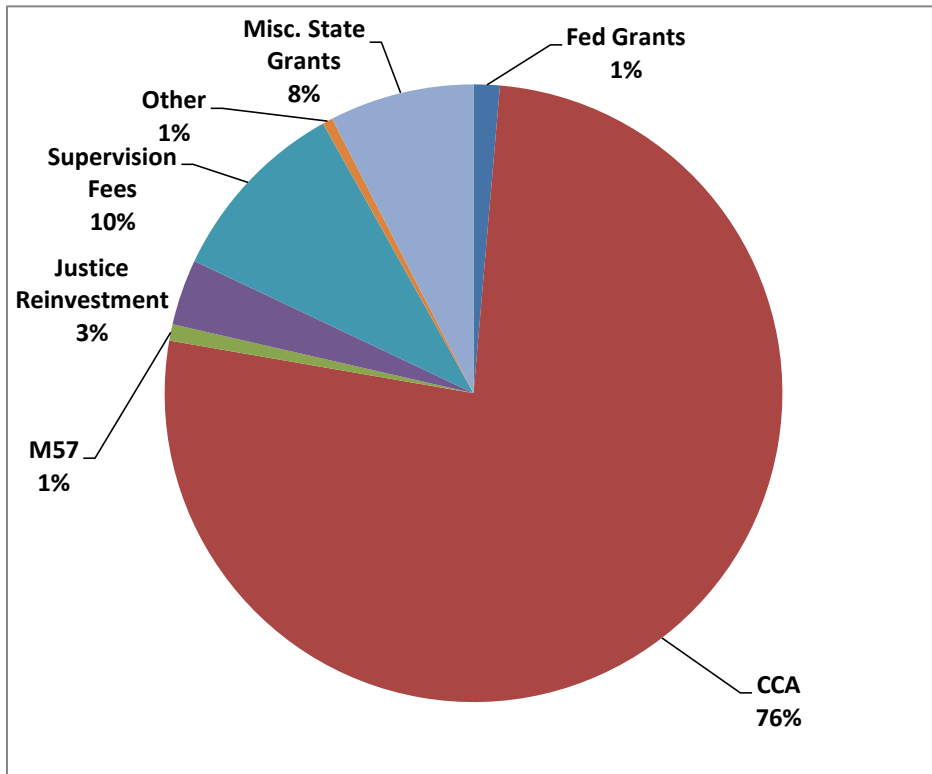
Over the last couple of years, we have been working hard to complete and trust in our validated risk and needs assessments. It is impressive that we are at an all-time low (2%) of cases that have been unclassified (not assessed).



We utilize a validated assessment that takes into account the known criminogenic risk/need factors (LS/CMI). In addition to static (Historic) factors which do not change, we assess stable factors that can be changed with intervention over time. These risk/need factors include: Attitudes/ Orientations, Companions, Family/ Marital, Education/ Employment, Leisure/ Recreation and Substance Abuse. Statewide, our Team has tested well in the area of Inter Rater Reliability (accuracy in assessment).

