

Strategic Planning Workshop

Final Report for:

Union County, Oregon

April 24, 2024

This report was prepared by The Oregon Center on Behavioral Health & Justice Integration, a division of Greater Oregon Behavioral Health, Inc. (GOBHI).



Oregon Center on
Behavioral Health &
Justice Integration

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Introduction

This report provides a summary of the Strategic Planning Workshop held in Union County, Oregon on Wednesday, April 24, 2024. This workshop was sponsored by The Oregon Center on Behavioral Health & Justice Integration (OCBHJI). Recommendations in this report are based on information received throughout the workshop.

This report includes:

- A brief review of the workshop
- A summary of the information gathered at the workshop
- Vision Statements as developed by the workshop participants
- Observations, comments, and recommendations to help Union County achieve their goals

Workshop Goals

- Create a strategic plan surrounding pretrial services in Union County, Oregon
- Identification of pretrial services and action for change and improvement within these services
- Development of priorities for change to improve system and service level responses for individuals within the target population

Acknowledgements

OCBHJI wishes to thank everyone who took time out of their busy schedules to take part in the workshop. We would like to extend a special thanks to Union County's Champion, Tina Routt and Eastern Oregon University for letting us host our workshop in their facilities.

Report prepared by: Madi Clifford, Behavioral Health & Justice Specialist

Element 1:

External Input Gathering

Element 1 The first step in strategic planning is to gather the information needed to understand and identify the external issues and challenges. Prior to beginning this strategic planning workshop, participants at the workshop were asked what their goal of this planning session was. After brainstorming as a group, participants agreed that the goal of the workshop would be a focus on Pretrial Services in Union County, Oregon.

Goals

Although not selected as the primary goal, the participants brainstormed what they would like to focus on in their community:

- Opioid resource dollars
- Services for those in mental health crisis episodes, both substance use disorder (SUD) and mental health and providing these individuals with resources for when they don't want to enroll in services.
- Mechanism to 'interrupt' cycle
- Clear plan for all involved to know who/where to contact to keep community safe and individuals safe.
- Increase options for release.
- Lack of sufficient jail space
- Lack of places for people to go, need alternatives to jail or hospital.
- More diversion options.
- Streamlining victim services

Information Gathering

What are the current or future expected economic conditions that could affect the achievement of this strategy? What does funding look like?

- Lack of funds exists in the county. However, the primary source of funds is through the state and grant writing.
- Union County plans to use \$40,000 of the opioid money from the state to pay for a consultant that might help them plan to create a detox center in their county.

Who is participating in Union County Pretrial Services?

- The visible trends indicate a majority are men in their thirties, and are overwhelmingly Caucasian, but all ethnicities actively participate in Union County Pretrial Services.
- The majority of individuals participating in Union County Pretrial Services have an intellectual or developmental disability (IDD), severe persistent mental health condition (SPMHC), or substance use disorders (SUD).

Element 2:

Internal Input Gathering

Element 2 The next step in strategic planning is to look inward in order to grasp what issues the county may face that could affect the achievement of their goal. This Element includes creating an internal SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats).

SWOT Analysis

Strengths

- Strong pretrial release program
- Great communication between all agencies
- Able to give one another 'benefit of the doubt' even if there is a struggle with communication. People tend to trust one another's goals and intent rather than question it.
- Trust in others to do their job correctly.
- Passion for the work at hand
- The Oregon Judicial Department (OJD) has had sufficient funding for the last two legislative cycles, which have helped in getting funding for key programs, including the pretrial release program. This funding has also helped the county be able to recruit and keep staff, creating internal stability. In addition, the county received stable funding for a specialty court coordinator.
- Good at problem solving.

- High mutual respect amongst all agencies

Weaknesses

- Lack of options for individuals that constantly re-offend, diversion options for those that are clearly in mental health crisis and finding ways to divert people to never be on pretrial release.
- Communication with the public is limited. There is a preconceived idea by the community members and social media that the pretrial services in the county are 'catch and release'. This is because of the lack of communication to the public about what pretrial services, and the limitations of the law are.
- Lack of forensic examiners/professionals. Because of this, oftentimes people going through pretrial are waiting long periods of time to have their cases resolved. This then creates a backlog of people waiting and can sometimes delay their entry into needed services.
- Staffing shortages: lawyers, law enforcement, mental health providers, and other key players.
- Recruiting and keeping staff.

