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## Lane County Public Safety Staffing Report

Lane County's public safety system never recovered following the budget crisis and deep layoffs of the early 1980s. County population has grown by more than 25% since 1979. If our public safety system had kept up with population growth, we'd have more employees in every division of every department. Instead, after decades of funding challenges and serial layoffs, Lane County's public safety system is less than half of its former size. Some public safety components are staffed at less than *one-quarter* of 1979 levels. Loss of logging revenue and funding from the long-declining Secure Rural Schools Act has effectively crippled our public safety system.

This report puts public safety staffing levels in context and describes the improvements necessary to repair all 4 legs of our public safety system (the Sheriff's Office, the District Attorney's Office, Parole and Probation, and Youth Services). Optimizing these programs requires support from ancillary services providing drug and alcohol treatment, reentry assistance, and mental health evaluation and treatment, so these programs are also discussed here.

The components of our public safety system are interdependent: Changes in one service affect others. Because of this, it is important to rebuild system components in a thoughtful and balanced way, gradually restoring length (strength) to each of the damaged legs of our public safety system stool.

This report discusses correction capacity for adults and juveniles, law enforcement services including patrol, investigation and prosecution, and community supervision services, including treatment for addictions to drugs and alcohol, mental health evaluation and treatment and reentry services. In this context we outline steps (phases) required to substantially repair Lane County's public safety system, with staffing levels for each department shown at Phase #1 (July 2013), Phase #2 (June 2018). A third staffing level labeled "average" is included to provide context and an indication of the staffing and service levels Lane County would need to achieve "average".

### Lane County Sheriff's Office

The mission of the Sheriff's Office is to conserve the peace. The office is divided into divisions designed to optimize performance and efficiency in each area of responsibility. We provide corrections services, including a jail that house 255 local offenders, Community Correction Center (work-release), and other alternative-custody programs such as Community Service and Work Crew. We provide urban, suburban, and rural patrol of Lane County, including; timberlands, waterways and coastal dunes. The Sheriff's Office investigates major crimes and maintains evidence storage, criminal justice records and a 24/7 Dispatch Center. Court security, prisoner transport, process service, emergency management, and search and rescue round out our critical service delivery. Our full time staff is assisted by dozens of committed volunteers.

**Corrections Division:** In Fiscal Year 07/08, the Lane County Sheriff's Office lost capacity to hold 354 offenders when we closed the Forest Work Camp (149 beds), the Work Release Program (86 beds) and another 199 beds in the County jail. Sporadic closures continued until 2012, when Lane County jail closed

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another wing and dropped to only 135 beds for local offenders. That point marked the lowest net county corrections capacity in over 35 years. In May of 2013 the citizens of Lane County supported a jail levy that restored jail capacity and maintains a minimum of 255 jail beds. Based on current crime volume, 255 beds will bring Lane County up to one-third of the Oregon average jail capacity per thousand reported crimes. Although the jail will continue to release thousands of felony property offenders annually due to inadequate capacity, the Sheriff will be able to hold offenders charged with Measure-11 offenses and other violent felonies as required by law, a significant step in the right direction.

Restoring basic corrections capacity would eliminate all capacity-based releases. Due to this, FTA rates (Fail To Appear for court) would dramatically decrease, the efficiency of the court system would improve, more criminals would be held accountable, and crime rates in the area would decline. Success rates of Alternative Programs would improve because there would be an incentive for offenders to participate and succeed in the programs, since failure to succeed in an alternative program would mean return to jail.

<b>Sheriff's Office Corrections Division Jail Custody Operations</b>			
	<b>Phase 1</b>	<b>Phase 2</b>	<b>Basic Service</b>
	119 FTE • 255 local jail beds available	149 FTE • 401 local beds available • Repairs to jail facility	200 FTE • 1200 local jail beds available including • 24 bed A & D Treatment Unit • 24 bed Mental Health Unit • 24 bed Medical Unit • 24 cell Segregation Unit • 40 bed Education Unit Construction of new jail facility

Basic service level at the Work Release Program would allow eligible sentenced offenders to serve their sentences while employed or attending school. This program was functioning until May of 2008. The Work Release Center (CCC) allows participating offenders to develop skills that will assist them in securing employment. Among other skills, the CCC provides training helpful in the job application process, from resume-building to interviewing techniques. While in the program, participants are required to meet their financial obligations, including any restitution, alimony or child support, pay the cost of staying at the CCC, and obtain reasonable employment. The goal of the Community Corrections Program is to reduce recidivism by helping offenders address criminogenic thinking so they can reintegrate into the community with gainful employment and the skills needed to lead a sober and productive life.

<b>Sheriff's Office Corrections Division Work Release Center Program</b>			
	<b>Phase 1</b>	<b>Phase 2</b>	<b>Basic Service</b>
	8 FTE 36 beds available	8 FTE 36 beds available	18 FTE 122 beds available

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**Sheriff's Work Crew:** The work crew program is an alternative to incarceration which is available to lower risk offenders who are given shorter sentences with permission to serve their time on weekends. Work Crew participants gain valuable work experience and learn the pride of accomplishment while maintaining our parks, trails and roads, or performing other contracted labor in our community. The program also allows offenders to serve their sentence without disrupting their employment or education. The basic level of this program reduces the impact of lost jail capacity, because offenders return to their residence at the end of each day. The Work Crew is currently 100% self-funded by the fees collected. However, our fee is currently so high that many government and non-profit agencies cannot afford to contract with us.

Sheriff's Office Corrections Division Sheriff Work Crew Program			
	Phase 1	Phase 2	Basic Service
	4 FTE 3 work crews	5 FTE 4 work crews	7 FTE 5 work crews

**Forest Work Camp:** At the basic (100 bed) service level the Forest Work Camp would allow sentenced offenders to serve up to one year in a rural setting for lower risk offenders. The majority of the FWC offenders would serve their time on crews working on Federal forest projects and providing other services to government and non-profit agencies in Lane County.

The FWC serves four important public needs:

1. Substantially improves the condition of federal lands and public facilities in Lane County.
2. Holds offenders accountable.
3. Protects the capacity of the Lane County criminal justice system
4. Helps offenders learn job skills and work ethic.

The FWC provides training that makes inmates more employable after incarceration, including CPR, First Aid, proper use of power tools, small engine repair and culinary arts. Inmates receive daily safety briefings and training prior to starting projects.

Sheriff's Office Corrections Division Forest Work Camp Program			
	Phase 1	Phase 2	Basic
	0 FTE Closed	0 FTE Closed	30 FTE 100 beds available 10 work crews

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When the system is properly balanced, eligible inmates can transition from jail to FWC to the CCC as they progress through levels of incarceration on the way to employment and a more productive life. **The DOMC (Defendant and Offender Management Center)** provides risk assessment and inmate services. This program assesses offenders by determining their risk classification status to ensure the proper and safe housing of each offender. Our staff works in cooperation with the Pre-Trial Services division of the Oregon Circuit Court to determine proper placement of each offender and, if release is appropriate, the conditions of release. The DOMC oversees all programs provided to inmates in the Jail, including educational and religious activities, and provides education and job training for offenders in the **“Sit In Program”**. Restoration of Basic Level would re-establish the Education Program which allowed offenders to work on and or complete their G.E.D. and participate in Job Fair programming.

Basic service levels would also re-establish the Sit-In Program which allows offenders with mental or medical disabilities to complete their sentence without being lodged in the jail. Offenders with mental health issues are escorted by their care provider to the Sherman Center where they spend the day prior to being released to their care-provider at the end of the day. The goal level of this program reduces the impact of jail beds by providing less expensive alternatives to the jail. The programming provided to offenders prepares them for re-entry into the community upon completion of their sentences.