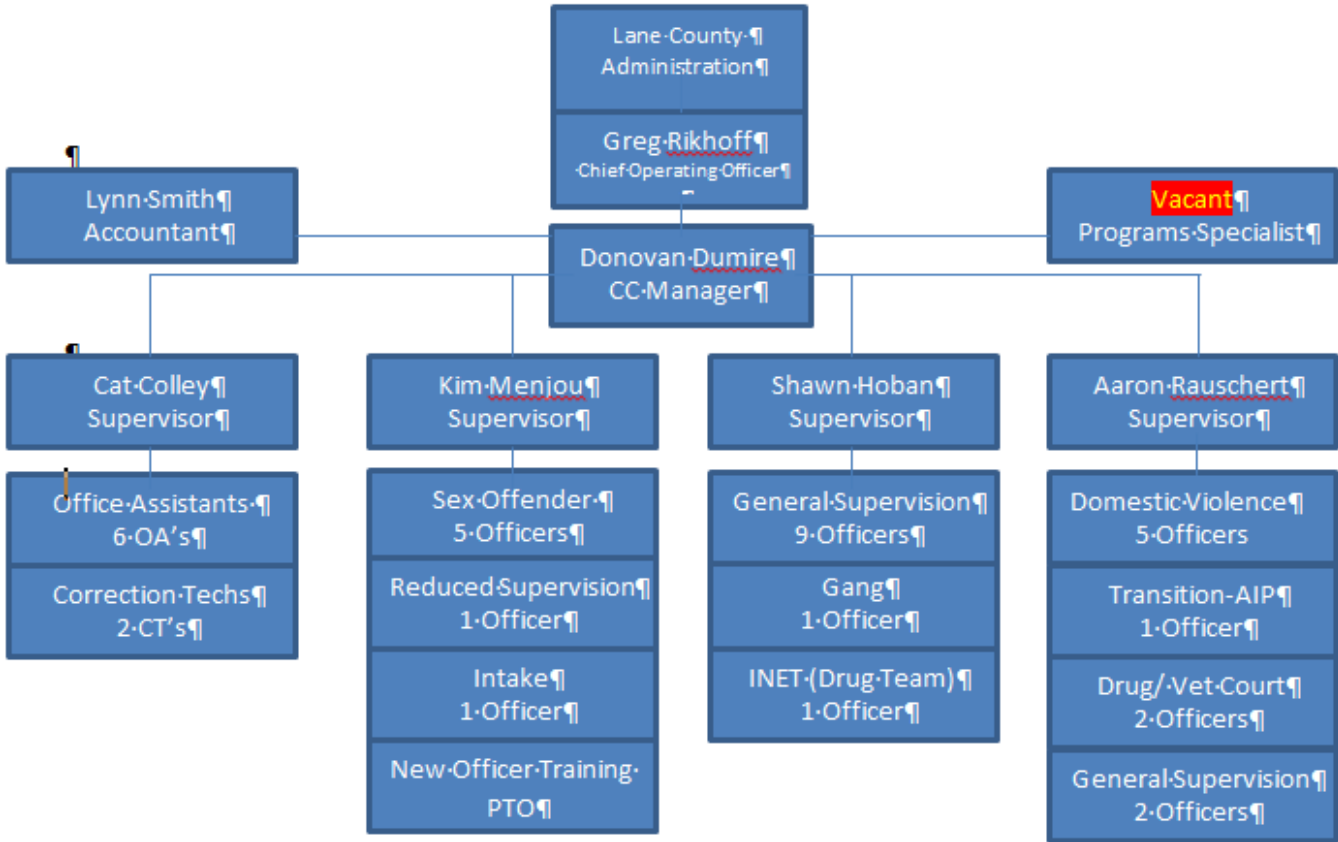


The PSC is used to determine our statewide funding. This assessment primarily assesses historic factors that do not change. As it compares to our risk/need assessment, locally, we see the biggest discrepancy with our high risk population. It takes more supervision/ programming resources to supervise a high risk case. Our risk/needs assessment is a better predictor of risk.



The above pie chart captures our funding sources for the 15-17 biennium. In the 15-17 biennium we have seen an increase in Justice Reinvestment.

PAROLE AND PROBATION SERVICES



As of June 2015, our Parole/Probation Team supervises 2,933 Felony Cases, 68 Misdemeanor Cases and 14 Cases classified as other. Our client population totals 3015. Per our validated risk assessments, we have identified 1054 high risk cases, 871 medium risk cases, 853 low risk cases and 237 cases that are pending assessment. In Lane County, we prioritize our resources to the highest risk. With this, we have identified our high and medium risk clientele as our target population. This group totals 2162. Fully staffed (34.8 Officers), prioritizing to the highest risk (High and Medium), our average field caseload size will be 65:1. One Officer and two Correction Technicians currently oversee our low to moderate risk population. Our Team is divided into specialized teams, each serving a specific population. This organizational structure allows our Team to focus expertise and resources where they are needed most.

In addition to specialized assignments, our field supervision caseloads are divided and organized into geographic regions within the county, facilitating community partnerships, familiarity with the community, and contribute to effective community policing efforts. There are specialized caseloads for sex offenders, gang affiliated, domestic violence, high risk narcotics cases, drug court, veterans court and 416 (Downward Departure Cases). In the near future, we are looking to expand our specialization efforts to include gender specific and mental health caseloads.

Over the last couple of years, Lane County Parole/Probation has worked hard to implement a balanced approach involving both Evidence Based Practices (EBP) and Community Policing as guiding philosophies to deliver supervision service to our client population. Key EBP components include the use of validated risk-need-responsivity assessments, identifying/prioritizing top criminogenic risk factors, developing a professional alliance with those we are charged to supervise, motivational interviewing, developing/utilizing a working strength based case plan, cognitive behavioral interventions/skill building, use of pre-treatment programming and utilizing an individualized approach to sanctions, incentives and services that reduce risk and promote positive client change.



General Supervision Officer Kim Otley

SUPERVISION SERVICES ARE DIVIDED INTO THE FOLLOWING SPECIALITES:

TRANSITION SERVICES

In the pursuit to align ourselves with Evidence Based Practices, Lane County recognizes that the first 90 days following release from prison are the most critical for success. Lane County has taken an assertive and proactive approach in both supporting and partnering with quality transition providers that work to remove barriers and address needs that promote successful reintegration. Approximately six months prior to release, it is our goal to get inmates thinking, planning and preparing for release. Our officers network with Transition Coordinators and Release Counselors to provide the best services and plans possible. Currently, we have one Officer who travels to various prisons around the state to assist in community transition and to conduct reach-ins with Lane County clientele. In the future, we hope to expand these efforts. We are looking forward to joining our Lane County partners in developing a transition team aimed at conducting monthly reach-ins within our local prisons. In addition to providing education surrounding top criminogenic risk/need factors, we hope to build rapport, coordinate services, conduct assessments as needed and answer questions pertaining to community supervision and treatment.