Sheriff's Office Corrections Division Defendant and Offender Management Center Program			
	Phase 1	Phase 2	Basic
	8.5 FTE  Inmate Worker Program Classification Volunteer Programs Sit-in Program	8.5 FTE  Inmate Worker Program Classification Volunteer Programs Sit-in Program	11.0 FTE  Inmate Worker Program Classification Volunteer Programs Sit-in Program Education Program Community Based Programs- Offender Placement Service Community Needs Liaison Job Skill Center and Training Day Reporting Center In-Custody Intensive Treatment Unit Program Day Reporting Center Criminogenic Needs Assessment Volunteer Mentorship Program Children of Incarcerated Parents Program Inmate Program Statistical Tracking

**Electronic Surveillance Program:** The basic level of service for the Electronic Surveillance Program would allow sentenced offenders an opportunity to serve their sentence while finding or maintaining employment or attending school. The Electronic Surveillance Program (ESP) is an alternative to being housed in

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the main jail. It uses GPS ankle bracelets to monitor the location of an inmate. Basic service levels for this program allows up to 100 appropriate pretrial and sentenced offenders to remain at home while being monitored electronically. Offenders in this program can participate in treatment and continue employment while benefiting from the monitoring and supervision provided by the program. This level of functioning existed until May 2008. Although the program is primarily for sentenced individuals, it also supports State Pretrial Services Office by providing electronic monitoring of individuals approved for pretrial release.

Sheriff's Office Corrections Division Electronic Surveillance Program			
	Phase 1	Phase 2	Basic
	1 FTE Deputy Sheriff 45 Offenders	1 FTE Deputy Sheriff 45 Offenders	2 FTE Deputy Sheriff 1 FTE Corrections Technician 100 Offenders

**Offender Community Service Program (CSP):** CSP is a sentencing alternative to incarceration. Eligible offenders serve their sentences performing volunteer work at local non-profit and public agencies. The CSP staff oversees the supervision of over 500 offenders on a daily basis. The program is funded by the Community Corrections Act (CCA) and offender fees, as well as the County general fund. This program allows state mandated sentences to be served, thereby holding offenders accountable. The basic service level allows for supervision of over 500 offenders, most of which work for local non-profit agencies. This level of service existed until May 2008.

Sheriff's Office Corrections Division Community Service Program			
	Phase 1	Phase 2	Basic
	FTE Deputy Sheriff 0.5 FTE Office Assistant	FTE Deputy Sheriff 0.5 FTE Office Assistant	2.0 FTE Deputy Sheriff 1.0 FTE Office Assistant

## Police Services Division

**Traffic Team:** The Traffic Team focuses on impaired driving and other dangerous driving behaviors. Over the past few years, Lane County has consistently ranked among the three worst Oregon counties for number of fatal vehicle crashes. Our Traffic Team was terminated in 2011 due to budget reductions. When fully funded and operating in conjunction with county courts, our Traffic Team is as a self-funding program.

Sheriff's Office Police Services Traffic Team			
	Phase 1	Phase 2	Basic
	0 FTE	0 FTE	2 FTE Sergeant 15 FTE Deputy Sheriff

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**Dune Patrol:** Our Dune Patrol provides enforcement and emergency response on and near the Oregon dunes and is funded through contract with the Oregon State Parks Department. Basic service level would provide 7 days-per-week coverage with capacity to augment staffing during high activity periods and events.

Sheriff's Office Police Services Dune Patrol			
	Phase 1	Phase 2	Basic
	1 FTE Deputy Sheriff	1 FTE Deputy Sheriff	2 FTE Deputy Sheriff

**Marine Patrol:** Marine Patrol is funded at current levels through contract with the Oregon Marine Board. Basic Service Level provides adequate marine law enforcement presence on our waterways and staffing necessary to provide the water and boating safety education required by contract. Basic service levels also support Search and Rescue water rescues.

Sheriff's Office Police Services Marine Patrol			
	Phase 1	Phase 2	Basic
	0.33 FTE Sergeant 3 FTE Deputy Sheriff	0.33 FTE Sergeant 3 FTE Deputy Sheriff	1 FTE Sergeant 6 FTE Deputy Sheriff

**Forestland Patrol:** Forestland Patrol provides patrol, Search and Rescue support and drug enforcement on federal forestlands in the County. This program ended in June 2013 due to budget reductions.

Sheriff's Office Police Services Forestland Patrol			
	Phase 1	Phase 2	Basic
	0 FTE	0 FTE	1 FTE Sergeant 6 FTE Deputy Sheriff

**Rural Patrol:** Rural Patrol basic service level would provide police response to all calls for service and reestablish the resident deputy program for all unincorporated communities. This service level would also reopen west and south patrol sub-stations and support neighborhood watch programs. This service level would also provide support covering elections, public works, and the county fair in addition to staffing dignitary protection (Presidential, congressional, other non-government dignitaries) and large community events like the Oregon Country Fair, Fairy World, Eugene Pro Rodeo, Blackberry Jam, and Rhododendron Days.

Sheriff's Office Police Services Rural Patrol			
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	Phase 1	Phase 2	Basic
	1 FTE Captain 1 FTE Admin Assistant 1 FTE Lieutenant 6 FTE Sergeant 21 FTE Deputy Sheriff	1 FTE Captain 1 FTE Admin Assistant 2 FTE Lieutenant 8 FTE Sergeant 30 FTE Deputy Sheriff	1 FTE Captain 1 FTE Admin Assistant 3 FTE Lieutenant 20 FTE Sergeant 96 FTE Deputy Sheriff 1 FTE Office Assistant

**Criminal Investigations Section:** Criminal Investigations is staffed with detectives who currently investigate only the most serious felony person crimes including homicide and child sexual abuse. The basic Service level would restore staff to investigate all felony crime, with 24 hour detective response. Basic service level would also support the interagency drug enforcement team and provide a forensic analyst capable of investigating computer and internet crime, including child pornography, child trafficking and other sex crimes.

Sheriff's Office Police Services Criminal Investigations Section			
	Phase 1	Phase 2	Basic
	1 FTE Sergeant 4 FTE Detectives	1 FTE Sergeant 6 FTE Detectives	1 FTE Lieutenant 3 FTE Sergeant 10 FTE Detective (Violent Crime) 5 FTE Detective (Property Crime) 2 FTE Detective (Drug Crime) 1 FTE Forensic Investigator 1 FTE Office Assistant

**Prisoner Transport and Civil Process Service:** The Sheriff's Office provides courthouse security service, inmate transport to and from other correctional facilities, and process service. The Basic Service level would provide full capacity to manage extradition, courthouse security and prisoner transport to and from court, medical appointments and correctional facilities. Basic service would also restore capacity to effect criminal and civil service (subpoenas) as well as sheriff sale processes.

Sheriff's Office Police Services Prisoner Transport and Civil Process Service			
	Phase 1	Phase 2	Basic Services

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1 FTE Sergeant 6 FTE Transport Deputy Sheriff 2 FTE Civil Deputy 1 FTE Records Officer	1 FTE Sergeant 6 FTE Transport Deputy Sheriff 2 FTE Civil Deputy 1 FTE Records Officer	2 FTE Transport Sergeant 15 FTE Transport Deputy 1 FTE Civil Sergeant 6 FTE Civil Deputy Sheriff 2 FTE Records Officer	
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**Search and Rescue (SAR):** The Sheriff’s SAR team provides 24/7 emergency response and averages approximately 100 missions per year and 20,000 to 25,000 hours per year of staff and volunteer work.