ALTERNATIVE INCARCERATION PROGRAM (AIP)

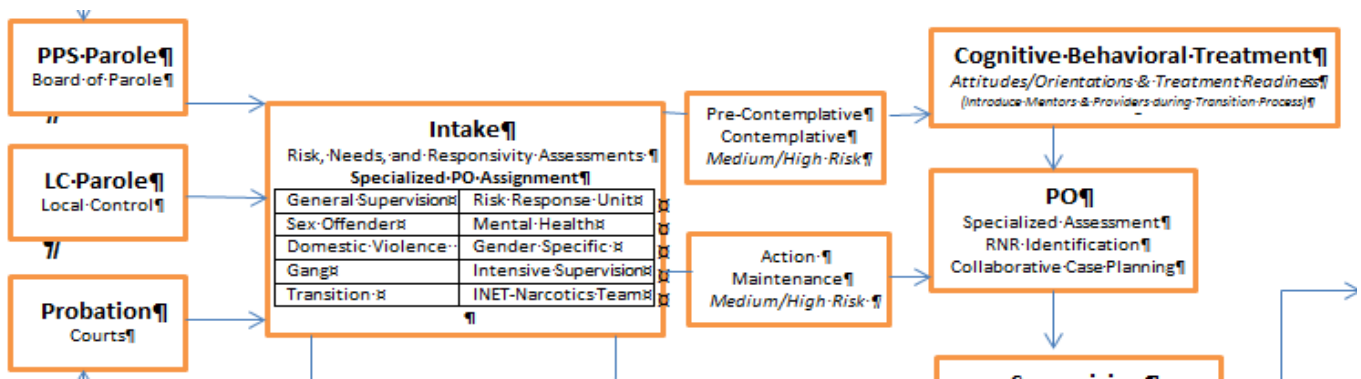
We have one Officer assigned to our Alternative Incarceration Program (AIP) population. These clients have completed 6 months of intensive treatment in prison and have received three months of "transitional leave" which is spent in the community. Participants who are deemed to have successfully completed the program receive early release from prison. The assigned officer works closely with the Department of Corrections and treatment providers to oversee the transition and aftercare for our AIP population.

PRE-SENTENCE INVESTIGATIONS

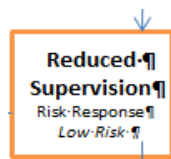
PSI: As requested by the court, we have five officers trained to perform pre-sentence investigations. These officers follow strict time lines in reporting to the court and adhere to OAR minimum requirements. The bulk of our pre-sentence investigations are done on sexually related offenses. This information assists the courts in sentencing recommendations.

INTAKE

Intake: Intake is the centralized hub of our operation. The Intake Officer receives all incoming supervision and investigation cases, assembles necessary background information, conducts new client orientation, performs validated assessments, assesses responsivity (motivation), refers pre-contemplative/ contemplative clientele to pre-treatment programming and assigns each case to the appropriate specialty team via a developed rotation. Intake makes team assignments based on the client’s risk to the community and specific needs. Approximately 2,000 clients are expected to be processed by intake during the year.



The above flow chart illustrates client movement through the Intake process.



REDUCED SUPERVISION UNIT



RSU CT Elodia Lopez

RSU: Approximately 700 low risk offenders will be supervised by the Reduced Supervision Unit (RSU) with an officer to offender ratio averaging 1:700. We have assigned 2 Corrections Technicians to assist with the administrative functions associated with this workload. Some offenders will move to RSU after doing well and reducing risk/ needs on a higher level of supervision. Others will be determined low risk via our validated screening assessment and will be assigned directly to RSU. RSU follows a risk response supervision strategy. They monitor police contact, community reports, low risk treatment reports and other available information.

SEX OFFENDER SUPERVISION

Our Sex Offender Supervision Team consists of five officers. These Officers have received specialized training in the area of sex offender supervision and are certified through the Department of Public Safety Standards and Training (DPSST). This Team provides specialized supervision and services to approximately 375 offenders convicted of sex offenses. Our staff works closely with therapists, families, victims, polygraph examiners, and law enforcement agencies. By working with these and other individuals and agencies, staff helps create an informed community network that assists in the monitoring and rehabilitation of offenders throughout supervision and beyond.



SO Supervision Specialist
Dean Alft

DOMESTIC VIOLENCE SUPERVISION

Our Domestic Violence Supervision Team consists of five officers. These Officers have received specialized training in the area of domestic violence supervision and are certified through the Department of Public Safety Standards and Training (DPSST). This Team provides specialized supervision and services to approximately 440 offenders convicted of domestic violence. Our staff works closely with therapists, families, victims, polygraph examiners, and law enforcement agencies. By working with these and other individuals and agencies, staff helps create a safe environment for offenders, victims and families throughout supervision and beyond.

INTERAGENCY NARCOTICS ENFORCEMENT TEAM (INET)



INET Drug Seizure 2015

Our INET officer works in collaboration with system partners including local, state and federal law enforcement. The purpose of INET is to increase the safety, health, and general welfare of the community. INET works to identify, investigate, and apprehend high risk persons involved in the illegal manufacturing, trafficking or distribution of controlled substances. Our assigned officer works with approximately 40 affiliated INET offenders. In part, this officer works closely with offenders, treatment providers, families, associates, mentors, and other INET officers/agencies. By working with these and other individuals and agencies, we can create an informed community network that assists in the monitoring and rehabilitation of these offenders throughout supervision and beyond.

GANG (High Risk Associates)

Our Gang Officer supervises approximately 65 active gang members in our community. This Officer utilizes specialized supervision strategies to reduce criminal associates and other criminogenic risk factors. This often involves working with therapists, families, associates, mentors and law enforcement agencies. By working with these and other individuals and agencies, we can create an informed community network that assists in the monitoring and rehabilitation of these offenders throughout supervision and beyond.