Sheriff’s Office Search and Rescue Operations			
	Phase 1	Phase 2	Basic Services
	1 FTE Coordinator 1 FTE SAR Deputy Sheriff 300 Volunteers	1 FTE Coordinator 1 FTE SAR Deputy Sheriff 300 Volunteers	1 FTE Coordinator (Sergeant) 2 FTE SAR Deputy Sheriff 1 FTE Office Assistant 300 Volunteers

**Emergency Management Program:** The basic level of Emergency Management Services includes a Program Manager who would establish goals, assist in policy development, and supervise program personnel. The Grant Coordinator would identify grant opportunities and do the research and writing necessary to effectively compete for them. The Mitigation Officer would work with County departments and outside agencies to develop, coordinate and implement plans and policies that improve public safety by reducing the impact of natural and manmade disasters. The Preparedness Coordinator would manage public education and outreach, and a Radio Network Coordinator would coordinate and maintain communications among emergency personnel, medical personnel and utilities during disasters. The Radio Technician would structure and maintains all components of the radio network, and an Office Assistant would support the Emergency Management program by maintaining all research and documentation necessary for community coordination and grant compliance.

Sheriff’s Office Emergency Management Program			
	Phase 1	Phase 2	Basic Services

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1 FTE Emergency Manager 1 FTE Radio Technician	1 FTE Emergency Manager 1 FTE Radio Technician	1 FTE Emergency Manager 1 FTE Hazard Mitigation Specialist 1 FTE Preparedness Coordinator 1 FTE Radio Network Coordinator 1 FTE Radio Technician 1 FTE Office Assistant Grants Coordinator	
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**Volunteer Services:** The Sheriff’s Office relies heavily on volunteers, but volunteers need to be properly trained and supervised in order to function effectively and safely. The basic service level would provide adequate support and coordination for over 700 people who volunteer in Sheriff’s Office programs including Neighborhood Watch, Search and Rescue, Mounted Posse, Corrections, Property and Evidence, Main Office Information Volunteers, and a variety of other positions. The Sheriff’s Office currently has only .5 FTE managing the volunteer programs, so we are unable to expand volunteer use into many other service areas where they could assist our agency and our community.

Sheriff’s Office Volunteer Services			
	Phase 1	Phase 2	Basic Services
	.5 FTE Sergeant	.5 FTE Sergeant	1 FTE Sergeant 2 FTE Volunteer Coordinator

**Support Services:** The Sheriff’s Support Services team includes Communications, Police Records, Jail Records and Property/Evidence, all of which are funded primarily through contracts and the county general fund. Basic staffing in our Communications Center would expedite our emergency response by reducing hold times (by doubling the number of incoming phone lines) and staffing appropriately. It would enhance officer safety and give us the ability to pursue additional dispatch service contracts, reducing our dependence on general fund support.

Basic staffing levels in Police Records would allow increased access for law enforcement partners and the public. It would also allow us to increase our operating hours for Central Reception allowing for more walk-in service, public records requests, and faster CHL approval.

Basic staffing levels in Jail Records would add a dedicated Sentence Computation/Trip Preparation position. This addition would ensure greater accuracy/accountability when dealing with inmate sentences (in jail custody and alternative programs) and provide for better/quicker transition of inmates in and out of the Jail.

Basic staffing in Property/Evidence would expedite our crime scene investigation and evidence recovery and improve our ability to process seized and recovered property. It would also provide staff needed to manage release and disposition of property and evidence.

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<b>Sheriff's Office Support Services</b>			
	<b>Phase 1</b>	<b>Phase 2</b>	<b>Basic Services</b>
	14 FTE Dispatch 12 FTE Police Records 14 FTE Jail Records 1 FTE Prop/Evidence 1 FTE Jail Records Supervisor 2 FTE Comm/Rec Supv 1 FTE Sup Svc Manager	14 FTE Dispatch 12 FTE Police Records 14 FTE Jail Records 1 FTE Prop/Evidence 1 FTE Jail Records Supervisor 2 FTE Comm/Rec Supv 1 FTE Sup Svc Manager	21 FTE Dispatch 24 FTE Police Records 18 FTE Jail Records 3 FTE Prop/Evidence 3 FTE Jail Records Supervisor 4 FTE Comm/Rec Supv 1 FTE Sup Svc Manager

Restoring FTE in our **Training Section** would allow us to improve performance and reduce liability risk by proactively managing training plans for each employee and complying with recommended training levels. The basic service level was in place prior to 2008. Training is currently funded largely by the general fund.

<b>Sheriff's Office Training Section</b>			
	<b>Phase 1</b>	<b>Phase 2</b>	<b>Basic Services</b>
	1 FTE Training Sergeant	1 FTE Training Sergeant	1 FTE Training Sergeant 2 FTE Deputy Sheriff 1 FTE Office Assistant

Restoring staff to Administrative Services, **Professional Standards**, and **Fiscal Services** would help us effectively compete for and comply with grants, review variance reports, optimize equipment use, maintenance and replacement, and centralize purchasing and RFPs. Having a full time PIO would allow the Sheriff's Office to answer the constant demand for public information with specialized, lower cost personnel who communicate effectively and are fluent in the latest social media and related systems. Adding staff to manage existing contracts, research new contract opportunities, and manage the related RFP process would improve our contract management.

<b>Sheriff's Office Professional Standards, Fiscal Sections</b>			
	<b>Phase 1</b>	<b>Phase 2</b>	<b>Basic Services</b>

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1 FTE Chief Deputy 1 FTE Admin Assistant 1 FTE Professional Standards Sergeant 1 FTE Fiscal Manager 1 FTE Management Analyst 1 FTE Accounting Analyst 2 FTE Senior Accounting Clerks 1 FTE Senior Stores Clerk 0.67 FTE Contracts/PIO Sergeant	1 FTE Chief Deputy 1 FTE Admin Assistant 1 FTE Professional Standards Sergeant 1 FTE Fiscal Manager 1 FTE Management Analyst 1 FTE Accounting Analyst 2 FTE Senior Accounting Clerks 1 FTE Senior Stores Clerk 0.67 FTE Contracts/PIO Sergeant	1 FTE Chief Deputy 1 FTE Admin Assistant 2 FTE Professional Standards Sgt 1 FTE Fiscal Manager 2 FTE Senior Management Analyst 1 FTE Accounting Analyst 4 FTE Senior Accounting Clerk 2 FTE Accounting Clerk 2 1 FTE Buyer 1 FTE Stores Clerk 1 FTE Public Information Officer .5 FTE Contract Sergeant	
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## Lane County District Attorney's Office Services

The Lane County District Attorney's Office is comprised of five divisions, each of which provides specialized public safety services. Our **Medical Examiner** Division conducts death investigation in response to approximately 1,100 "unattended death" calls per year. **Kids FIRST** investigates child sexual abuse and assault. Our **Family Law** division collects and enforces child support. Felony crimes and misdemeanor crimes in unincorporated Lane County are reviewed and prosecuted by our **Criminal Division**. Crime victims are assisted through our **Victims Services** program.

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**Criminal Prosecution:** The Criminal Prosecution division currently has 19 attorneys, 2 investigators, and 16 support staff remaining to process roughly 6,000 criminal cases a year. Approximately 600 viable felony cases went unprosecuted last year due to layoffs. These “no-files” are in addition to approximately 1,200 felony cases police agencies diverted to municipal court as “felony to misdemeanor reductions” in order to avoid a no-file decision by the DA’s office. Another 2,000 non-violent misdemeanor cases and 2,000 probation violations were eliminated in prior years as a result of prior staff reductions. (If staffing is fully restored at all local law enforcement agencies DA case volume will quickly return to former levels and may approach 10,000 cases per year within a few years.)

District Attorney’s Office Criminal Prosecution			
	Phase 1	Phase 2	Basic Services
	1 FTE Chief Deputy DA 1 FTE Management Analyst 1 FTE Administrative Services Supervisor 1 FTE Accounting Analyst 1 FTE Lead Investigator 1 FTE Investigator 4 FTE Supervising Senior Prosecutor 3 FTE Senior Prosecutor 11 FTE Deputy District Attorney 1 FTE Paralegal 5 FTE Legal Secretary 7.3 FTE Office Assistant	1 FTE Chief Deputy DA 1 FTE Management Analyst 1 FTE Administrative Services Supervisor 1 FTE Accounting Analyst 1 FTE Lead Investigator 2 FTE Investigator 4 FTE Supervising Senior Prosecutor 3 FTE Senior Prosecutor 16 FTE Deputy District Attorney 2 FTE Paralegal 5 FTE Legal Secretary 9 FTE Office Assistant	1 FTE Chief Deputy DA 1 FTE Management Analyst 1 FTE Administrative Services Supervisor 1 FTE Accounting Analyst 1 FTE Lead Investigator 5 FTE Investigator 5 FTE Supervising Senior Prosecutor 5 FTE Senior Prosecutor 19 FTE Deputy District Attorney 3 FTE Paralegal 7 FTE Legal Secretary 11 FTE Office Assistant

**Family Law:** Our Family law division is comprised of 4 attorneys and 9 support staff who enforce and modify child support orders. Our team collects over 18 million dollars per year for Lane County children and families. The Family Law division maintains an average caseload of approximately 6,000 cases, approximately 1,500 cases per attorney.

District Attorney’s Office Family Law			
	Phase 1	Phase 2	Basic Services

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1 FTE Program Manager 1 FTE Investigator 1 FTE Sup. Senior DA 3 FTE Deputy DA 1 FTE Paralegal 3 FTE Legal Secretary 2 FTE Senior OA 1.1 FTE Office Assistant	1 FTE Program Manager 1 FTE Investigator 1 FTE Sup. Senior DA 3 FTE Deputy DA 1 FTE Paralegal 3 FTE Legal Secretary 2 FTE Senior OA 2 FTE Office Assistant	1 FTE Program Manager 2 FTE Investigator 1 FTE Sup. Senior DA 1 FTE Senior Prosecutor 3 FTE Deputy DA 2 FTE Paralegal 4 FTE Legal Secretary 2 FTE Senior OA Assistant 3 FTE Office Assistant
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**Kids First:** Our Kids FIRST division is a public/non-profit partnership providing child advocacy services in cases involving child victimization. The center is staffed by a director and 5 additional employees, with local medical staffing and community volunteers providing additional services and support. Our center provides forensic interviews, medical exams, crisis support services and grand jury review. Kids FIRST is based on a “one-stop-shopping” model designed to reduce trauma to victims of abuse and their families. Last year we interviewed and served over 700 children who had been sexually/physically abused and/or witnessed domestic violence.

District Attorney's Office Kids' FIRST		
Phase 1	Phase 2	Basic Services
Part Time Director 2 FTE Victim Advocate 1 FTE Forensic Interviewer 1 FTE Legal Secretary 1 FTE Sr. OA	1 FTE Program Director 2 FTE Victim Advocate 1 FTE Forensic Interviewer 1 FTE Legal Secretary 1 FTE Sr. OA	1 FTE Program Director 2 FTE Victim Advocate 2 FTE Forensic Interviewer 1 FTE Legal Secretary 2 FTE OA 1 FTE Grant Specialist Replace Building

**Victim Services:** Victim Services is staffed by a director, 4 Victim Advocates and approximately 25 volunteers. Our team delivers services to thousands of crime victims every year. We provide crisis intervention, notification of court hearings, and restitution calculation, documentation and collection. Lack of staffing prevents us from delivering full services to all victims. Our 24 hour crisis response team was eliminated due to prior staff reductions.

District Attorney's Office Victim Services		
Phase 1	Phase 2	Basic Services
1 FTE Program Manager 0.6 FTE Office Assistant 4 FTE Victim Advocate	1 FTE Program Manager 1 FTE Office Assistant 5 FTE Victim Advocate	1 FTE Program Manager 3 FTE Office Assistant 7 FTE Victim Advocate

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**Medical Examiner:** Our Medical Examiner’s division is called to approximately 1,100 unattended or suspicious deaths every year. Approximately 400 of those deaths require more in depth investigation, and roughly half of our investigations (200) will require an autopsy. Two Deputy Medical Examiners and part-time support staff assist with scene investigation, evidence collection, autopsy, report writing and all other aspects of the 24/7 operation.

<b>District Attorney’s Office Medical Examiner</b>			
	<b>Phase 1</b>	<b>2019</b>	<b>Basic Services</b>
	2 FTE Deputy Medical Examiner	2 FTE Deputy Medical Examiner	4 FTE Deputy Medical Examiner 1 FTE Office Assistant

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## Lane County Parole and Probation

Parole and Probation supervises offenders on Probation, Parole, and Post-Prison supervision. The agency utilizes a validated risk-assessment tool, case planning, and other evidence-based practices in community corrections to provide supervision, treatment, sanctions, and alternatives to incarceration for offenders. Parole and probation officers monitor offender progress, enforce conditions of release, and sanction offenders who fail to comply. Since losing General Fund money in 2012, Parole and Probation relies almost entirely on CCA funding for its operation. The ability to provide supervision services is predicated on an adequate source of funding from CCA dollars, and this funding is at risk since layoffs in the District Attorney’s Office forced the loss of 25% of the felony prosecution. (Felony prosecution drives the state formula for the distribution of state CCA funding. When Lane County cut prosecutors it forced sharp cuts in CCA revenue, but we will not know the full extent of the financial impact for several years.)

**General Felony Supervision:** The average caseload for a parole officer in Lane County is between 90 and 100 offenders. Once Parole and Probation has filled the positions currently being recruited, the agency will have 35 PO’s on staff, which will bring caseload averages down to 75 or lower, depending on how quickly the prosecutions erode. The state average caseload, derived from a best practice model, is 55 to 60 offenders per officer.

<b>Parole and Probation General Felony Supervision</b>			
	<b>Phase 1</b>	<b>Phase 2</b>	<b>Basic Services</b>
	.5 FTE Division Manager 1.0 FTE Community Corrections Manager 2.0 FTE Supervisors 1.0 FTE Management Analyst 23.4 FTE PO 6.0 FTE Office Assistants 2.0 FTE Corrections Technicians	.5 FTE Division Manager 1.0 FTE Community Corrections Manager 2.0 FTE Supervisors 1.0 FTE Management Analyst 19.2 FTE PO 6.0 FTE Office Assistants 2.0 FTE Corrections Technicians	.5 FTE Division Manager 1.0 FTE Community Corrections Manager 5.0 FTE Supervisors 1.0 FTE Management Analyst 28.0 FTE PO 8.0 FTE Office Assistants 2.0 FTE Corrections Technicians

**Felony Sex Offender Supervision:** The Sex Offender unit provides supervision and treatment for offenders convicted of sex crimes. The program is designed to reduce recidivism rates through specialized treatment designed to reduce sexually deviant behavior. The Sex Offender unit provides comprehensive sex offender evaluations, a psycho-educational treatment group for offenders entering treatment, and intensive treatment services, including group, individual and family sessions, and polygraphs. Validated risk assessment tools are used in conjunction with the OCMS (Oregon Case Management System) risk instruments to determine supervision level and identify cases appropriate for sex offender notification. Currently, the sex offender supervision unit supervises approximately 400 felony offenders.