2014 Gang Tags on a garage in Eugene

DRUG/ VETERANS COURT

We have two officers assigned to our Drug/ Veterans Court. These Officers have received specialized and ongoing training in best practices of both Drug and Veteran’s Court operations. This Team provides specialized supervision and services to approximately 140 offenders. Our staff works closely with participants, treatment providers, courts, families, mentors, and veteran affairs. The Drug/ Veterans Court model requires intensive treatment, supervision and regular and random drug testing. The offenders are held accountable by the judge for meeting their obligations to the court, society, themselves and their families. Participants appear in court frequently so that the judge may review



2015 Drug Court Team- Participant Graduation

their progress. Participants are rewarded for doing well or swiftly sanctioned when they do not live up to their obligations. Through thorough program evaluation, our Drug/ Veterans Court Team has proven to be competent, committed and in adherence to best practices.

HEARINGS OFFICERS

“No State shall deprive any person of life, liberty, or property without due process of law.” In accordance with the 14th Amendment of the United States Constitution, our clientele must receive due process when certain liberties are taken. As mandated by the Oregon Board of Parole, we have developed a team of officers trained to perform hearings in Lane County. These officers represent the Board of Parole or Supervisory Authority at contested or uncontested violation hearings to provide orderly, consistent and fair (not arbitrary) resolution.

416-DOWNWARD DEPARTURE

In 2011, Senate Bill 416 was introduced, and would have allowed a court to sentence a person to supervision who would otherwise be sentenced to prison if the court found that a sentence of probation with supervision would better serve the protection of society, accountability and reformation pursuant to the Oregon Constitution. Although SB 416 did not become law, Marion County expressed its belief in the concept of the bill and openly expressed a desire to pilot the project. The project concept was to grant authorization to the court to impose probation with intensive supervision and support services when someone is convicted of certain drug or property crimes. In 2012, Marion County submitted a letter of interest to the Oregon Criminal Justice Commission (CJC) seeking funding for its pilot project. Marion County was subsequently awarded a grant funds and moved forward with a SB 416 Pilot Project.

Our Team has worked hard and made some amazing headway to align with proven evidence-based practices in effective supervision. In 2015, we received grant funding and have partnered with the CJC to duplicate Marion County's 416 Program. Following Marion County's lead, with an assigned officer and supervisor, our SB 416 Project purpose is to develop and implement evidence-based strategies to improve the supervision of probationers and reduce recidivism. Five objectives frame the project: 1) Development of an evidence-based sentencing program utilizing risk and needs assessment; 2) Development of partnerships with the District Attorney's Office and the courts; 3) Provide evidence-based cognitive, motivation, substance abuse treatment and mentoring services; 4) Provide appropriate level of case management that ensures coordinated delivery of client services; 5) Collect and analyze project data and related outcome measures. Like Marion County, Lane County's SB 416 Project is designed to free up prison beds for high-risk offenders who present the greatest threat to the community and allow for community supervision to impose swift and certain sanctions for lower level technical violations.



Lane County's project goal has been to move toward viewing its criminal justice system from a systems perspective and to align policy and practices on an evidence-based risk management, harm reduction basis. Similar to Marion County, our evidence-based practices implementation strategy has focused on three key principles: 1) Risk Principle. Offenders who pose the highest risk of continued criminal conduct receive the most intensive correctional treatments and programming; 2) Need Principle. Programs must target interventions to offender needs that are highly correlated with criminal conduct; and 3) Responsivity Principle. Programs match the style and mode of behavioral interventions to the ability and learning style of the offender.

In addition to partnering with the CJC, we have also partnered with Marion County to participate in a Randomized Control Trial (RCT). The RCT is considered the gold standard in program assessment. Over the course of the RCT, we hope to serve 50 clients. Depending on the program's success, we plan to continue and possibly expand on these efforts with future HB 3194 funding.

SANCTIONS & INCENTIVES

OPTIONS FOR RESPONDING TO VIOLATIONS

Our Office has access to a wide range of sanctions for responding to non-compliance with supervision conditions. When Officers have exhausted custody units or circumstances present appropriate, Probation/ Parole Officers can return violators to court or a parole hearings officer to determine a consequence. Statute also allows officers to use Intermediate Structured Sanctions with felony offenders. An officer can impose a sanction if an offender waives his/her right to a hearing and if the District Attorney and Court do not object within a specified period of time.



Officer imposed sanctions offer the advantage of a quick response to violations, which is clearly identified in the research as critical for punishment to be effective, and they save the criminal justice system considerable time and money by precluding the need for a formal Court or Board of Parole Hearing. A range of sanctions allows for a response that is appropriate to the offense and tailored to the risk and needs of the offender. Below represents a continuum of sanctioning and incentive options:

OPTIONS FOR RESPONDING TO PRO-SOCIAL BEHAVIORS



Sponsors Mentors, Clean & Sober Rafting Trip

Our Office has access to a wide range of incentives for responding to compliance and pro-social behavior. Over the last several years, the research has shown the importance of a strength based approach that emphasizes recognizing and rewarding prosocial behavior. Early research suggested that this should include 4 positive affirmations to every 1 negative. The latest research has concluded 8 positive to every 1 negative. In Lane County this is a new concept. In the future, with the help of secured funding, we will be expanding and embracing this concept.