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Parole and Probation Felony Sex Offender Supervision			
	Phase 1	Phase 2	Basic Services
	1.0 FTE Supervisor 4.0 FTE PO's	1.0 FTE Supervisor 6.0 FTE PO	1.0 FTE Supervisor 6.0 FTE PO 1.0 Case Aide

**Felony Domestic Violence Supervision:** Parole and Probation supervises approximately 400 offenders in the Domestic Violence Program who have been convicted of a domestic violence offense. Efforts are concentrated on offenders who are most likely to reoffend. These offenders have often been in prison and many have several prior felony convictions. Officers receive specialized training in working with domestic violence offenders and their victims.

Parole and Probation Felony Domestic Violence Supervision			
	Phase 1	Phase 2	Basic Services
	1.0 FTE Supervisor 4.0 FTE PO's	1.0 FTE Supervisor 6.0 FTE PO	1.0 FTE Supervisor 6.0 FTE PO 1.0 Case Aide

**Intensive Management Supervision:** Intensive Management Supervision is used in many jurisdictions like Lane County with medium-sized cities and a significant criminal gang presence. Currently, we have only one full time Parole & Probation Officer supervising the gang caseload, but this is a critical public safety concern that merits more attention. Effective supervision of this work requires specialized training and experience and close coordination with partners in Youth Services and other law enforcement agencies. Expansion of this program is essential to improving public safety, as we have a significant and expanding gang presence that includes offenders who represent a higher risk to community safety.

Intensive Management Supervision			
	Phase 1	Phase 2	Basic Services
	1 FTE PO	4.0 FTE PO	4.0 FTE PO 1.0 FTE Case Aide

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**Misdemeanor Supervision:** Parole and Probation is funded almost entirely by state Community Corrections Act (CCA) funding. State funding can't be used to pay for supervising misdemeanor offenders, even though some of the violent misdemeanants represent a greater community safety threat than lower level felons. Today we're supervising only the few high-risk misdemeanants (about 40) who are funded by grant money.

Parole and Probation Misdemeanor Supervision			
	Phase 1	Phase 2	Basic Services
	0.8 FTE PO		

**Interagency Narcotics Team:** The Lane Interagency Narcotics Team (INET) has been in existence since the 1980s, but it has been periodically disbanded as staffing and funding at local law enforcement agencies has declined. Outside grants and other support made it possible for INET to restart several years ago. Although the team is a small fraction of its former size and strength, it is a critical part of our community law enforcement presence.

Supervision on Interagency Narcotics Team (INET)			
	Phase 1	Phase 2	Basic Services
	1.0 FTE PO	2.0 FTE PO	2.0 FTE PO

**Drug Court:** Lane County's Adult Drug Court program was implemented in 1994 through a partnership between the Lane County District Attorney's Office, the Lane County Circuit Court, Public Defender Services, and other public and private agencies. The program is a unique blending of criminal case processing and treatment which brings together many diverse organizations for the purpose of helping drug-affected offenders become responsible citizens. Eligible defendants agree to complete drug treatment under supervision of the Circuit Judge with intensive supervision provided by Lane County Probation Officers. The program rehabilitates offenders by focusing on treatment of their substance abuse problems and eliminating related criminal behavior.

Drug Court Supervision			
	Phase 1	Phase 2	Basic Services
	.8 FTE PO	.8 FTE PO	.8 FTE PO

Referrals of offenders on supervision to Drug Court come from Parole and Probation and Judges. Drug Court is a separate docket. The Court uses incentives and sanctions to reinforce progress toward treatment goals and compliance. Sanctions include being ordered to sit in Court and observe Drug Court proceedings and prepare a written report, suspended jail sentences, and actual days in Jail or Community Corrections Center for road crew. Lane County Adult Corrections has ten immediate sanction jail beds which are available when needed for sanctions which are swift, certain, and of limited duration (no more than three-five days). Measure 57 budget includes funding to pay for these beds. A contract with Emergence, is currently in place for Drug Court Treatment. As the funding timeline

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portrays (below), there is quite a mix of revenue (grants, M57 funding, and Oregon Criminal Justice Commission funds) that when pulled together do a great job of supporting the much needed Drug Court program.

Funding Timeline		7/1/13-6/30/14	7/1/13-6/30/14	9/1/13-6/30/14	7/1/13-6/30/14	9/1/13-9/30/14	Drug Court Total All Sources	9/1/13-9/30/14 OCJC Vet Court
Source of Funding		MH66	M57	OCJC DC	Serbu	BJA Grant		
Agency	Service/Staff						TOTAL	
Emergence	Tx slots	\$ 94,280	\$ 94,432	\$ 90,000	\$ 31,000		\$ 309,712	\$ 50,100
Emergence	Assess Coordin		\$ 16,950				\$ 16,950	
OJD	DC Coordin		\$ 11,550				\$ 11,550	
Emergence				\$ 135,102				
Emerg & Sponsors	Recovery & Other Housing			\$ 21,950			\$ 21,950	\$ 8,250
							\$ -	
Emergence	PTSD Train							\$ 2,000
LCOG	Data Entry			\$ 9,000			\$ 9,000	\$ 1,000
DA	FTE			\$ 116,375			\$ 116,375	\$ 12,931
P&P	FTE					\$ 162,000	\$ 162,000	
Travel**				\$ 8,594	\$ 4,635	\$ 1,119	\$ 14,348	\$ 5,339
LCSO	Administration			\$ 3,000				
	<b>Total</b>	<b>\$ 94,280</b>	<b>\$ 122,932</b>	<b>\$ 384,021</b>	<b>\$ 35,635</b>	<b>\$ 163,119</b>	<b>\$ 794,987</b>	<b>\$ 97,760</b>
** Serbu travel funds used to send DA to Veteran's Court Training								

#### Treatment Services for Individuals in the Criminal Justice System

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Currently there are inadequate treatment services available for individuals impacting the criminal justice system, whether they are in the jail, drug court, leaving the jail or court placed under community supervision, or for ongoing services for those continuing under supervision. There are zero dedicated mental health services (including access to psychiatric evaluation, medication management and access to medications), inadequate addictions treatment, sex offender treatment or domestic violence treatment. This is true across the continuum from regular outpatient to intensive outpatient to inpatient/residential services. These services need to be specifically designed to target individuals in the criminal justice system, and need to be separated physically from traditional outpatient clinic settings, where vulnerable clients are served. Currently there are no truly integrated dual diagnosis programs, outpatient or inpatient for individuals with both mental health and addictions issues, and these need to be developed and contracted for, across the continuum. Currently many individuals who leave correctional settings with psychiatric medications may get a 30 day supply of medication or a prescription for medication, but typically they are unable to access a psychiatric provider before they run out of medication, assuming they even have the funds to purchase the medication in the first place. Typically they then lose access to medication and go off them, decompensate and end up back with new criminal justice involvement.

Funding for these treatment services is complex, and may well require general fund, as a large proportion of individuals in the criminal justice system do not qualify for Oregon Health Plan, and it is unclear how OHP expansion or the Affordable Care Act will significantly impact this situation. Dedicated slots and beds need to be created to serve this population, and providers with an expertise and interest in working with this group need to be identified. To best serve individuals housed within LCAC, it is recommended that the County look to re-opening the Psychiatric Hospital located in the Sherman Center of the Lane County Jail, so mental health staff can assist with prompt evaluation and stabilization treatment and coordinate treatment with outside providers. In the past, the "Psych hospital" reduced stress on the jail by managing offenders on detainer, though it was sometimes brief. The Psych hospital could also do evaluations and provide other support on the "aid-and-assist" cases when the state hospital lacks the capacity to manage them. Keeping the care and management of appropriate offenders inside the Psych hospital in the jail is a solution which is less expensive, more efficient for the court system, lower risk for the community and more effective and compassionate for the mentally ill offender.