Sanction Interventions	Incentive Interventions
01. Verbal Warnings	01. Verbal Praise
02. Written Warnings	02. Written Praise from an Officer.
03. Curfew Restrictions	03. Written Praise from a Supervisor.
04. Community Service	04. Written Praise from Division Manager.
05. Work Crew	05. Recommendation for Job/ Residence.
06. Electronic Monitoring/ GPS	06. Supervision Fee Credit.
07. House Arrest	07. Bus Pass
08. Work Release Center (CCC)	08. Prosocial Activities Mentors/ Associates
09. Jail	09. Gift Cards-(Fuel, Food and Personal Care)
10. Prison	10. Lifting/ Reducing Restrictions
	11. Allowing out of county/state travel
	12. Condition Modification
	13. Reduced Supervision
	14. Early Termination from Parole/Probation

PROGRAM SERVICES

We know that a combination of evidence based supervision strategies and effective programming yield the most promising results in accomplishing long term community safety. Over the last several years, in an effort to maximize pro-social change in our client population and minimize recidivism, a significant amount of research has been done in effective programming. In addition to addressing responsivity factors (barriers) which include motivation, mental health, chemical dependency, victimization, basic needs (food, water and shelter), etc., we have identified eight core criminogenic risk factors that are proven to drive recidivism. These are as follows:

Primary Risk/ Need Factors	Secondary Risk/ Need Factors
History of anti-social behavior.	Family and/or marital stressors
Anti-social personality or temperament	Lack of employment and/ or education
Anti-social attitudes, values or beliefs	Lack of pro-social leisure and recreation
Anti-social peers or companions	Substance abuse

We embrace an individualized approach to addressing risk, need and responsivity (barriers). Over the last couple of years, our Team has been working closely with our Lane County system partners to identify and develop programming that specifically addresses responsivity (barriers) and known criminogenic risk/need factors. We have established and/or have maintained the following:

RESPONSITVY (BARRIERS)

PRO-SOCIAL HOUSING:

We take great pride in our partnership and close collaboration with Sponsors. Through Sponsors, we can provide 112 men and 15 women clean and healthy living for up to three months and one year for our clientele that qualify for the honors program. Clients residing at sponsors receive case management in a supportive environment where they are held accountable for their actions. Clients are required to submit to twice weekly drug and alcohol screens (and random tests), daily “check-ins” with staff, engages in structured programming and transition planning. Sponsors provide assistance to obtain state identification, bus passes, work and interview clothing, and bicycles when available. Sponsors assists clientele to achieve financial self-sufficiency and requires clients to turn in a minimum of 50% of all earnings to be placed in a savings account for permanent housing.



Successful completion requires the residents to:

- Pass all of their drug and alcohol screens,
- Maintain compliance with Parole or Probation,
- Obtain full-time employment or schooling.
- Acquire permanent and sustainable housing.

Every year for the past ten years, between 65 and 75 percent of all clients have successfully completed the Sponsors transitional housing program.

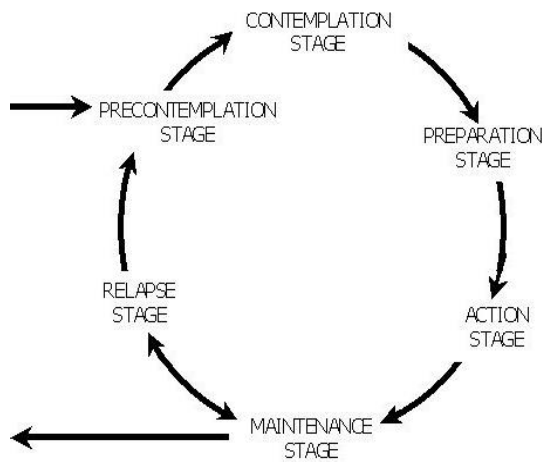


Sponsors Men's Program staff

We are very excited about the new Oaks Project. The Oaks will be a 50-60 units apartment complex that will bridge the gap between transitional housing (60 to 90 Days) and permanent housing. This will be an affordable, long term option for individuals on Parole/ Probation. Residents of this project will be stable, employed or on disability. All residents must be able to self-sustain their rent payments. We anticipate being under construction in the spring of 2016 and anticipate Sponsors' clients moving into the building in summer of 2017.



MOTIVATION:



Prochaska and Diclemente's stages of change.

Motivation or the lack there of is a major responsibility factor (barrier) to identified/needed programming that lends to risk reduction. An individual's motivation is one of the first things we assess at time of Intake. For those clients who assess as pre-contemplative (rebel/ denial) or contemplative, these individuals are referred directly to Motivation Enhancement Therapy and Cognitive Behavioral Therapy as determined by additional assessment. Those who score preparation, action and maintenance are referred to programming that aim to address top criminogenic risk/ need factors.

MENTAL HEALTH:

Lane County Behavioral Health Services encompasses a broad array of services and programs. Over the last year we have worked with Mental Health and our Lane County System to expand services to our client population. If left untreated, we consider one's Mental Health to be a significant barrier to risk reduction. Within Parole/ Probation, in the near future, we hope to develop a mental health caseload. It is our hope to develop specialized expertise and streamline services that benefit the client, provider and community. We are looking forward to enhancing services for this population.