One of the challenges in this is getting a sense of what is the right amount of service availability to meet the need. How many dedicated inpatient/residential treatment beds would be needed, how many outpatient treatment slots? In this regard the table below reflects an incremental increase in the amount of available services/treatment slots from Phase I to Phase II to Basic, but essentially the same types of services would be needed at each Phase.

<b>Mental Health Services</b>		
<b>Phase 1</b>	<b>Phase 2</b>	<b>Basic Services</b>

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<p>There are currently <b>zero</b> dedicated mental health services to meet the needs of this population</p>	<p>The recommendations below would meet <b>25%</b> of the anticipated need:</p> <p>Contract for 200 evaluation slots, to include psychiatry for individuals in LCAC and on community supervision.</p> <p>Contract for 100 outpatient mental health treatment slots, with dedicated slots for drug court and community supervision. These slots would serve 400 individuals annually.</p> <p>Contract for integrated dual diagnosis treatment, with 50 outpatient slots (would serve 100 individuals annually) and 8 residential beds (would serve 32 individuals annually),</p> <p>Contract for 100 slots for psychiatric medication management, with rapid access and funds for</p>	<p>The recommendations below would meet <b>50%</b> of the recommended need:</p> <p>Contract for 400 evaluation slots, to include psychiatric assessment for individuals in LCAC or community supervision.</p> <p>Contract for 200 dedicated outpatient mental health treatment slots (would serve 800 individuals annually).</p> <p>Contract for integrated dual diagnosis treatment, with 100 outpatient slots (would serve 200 individuals) and 16 residential beds (would serve 64 individuals annually).</p> <p>Contract for 200 slots for psychiatric medication management, with rapid access and funds for purchase of psychiatric</p>
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	<p>purchase of psychiatric medications (would serve 200 individuals annually).</p> <p>Re-open Lane County Psychiatric Hospital in the Sherman Center at 12-15 beds, (would allow for 620-780 admissions annually).</p>	<p>medications (would serve 400 individuals annually).</p> <p>Continue operation of the psychiatric hospital in the Sherman Center</p>
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The purpose of **Alcohol and Drug Treatment** programs is to reduce criminal behavior by assisting supervised offenders with substance abuse problems to achieve a productive, drug-and-alcohol-free lifestyle. Alcohol and Drug Treatment is provided through contracts with local nonprofit organizations including Buckley House, Willamette Family, and Emergence. Lane County has long required that all treatment providers using state Community Corrections funds adhere to Evidence Based Practices. Treatment services are provided to high-risk offenders with programming designed to address criminogenic needs as determined by assessments with validated risk assessment tools.

According to the Oregon Department of Corrections approximately 75% of offenders in state custody have moderate to severe substance abuse histories. Unfortunately, most do not receive treatment while in custody and return to our communities on post-prison supervision at-risk of relapsing and engaging in new criminal activity. Similarly, a majority of the Local Control offenders on probation have untreated substance abuse histories. Lane County's ability to provide treatment services to the 3,000 plus offenders on supervision in Lane County is severely constrained by a lack of treatment resources. It should be noted that the number of offenders on supervision are projected to grow by 150 offenders or more by phase #3. Currently Lane County has 35 dedicated treatment slots through the Endeavor Program operated by Emergence that serve roughly 100 people a year. Data from 2012 shows that 38 people a month were added to the waitlist for a slot. At that time 18% of the individuals on the waitlist had been there for more than 120 days.

It should also be noted that we currently have no funded residential drug and alcohol treatment slots. There are many property and person to person crime offenders in Lane County with severe addictions to heroin and methamphetamine that are not amenable to out-patient treatment. Unfortunately, jail sanctions become the only option in lieu of residential treatment, lacking the alternative. It would be more cost effective to contract for residential treatment services for the most severe cases.

It is apparent that we are only providing treatment to a fraction of the offenders in Lane County that have substance abuse needs. By increasing our treatment resources we will ultimately decrease the likelihood of future criminal behavior, saving the county the cost of incarceration and victimization to the community.

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A recent audit of the Oregon Department of Corrections by the Secretary of State’s Office indicated that if had provided A&D treatment to the highest risk offenders between 2008 and 2011, Oregon would have saved \$21.6 million dollars.

It should also be noted, that like the Mental Health Services, Drug and Alcohol Treatment will be impacted by the implementation of the Affordable Care Act (ACA). The majority of offenders who do not have health insurance should be eligible for services under Cover Oregon. However, until we have more information, it is unclear how these services may be subsidized and delivered for offenders with criminal histories.

<b>Drug and Alcohol Treatment</b>		
<b>Phase 1</b>	<b>Phase 2</b>	<b>Basic Services</b>
<p>Currently there are 40 out-patient treatment slots funded through Community Corrections. These slots are available to offenders on parole or probation and have long waiting lists.</p> <p>A Bureau of Justice (BJA) Reentry Grant has allowed for the funding of an additional 40 treatment slots targeted at offenders releasing from prison. This BJA grant expires 9/30/13 and is pending renewal.</p>	<p>The recommendations below would meet 20% of the anticipated need:</p> <p>Contract for 200 out-patient treatment slots through local providers to provide evidence-based drug and alcohol treatment services.</p> <p>Contract for 25 in-patient treatment slots through local providers to provide evidence-based drug and alcohol treatment services.</p>	<p>The recommendations below would meet <b>40%</b> of the recommended need:</p> <p>Contract for 400 out-patient treatment slots through local providers to provide evidence-based drug and alcohol treatment services.</p> <p>Contract for 50 in-patient treatment slots through local providers to provide evidence-based drug and alcohol treatment services.</p>

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There are currently <b>zero</b> dedicated residential treatment slots to meet the needs of this population.		
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**Sex Offender Treatment Services** are provided as multi-pronged strategy to enhance community safety, decrease future victimization, and increase compliance on supervision for sex offenders. In the majority of cases the offender will select the program they choose to enroll in from a list of approved providers and pay for his or her own treatment. County subsidized sex offender treatment has been offered for indigent individuals whose supervision conditions require participation in treatment. Prioritization of services for those offenders is based on a number of factors, including risk of re-offense as indicated by standardized evaluation and validated risk assessment tools.

Due to the fact that the majority of sex offenders pay for their own treatment, the need to subsidize treatment is far less than for mental health or substance abuse treatment. Nonetheless, the number of subsidized sex offender treatment slots are currently a fraction of what they should be.

<b>Sex Offender Treatment</b>		
<b>Phase 1</b>	<b>Phase 2</b>	<b>Basic Services</b>
There are currently 30 treatment slots for indigent, high-risk sex offenders funded through Community Corrections.	Contract for 50 sex offender treatment slots to serve high-risk, indigent offenders	Contract for 75 sex offender treatment slots to serve high-risk, indigent offenders.

## Reentry Services

Reentry Services provide evidence-based support and intervention for offenders being released from prison or other correctional custody. The programs are designed to decrease criminal behavior by supporting offenders' efforts to successfully re-integrate back into their communities. The Governor's Reentry Council adopted Sponsors as the model for transitional housing in Oregon. Sponsors, Inc. is the sole-source provider of Reentry Services in Lane County.