VICTIM SERVICES:

Per our Brand, we at Parole/Probation are expected to restore those impacted by crime and to be responsive to victims. We have approximately 3000 clients on parole and probation. Unfortunately, many of these individuals have past and/ or current victimization issues. For many of these clients, this presents a significant responsivity issue (barrier) that must be addressed before we can truly navigate pro-social change and risk reduction. Through 3194 funding, we are able to secure and enhance services for those individuals working through victimization.



CHEMICAL DEPENDANCY:

Chemical dependency is a primary disease in which a person becomes addicted to drugs or alcohol. People with chemical dependency continue to use drug or alcohol, even knowing that continued use causes damages to their bodies, families, finances, and all other aspects of life. This is often *not* because they want to destroy their lives; most chemically dependent people want to stop using but simply cannot. Their bodies are chemically dependent on the drug to operate. Quitting their addictive substance drives them into withdrawal- the body's reaction to not having the chemical it has become dependent on. For this reason, this is a significant responsivity factor (barrier) that must be addressed before addressing core criminogenic risk factors.

In Lane County, we have maintained valuable services in sobering and medical detoxification. The Buckley Sobering Service is a community response for intoxicated individuals and often the first step into treatment. They provide services for substance users who need to withdraw safely from alcohol



and/or substances and achieve an acceptable level of sobriety in a safe, caring environment. We have access to a variety of inpatient and outpatient programs that cater to chemical dependency for a variety of risk classifications.

CRIMINAL HISTORY

Unfortunately, there is little that we can do about an individual's criminal history. If we consider an individual with little to no intervention, as it pertains to our target population (medium/ high risk), the best predictor of future behavior is often past behavior. In terms of case planning, obtaining and assessing an individual's past behavior is very beneficial. This information assists us in identifying drivers that can often be linked to antisocial thoughts, beliefs, attitudes and behaviors. This information can be very useful in identifying and addressing skill deficits.

ATTITUDES/ ORIENTATIONS

There is a significant link between pro-criminal attitudes/orientations and criminal behavior. This risk/ need area is concerned with what and how a person thinks and feels about him or herself and others in regards to violations of the law and alternatives to law violations.

In Lane County, we have worked hard to develop and expand research proven programs that address this important risk/ need factor. In addition to cognitive based interventions performed by Parole/ Probation Officers, we contract with Sponsors and Emergence to provider Cognitive Behavioral Therapy (CBT). We have established three options for CBT which include Motivational Enhancement Therapy (Anne Fields Curriculum), Moral Reconation Therapy (MRT), and Reasoning and Rehabilitation 2 (RNR). Our providers are expected to maintain strict fidelity to the curriculum. These programs are designed to combine elements from a variety of psychological traditions to progressively address ego, social, moral, and positive behavioral growth.



If we apply these programs with fidelity, research suggests that we could see between a 25% to 50% reduction in recidivism. With this data in mind, we have made this domain a system wide priority. In the last year we added MET and RNR. In the upcoming year, we plan to introduce CBT into the Lane County Jail. We expect that these efforts will yield significant results in the overall reductions of risk and recidivism in our community.

ASSOCIATES

Criminology has long recognized the influence of friends and acquaintances on an individual's behavior, values, and attitudes. Having criminal friends is one of the single best predictors of criminal behavior. Acquaintances and friends serve as models for behavior and interpersonal sources of rewards and costs.



One of the best avenues for individuals struggling with this risk/need factor is to connect them with prosocial people. Many individuals on parole and probation are in the process of rebuilding their lives. This often includes starting a new job, settling into new routines and making new friends. During this transition, one of the best things that can happen to them is to have a friend or confidant to help with simple things, like going fishing or to a ball game; a friend, a mentor who can listen without judgment and offer healthy alternatives. We are very fortunate in Lane County to have access to an established program that offers quality training and resources to mentors and mentees. Sponsors have developed a volunteer mentor program that embraces best practices in mentoring. They work hard to pair mentors and mentees with similar interests such as fishing, hiking, church, or recovery. This program is vital in supporting positive changes and building healthy social networks.

FAMILY/MARITAL

Significant others, family and marital relationships serve as interpersonal sources of rewards for prosocial behavior and costs for criminal behavior. The absence of positive supports has the potential of freeing the individual to engage in deviant behavior. In some situations, significant others, family members and or spouses influence, model and support antisocial behavior.



Within the field of Parole/ Probation and our Lane County System, this is an area that we recognize needs improvement. Every year, well over 700 people “come home” to Lane County from jail or a state prison. Incarceration places a significant hardship on family and support. Of our Clientele able to return home, many return to their families with little to no reunification or planning. The families involved range from prosocial (supportive/ healthy) to antisocial (enabling/ criminal). Based on our validated risk/ needs assessments, 39% of our target population scores moderate to high risk in the area of family/marital.

As a Lane County System, we have made great strides to embrace and support this important criminogenic risk/need factor. From 1992-2013 through Sponsors Inc., Bothy Cottage, we have served over 700 women. Over 125 children have lived in the residence full-time, plus countless others have come for regular overnight visits. The women’s program is truly a family program. It nurtures successful families as well as individuals. Bothy Cottage was dedicated on January 30, 2014.