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Sponsors' provides managed, transitional and long-term housing to indigent and homeless male and female offenders being released from state and county correctional institutions. Using a validated risk-assessment tool, offenders are screened for risk, with resources being focused exclusively on medium to very high risk offenders. Offenders are placed in on-site programs including Mentoring, CBT (Cognitive Behavioral Therapy), Education, Employment Services and Drug and Alcohol Treatment (provided by Emergence), all of which are designed to reduce risk of criminal behavior by mitigating criminogenic predictors (risk factors). Serving male and female adult offenders, Sponsors also provides transitional and long-term treatment and support for Veterans, through the Department of Veterans Affairs Grant and Per Diem Program, and sex offenders, who now account for approximately 30% of the male population in Oregon's prison system. In addition to housing programs, Sponsors operates a Reentry Resource Center, available to anyone with a criminal history in Lane County, and a Mentoring Program that has matched 280 county supervised offenders with volunteer mentors.

<b>Reentry Services – Transitional Housing for Men, Women and Veterans</b>			
	<b>Phase 1</b>	<b>Phase 2</b>	<b>Basic Services</b>
	63 Transitional beds for County supervised offenders	85 Transitional Beds for County supervised offenders and 5 units for women & children	110 transitional beds for county supervised offenders. No wait time for offender placement. Drug treatment provided on-site. 24 hour a day staffing to monitor offender behavior.
<b>Reentry Services – Mentoring</b>			
	<b>Phase 1</b>	<b>Phase 2</b>	<b>Basic Services</b>
	1.0 FTE Program Director 0.5 FTE Case Manager	1.0 FTE Program Director 2.0 FTE Case Manager 0.5 FTE Administrative Asst	Mentors to assist any county supervised offender in their re-integration process.
<b>Reentry Services – Reentry Resource Center</b>			
	<b>Phase 1</b>	<b>Phase 2</b>	<b>Basic Services</b>
	1.0 FTE Program Director 0.5 FTE Job Developer	1.0 FTE Program Director 1.0 FTE Job Developer 0.5 Administrative Assistant	Assistance preparing offenders for gainful employment and educational activities.
<b>Reentry Services – Sex Offender Housing Program</b>			
	<b>Phase 1</b>	<b>Phase 2</b>	<b>Basic Services</b>
	10 units – CCA 0.5 FTE Program Manager	10 units – CCA 1.0 FTE Program Manager	10 units of long-term housing for Lane County supervised sex offenders 1.0 FTE Program Manager
<b>Reentry Services – Ferry Street Quads (long-term housing)</b>			
	<b>Phase 1</b>	<b>Phase 2</b>	<b>Basic Services</b>

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26 units – No government funding 1.0 FTE Program Manager	26 units – No government funding 1.0 FTE Program Manager	26 units – No government funding 1.0 FTE Program Manager	
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## Lane County Youth Services

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Youth Services (YS) is a division of Lane County Health and Human Services that provides assessment, diversion, probation, training, counseling, restitution, and detention for youth offenders between 12 and 17 years of age. Youth Services focuses on a restorative justice approach, balancing community protection, restitution to victims and individual accountability, and promoting healthier, pro-social interactions between youth and the community.

Youth Services' core values guide service to youth and their families: We hire quality employees who are trained to use effective intervention strategies for juvenile offenders and families; we work with juvenile offenders and their families to identify strengths, develop pro-social skills, and promote positive change; we provide culturally relevant and gender-specific training and support; we emphasize the importance of making restitution to injured victims, and we develop community partnerships.

**Community Supervision:** Juvenile Counselors balance three different and equally important core components of the Restorative Justice Model to promote community safety, personal responsibility and skill development. Juvenile counselors assigned to our intake unit are the first-responders when youth offenders are referred by law enforcement. Juvenile Counselors supervise youth offenders from initial assessment through the court process, constructive intervention, and support of positive growth and relationship building.

The intake unit is currently staffed 24 hours a day, 7 days a week, which is up from 16 hour coverage on weekdays and 8 hour coverage on the weekends. Support services have been reduced from 3.0 FTE to 2.0 FTE, which has impaired our ability to promptly enter police report and court data, and provide assistance to families, law enforcement and other community partners. Recent budget cuts also forced the elimination of our Minority Youth Advocate and bilingual Juvenile Counselor a Victims' Services support. These reductions have impaired our ability to deliver psycho-educational group interventions and reduced our ability to provide culturally specific support.

Community Supervision		
Phase 1	Phase 2	Basic Services
18 Juvenile Counselors 1.0 FTE Office Assistant 2 Casework Supervisors 0.25 FTE Victim Services 1.0 FTE Mental Health Specialist	22 Juvenile Counselors 1.0 FTE Victim Services 1.0 FTE Mental Health Specialist 1.0 FTE prevention 2.0 FTE Office Assistant 2 Casework Supervisors	24 Juvenile Counselors Intake Control 24 hours 7 days 2 Juvenile Justice Specialists 1.0 FTE Victim Services Increased support for psycho-educational and development groups including: -culturally specific groups -gender specific groups -GLBTQ 2.0 FTE Mental Health Specialist .50 FTE Clinical supervision 0.50 FTE Transition support for youth with disabilities 2.0 FTE for prevention staff outreach in middle and high schools 3.0 FTE Office Assistant 2 Casework Supervisors

## Secure Programs

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**Detention:** Lane County’s juvenile detention facility is currently operating 16 beds. This capacity includes beds for Measure 11 youth awaiting sentencing. These youth are often held for more extensive periods of time. Some youth are detained for less than one day and others for up to 28 days or longer, while they await the court’s decision in their case. While in detention, youth attend skill-building classes, school, recreation, and have stabilization support. They are assessed and supported by counselors trained to assist youth with their mental health needs. The funding from the public safety levy allows us to stabilize the detention program at 16 beds for the next 5 years, though 16 beds remains a low service level.

**Phoenix Program:** Phoenix is a 16 bed secure residential treatment program serving boys ages 12 to 17 for approximately 4 to 6 months. The program teaches youth to alter their criminal thinking and learn new social skills. Phoenix Program provides both individual and family therapy components, and most youth return to their families after participating in the program. Phoenix is a level 4 Behavior Rehabilitation Services Program that works collaboratively with a local treatment provider. Our public safety levy stabilizes the Phoenix program at 16 beds for the next 5 years, but 16 beds is inadequate and we have been unable to restore the secure treatment capacity for girls that was lost due to the 2012 budget cuts.

Secure Programs		
Phase 1	Phase 2	Basic Services
16 beds 16.4 FTE Group-worker 1.0 FTE nurse 16 Phoenix beds for boys only 0.5 FTE Office Assistant 1.0 FTE Aftercare Specialist	16.4 FTE Group-worker 1.0 FTE nurse 16 Phoenix beds for boys only 1.5 FTE Office Assistant 1.0 FTE Aftercare Specialist	Operate Central Control 16 hours a day/ 7 days a week 35.0 FTE Juvenile Group-worker 32 detention beds 2.0 FTE nurse 1.5 FTE Office Assistant 24 Phoenix beds for 16 boys and 8 girls 2.0 FTE Aftercare Specialist for reentry services (Provides for: M-11 program, PV Program, Girls services, Sex Offender Treatment and more A&D treatment)

**MLK Education Center:** The MLK Education Center serves secondary education students who currently have an active case with Lane County Division of Youth Services. The program is collaboration between Lane County Youth Services, Lane ESD, Lane Workforce partnership and other local agencies. MLK offers wrap-around services and support to youth who have experienced multiple interruptions in traditional school placements. We help our students develop skills needed to be successful in school, work and our community. MLK programming includes Credit Recovery classes and GED preparation, Culinary Arts and Catering instruction, Horticulture Programs, Community Service and the Workforce Investment Act. The primary focus of the Credit Recovery and GED preparation programs is classroom instruction to improve student academic performance.