In the upcoming year, we have secured funding to enhance and incorporate family/ marital programming. It is our hope to tie this component into release planning, transition services and wraparound services for existing programs. It is our hope that this will strengthen and support those in the process of rebuilding their lives.

EDUCATION/ EMPLOYMENT

Achievement and participation in conventional pursuits are important indicators of prosocial lifestyle. Both the monetary and social rewards associated with school and a work setting can exert powerful influences on the individual. Involvement and commitment to the social institutions of education and employment also serve to occupy a significant proportion of a person’s life, thereby leaving less time for anti-social activities.



Our Lane County System has worked hard to develop and maintain services for this risk/ need factor. In the way of employment services, Sponsors has developed the Ross Shepard Reentry Resource Center. This is a “one-stop” program where men and women with criminal histories can find information, resources and referrals to find employment. It is fully staffed with knowledgeable and helpful people to assist with job search needs. Visitors can build and print quality resumes, view our updated community jobs board, and access a multitude of resources in Lane County.

The Ross Shepard Reentry Resource Center is open to both Sponsors clients and members of the public throughout Lane County who have criminal backgrounds. The Center is set up primarily for people who are on probation and parole in Lane County. The Resource Center offers weekly rotating workshops in:

- Applications for School and Student Loans such as FAFSA.
- Effective Job Search Strategies.
- “Do’s and Don’ts” of interviewing.
- Overcoming a criminal background: How to present and talk about yourself.



In addition to employment services, in April of 2014 we re-opened the Education Program with Lane Community College and the Lane County Sheriff’s Office. This program is available to both inmates and parole/probation clientele needing to complete their high school equivalence (GED). Since re-opening the center, we have provided more than 1444 hour of instruction and served over 272 participants.

These and other community based programs assist our clientele in developing skills and credentials that will support prosocial responsibilities and a healthy lifestyle.

LEISURE/ RECREATION

The old adage “idle hands are the work of the devil” is consistent with a general personality and social learning explanation of criminal conduct. If there is significant free time outside of education/employment and family/marital social situations, then filling that time with prosocial activities can be quite important. Engaging in constructive activities is all the more important for individuals who have personality characteristics conducive to criminal behavior (e.g., energetic, easily bored, thrill seeker). Failure to develop prosocial leisure pursuits would increase the risk of criminal conduct as a means of satisfying the need to fill ones time in exciting ways.

Of our target population in Lane County, we have identified that 53% of our clientele scores moderate to high risk in this area. Historically, criminal justice practitioners have not recognized or done much with this criminogenic risk factor. More than half of our client population presents deficits in prosocial leisure and recreational activities. This is significant and should not be ignored. In Lane County, within some of our other programs (e.g. Mentors, AA/NA, and Family/Marital Programming) we have and will incorporate prosocial leisure/recreation events and activities.



Today we know the importance of modeling prosocial behavior and building skills for successful living. In the future, Lane County Parole and Probation will be joining some of our community partners and will be playing a larger role in contributing to this important criminogenic risk/ need domain.

SUBSTANCE ABUSE

Substance-abuse creates obstacles to prosocial behaviors and interactions. Severe abuse can interfere with performance in school/work, alter social networks, create family and marital stress, and can even impact directly on criminal behavior through disinhibition and the need to obtain money illicitly to support a habit. The high prevalence of substance-abuse among our offender populations makes alcohol/drug problems one of the most common criminogenic need areas targeted by treatment programs.

In the area of substance abuse treatment, our Lane County System has done a great job of supporting and maintaining programming. The Affordable Care Act has made substance abuse treatment more accessible and affordable for many individuals on supervision.

Since 2004, we have supported the Endeavor Program through Emergence. This program provides intensive substance abuse treatment, free of charge, to our highest risk population. The Endeavor Program utilizes a cognitive based approach to treatment. The program



focuses on moving individuals from a life of abuse and problems into being a productive member of the community. Encouraging abstinence through monitored urinalysis, the program is designed to be open-ended, as some clients need more time to complete treatment objectives than others. Group treatment meetings are gender specific and focus on principles of risk, need, responsiveness, and fidelity. The Endeavor Program also has a free family support group, which is to address the necessary understanding around addiction, while supporting those that are or have been affected by someone else's compulsion or dependence.

In addition to Emergence, Lane County has access to a variety of other programs geared to address substance abuse.

SEX OFFENDER TREATMENT

Different approaches are used within various sex offender treatment programs to prevent convicted sex offenders from committing future sex offenses. According to the Bureau of Justice Assistance, there are three common therapeutic approaches to treating sex offenders. They are as follows:

- The cognitive-behavioral approach, which focuses on changing thinking patterns related to sexual offending and changing deviant patterns of sexual behavior.
- The psycho-educational approach, which focuses on increasing offenders' empathy for the victim while also teaching them to take responsibility for their sexual offenses.
- The pharmacological approach, which uses medication to reduce sexual response.

Lane County Parole/ Probation utilize validated assessments to identify the risk and needs of our sex offender population. We are very fortunate to have competent and committed sex offender treatment professionals to address the specialized needs of our sex offender population. Our Sex Offender Supervision Unit works closely with our providers to ensure treatment readiness and success.