MLK operates the Horticulture and Community Service programming with 1 CSW-1 and a few on-call workers. This puts an inordinate amount of pressure on the worker, as the crew is designed to operate with 2 fully trained, full-time staff. We propose to increase the staffing level by 1.0 FTE. MLK operates our classrooms with 2 0.75 FTE teachers. Ideally, the program would operate with 2 full-time teachers. This would increase student achievement and community

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supervision and safety by increasing student contact time. MLK currently operates our Campus Resource Position with a handful of full-time employees who rotate shifts. We would be more effective and more efficient if we had a full time Juvenile Justice Specialist who could coordinate Campus Resource planning. The employee in this position would work with many programs in the division and improve juvenile offender supervision and care on campus. MLK currently uses only .10 of an Office Assistant to coordinate billing and scheduling with school districts and other partners. We need .5 FTE to manage the work properly.

MLK Education Center		
Phase 1	Phase 2	Basic Services
1.0 FTE Community Service Worker with 4 crews per week 0.10 FTE Office Assistant support for scheduling, restitution for victims <b>Credit Recovery GED</b> 2 teachers at the 0.75 FTE level 2.0 FTE Employment Specialist 176 contact days <b>Campus Resource</b> 0.20 FTE campus resource <b>Culinary</b> 2.0 FTE Juvenile Justice Specialist	2.0 FTE Community Service Worker with 6 crews per week 1.0 FTE Office Assistant 3.0 FTE instructor and 2.0 FTE Employment Specialist Provide evening classes, family education, drop in availability for Resource Lab  0.75 FTE campus resource  3.0 FTE Juvenile Justice Specialist	3.0 FTE Community Service Worker; 7 days (10 crew shifts) Community crew; Victim Services Crew- working with victims, elderly and high needs community members 1.0 FTE OA to work for coordinated care for clients, scheduling and restitution for victims 3.0 FTE instructor and 3.0 FTE Employment Specialist  3.0 FTE Juvenile Justice Specialist

**Campus Partnerships:** The last few budget cuts have forced the elimination of county-level residential treatment programming on the Serbu campus, so only the youth offenders who commit more serious offenses and penetrate the state system have access to treatment. When the campus was constructed, there were 2 buildings designed to house 2 treatment programs each. This creative design supported program independence while optimizing sharing for efficiency. These buildings are now being used by other youth-centric programs, but we would like to return these buildings to county Youth Services, so we can make treatment programs available to youth offenders before they become involved in the state system.

Campus Partnerships		
Phase 1	Phase 2	Basic Services
There is no level of service currently	8 beds of drug and alcohol treatment for boys and 4 beds for girls (Pathways building)	15 beds of drug and alcohol treatment for boys and 8 beds for girls (Pathways building)

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**Community Shelter Beds:** Threatening family situations or criminal behavior can make it impossible for some youth offenders to safely return home. Currently, we have only two short-term shelter beds for such youth, and they are used as respite care during family reintegration for low-risk youth as a diversion from detention.

Community Shelter Beds		
Phase 1	Phase 2	Basic Services
2 Short-term shelter beds	5 short-term shelter care beds, including expanded culturally diverse beds in urban and rural areas  0.5 FTE Program Manager	1.0 FTE Program Manager exploring alternatives to detention and coordinating services to short-term shelter care beds Expand culturally-appropriate shelter beds throughout Lane County to a total of 12 shelter beds across the urban core and rural areas

**Temporary Shelter and Assessment:** This co-ed temporary shelter and assessment center would provide short-term (up to 90 days) for youth unable to return home and in-need of wrap-around services, skill building, and more thorough assessment services. This program would use evidence-informed strategies and interventions and would enable youth to be engaged with the community while receiving intensive services. This program would increase services for medium to high risk young men and partly fill the gap in services for young women. It is likely that this is a service that would utilize the RFP process, working collaboratively with a local treatment provider, and would access both BRS funding as well as IV-E funding for some of the payment.

Temporary Shelter and Assessment		
Phase 1	Phase 2	Basic Services
No service	15 beds available with appropriate staffing levels	23 beds available with appropriate staffing levels

**Treatment Services for Individuals in the Criminal Justice System:** We don't have enough treatment capacity to serve all criminal offenders in our system. In addition to treatment for addiction to drugs and alcohol, we need mental health services, including access to evaluation and treatment for sex offenders and domestic violence referrals. We also need prompt mental health evaluation and treatment and access to necessary medication and medication management. This is true across the continuum from regular outpatient, to intensive outpatient and inpatient/residential services. These services need to be specifically designed to target criminal offenders who often need to be physically separated from traditional outpatient clinic settings, where more vulnerable clients are served. Currently there are no truly integrated dual diagnosis programs serving individuals with substance addictions and mental illness. Such programs need to be developed. Under our existing system, offenders frequently leave prison with only a prescription or a 30 day supply of psychiatric

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medication, so they often run out of the medication before they're able to access a psychiatric provider. In such situations it's common for the offender to decompensate in a manner that brings him back to the criminal justice system.

Funding for offender treatment services is complex, as a large proportion of individuals in the criminal justice system do not qualify for Oregon Health Plan. It is unclear whether Oregon Health Plan expansion or the Affordable Care Act will significantly improve this situation. Dedicated slots and beds need to be created to serve our population of mentally ill criminal offenders. Providers with expertise and interest in working with this group need to be identified.

It is recommended that Lane County consider re-opening the Psychiatric Hospital previously located in the Sherman Center of the Lane County Jail, so mental health staff can assist with prompt evaluation, stabilization-treatment, and coordination with outside mental health service providers. In the past, the "Psych Hospital" reduced stress on the jail by managing offenders on detainer, though it was sometimes brief. The Psych hospital could also do evaluations and provide other support on the "aid-and-assist" cases when the state hospital lacks the capacity to manage them. Keeping the care and management of appropriate offenders inside the Psych hospital in the jail is a solution which is less expensive, more efficient for the court system, lower risk for the community and more effective and compassionate for the mentally ill offender.

One of the challenges in this is getting a sense of what is the right amount of service availability to meet the need. How many dedicated inpatient/residential treatment beds would be needed, how many outpatient treatment slots? In this regard the table below reflects an incremental increase in the amount of available services/treatment slots from Phase I to Phase II to Basic, but essentially the same types of services would be needed at each Phase.

<b>Treatment</b>		
<b>Phase 1</b>	<b>Phase 2</b>	<b>Basic Services</b>
Current services are grossly inadequate to meet the needs of this population in the following areas across the continuum from outpatient to inpatient/residential: -MH services to include psychiatric evaluation and medication management -A&D services -sex offender treatment -integrated dual diagnosis treatment -DV treatment	Readily available evaluation, to include psychiatry for individuals in LCAC and on community supervision  Increased sobering and detox capacity, with dedicated slots  Increased outpatient MH and A&D treatment capacity, with dedicated slots for drug court and community supervision Increased opiate treatment with dedicated slots Development of integrated dual diagnosis treatment, both outpatient and inpatient, with dedicated slots/beds Dedicated psychiatric availability for medication management, with rapid access and funds for purchase of psychiatric medications Re-open Lane County Psychiatric Hospital in the Sherman Center  Suboxone / Buprenorphine as an alternative to Methadone	More of everything mentioned in Phase II

The reader is cautioned that this document is an extremely rough draft. Specifically the costs and numbers that have been included are very rough estimates. These numbers have only been included as placeholders for the final document pending a detailed review and verification by Lane County budget staff.

	treatment for opiate addicts	
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