We currently contract with McKenzie Counseling to provide services to our indigent sex offender population. These services are provided at significantly reduced rates to ensure treatment access. McKenzie provides competent, caring, and evidence-based services to individuals who have committed sexual and/or violent offenses. They operate on a philosophy that each individual has the ability to cultivate and develop a greater sense of self and a healthy state of being. McKenzie Counseling's role is to provide appropriate guidance and a safe venue in which individuals are able to engage in disclosure, receive encouragement and motivation, and respectfully be held accountable for their choices and behavior. As it pertains to our indigent contact, in the future, we will be seeking to support a cognitive behavioral approach and curriculum to programming.

McKenzie Counseling is one of several programs that offer sex offender treatment services in Lane County.

BATTERER INTERVENTION PROGRAMMING

Over the last couple of years, we have worked hard to incorporate evidence based practices within our Domestic Violence Supervision Unit and associated programming. We have largely relied on the expertise of our affiliation with the statewide Family Violence Supervision Network, training and associated research. Currently, we do not have a contract to service our indigent population in need of treatment. This has been a major barrier. Through 3194 funding, we requested resources to reduce this barrier. Moving forward, if awarded, this contract will require a cognitive behavioral curriculum that builds skills through teaching, modeling, rehearsing, practicing and providing corrective/constructive feedback. This program will further be evaluated to ensure fidelity and effectiveness.

DOSAGE

In addition to assessing, identifying, prioritizing and responding to criminogenic risk, need and responsivity factors, we have also paid special attention to the latest research pertaining to dosage. As a Lane County System, we will be working with our parole/probation population to achieve the following bench marks in dosage. The following represents the amount of evidence based intervention required to maximize prosocial change and reduce recidivism...Equating to fewer victims.

Tell me and I forget. Teach me and I remember. Involve me and I learn... Benjamin Franklin

Dosage... How much evidence based intervieion will it take?

Risk	Low	Moderate	High	Very High
Dosage	N/A	100 Hours	200 Hours	300 Hours
Duration	Minimal	3 to 6 Months	6 to 9 Months	9 to 18 Months
Intensity	Minimal	Once/ Week	Twice/ Week	Three/ Week

Lane Public Safety Coordinating Council

PSCC OFFICERS

CHAIR, TIM LAUE
Citizen Member

VICE CHAIR, PAUL SOLOMON
Citizen Member

VOTING MEMBERS

DOUGLAS BAKKE
Citizen Member

JAY BOZIEVICH
County Commissioner

STEPHEN DAVIS
Citizen Member

DONOVAN DUMIRE
Community Corrections Manager

TOM ENGLISH
Citizen Member

LOUIS GOMEZ
Oakridge City Manager

ALICIA HAYS
Health & Human Services
Director (Public Health)

GREG HAZARABEDIAN
Public Defender

PETE KERNS
Chief of Police

AL LEVINE
Youth Services Representative

LISA NICHOLS
Health & Human Services
Assistant Director (Mental Health)

PATY PERLOW
District Attorney

GEORGE POLING
Eugene City Councilor

KARSTEN RASMUSSEN
Circuit Court Presiding Judge

BYRON TRAPP
Sheriff

NON-VOTING MEMBERS

LANG HINKLE
Oregon State Police Representative

DEBORAH MARTIN
Oregon Youth Authority

STEVE MOKROHISKY
County Administrator

The Public Safety Coordinating Council (PSCC), a regional advisory council for the Board of County Commissioners, is charged with ensuring every effort is taken to effectively use resources to prevent crime, reduce crime, and increase the sense of safety within our communities. The PSCC strategy for meeting their charge is three-fold:

- Have a mechanism to monitor system progress that allows PSCC to know how well it is doing in meeting its charge.
- Explore and implement appropriate governance models that increase system efficiency and cost-effectiveness; and
- Make sure there is a continuum of programs and services that promote healthy behavior, ensure the ability to protect the community, and hold offenders accountable.

Vision Statement

We will live in a safe community supported by a safety and justice system that works together to focus on prevention and restoration, while balancing intervention and enforcement. The system will be built on a solid foundation of constitutional principles, statutory laws and community values which honor and promote personal responsibility, family and neighborhood involvement, and trust among people and institutions.

Guiding Principles

- We will prevent crime by promoting conditions, behaviors, and individual and community attitudes that result in a safe community.
- We will hold youth and adult offenders accountable and employ sanctions which fit the circumstances of the crime and the offender.
- We will promote the rights of victims and the community to be compensated and restored.
- We will provide opportunities for skill training, rehabilitation, and reintegration of offenders into the community.
- We will assist community members to understand and accept their responsibility to contribute to and maintain a safe and just society.
- We will coordinate the programs and activities of governmental and private agencies that affect community safety and justice, and will ensure agencies work in partnership with the business community and citizens.
- We will make effective community safety decisions based on research data from a comprehensive information management system.
- We will support the rights of all individuals to a fair and non-discriminatory legal process.

PSCC Goals

Goal 1: Have a system in place that monitors, evaluates, and recommends improvements for the effectiveness of the community safety system.

Goal 2: Review governance models and make recommendations that support cooperative and coordinated approaches to community safety.

Goal 3: Have a continuum of services and sanctions in place based on proven best practices that promote community safety.