Opportunities

- Grant writing for additional funding.
- The county has Justice Reinvestment Money (JRI) for a pre-charging diversion program that is LPSCC approved. A local defense attorney has agreed to do it and it will start soon. This would be another pretrial service, another step before actually charging to see if there was a way to divert a person away from the criminal justice system.
- There is a network in Oregon for pretrial services that are constantly working with one another. Union County is connecting with the Office of the State Court Administrator (OSCA) for pretrial and diversion ideas and networking.

Threats

- The current funding will last about six months. Not having secure funding after that six months is a tremendous threat to the county.
- Erosion of public safety and trust within the justice system with repeat offenders, and the perception of “catch and release.”
- Currently, the public defense services available for the county’s caseloads have been sufficient. Any systemic changes to how public defense is provided, whether it is administered, funded, or not funded, can pose a threat.

Information Gathering

What are Union County’s steps in their current pretrial process?

- When somebody is in custody, pretrial release officers meet with the defendants to gather intake information to make recommendations, and to see if there are resources that the defendant can get connected with. Then the release officers go into court for the person's arraignment and provide that recommendation on the record.
- If the person is granted a conditional release in court, the release officer will go to the jail, meet with them, and have them sign their release agreement. If the person is held on security, the release agreement for pretrial is signed when security is posted, and the defendant is released from custody.
- Next, they would get a court date and apply for an attorney. The release officers try to reach out to defendants who are released prior to their initial arraignment to do an intake assessment.

What specific pretrial services are available in the county?

- Center for Human Development, Inc. (CHD)
- Grande Ronde Hospital and CHD both provide engagement services, health services, and behavioral health services.
- The Department of Human Services has a program where individuals can get cell phones - as of April 2024.
- Peer support services are offered if the person is interested.

What does the pretrial interview process look like?

- Release officers follow a form that begins with a disclaimer asking the individual to not talk about details of their case and then they check to see if the person has an attorney assigned to them yet. The release officer then asks the person several demographic questions.
- In addition, the release officer checks to see if the person needs access to any resources that might help them regain stability in the community and to attend court and be successful on pretrial release.

What is law enforcement's perspective on pretrial?

- Generally, law enforcement sees less failure to appear (FTA) warrants because they have been decreasing which is a positive result of pretrial services in the community.

What are the possible release or diversion options?

- Currently, the county does not have any diversion or deflection programs in operation. Ideally, an officer would have contact with somebody and see that they are not fit for jail or are having issues, then the officer could call for services. The officer could then cite the individual and refer them immediately to a program that involves a defense attorney. The defense attorney could then direct the person to CHD where they can access treatment, and if they follow through with recommendations, their case would not be filed. Then, if they

were not successful, they would get cited into court, referred to pretrial, and then the release officers would help them make their court appearance. In this ideal scenario, the person avoids jail throughout the whole process.

- The closest thing that the county has right now to a diversion or deflection program is through the civil commitment process, which is extremely difficult to complete. The other option is a rare circumstance, where the person comes to jail and is evaluated while in the intake process. During this time CHD can agree to get a director's hold and then law enforcement can transport.

Are there any specialty courts?

- Drug and Driving Under the Influence (DUI) Hybrid Court. Maximum caseload size is 40 and there are currently 25 participants.
- Mental Health/ Veteran's Hybrid Court. Maximum is 10 and there are currently 8 participants.

Are there judge or attorney ordered mental health evaluations?

- At arraignment, either a defense attorney, pretrial release officer, or the judge can order a community consultation through the statute. Then CHD will come in and do the consultation. They have five days to complete the consultation.
- Once the court gets the report back, there's a hearing for the judge to review the consultation. Depending on what's recommended in the consultation report, it may inform the court what services CHD can provide, or if additional evaluation or a higher level of care is needed. The judge will order any further evaluation that may be required. There is one local psychologist that does these evaluations for the entire area, but there are no local forensic evaluators, and if the judge orders an Oregon State Hospital certified forensic evaluation, it can be a long wait for that evaluation.

Element 3: Vision Statement

Element 3 This part of the planning session is where the participants create a vision statement on how they want to achieve their community's pretrial services goals. Participants were split into three groups where each group created a vision statement consisting of a specific date in the future when their goal will be achieved, a way in which to measure their success, and the unique approach that states how their goal will effectively deliver its services, meet the needs of the community, and achieve the vision. Groups then shared their vision statements with all participants and as an entire group, participants voted on the vision statement they would like to focus on most for the rest of the workshop: Vision Statement 3.

Vision Statement 1:

Eliminate Recidivism

Time Horizon	Measurability	Approach
2025	<ul style="list-style-type: none"> • Available treatment options • Legislative action • One point of contact • RAO'S have ROI for CHD & GRH • CHD & GRH aware of releases and conditions • Easily accessible database 	N/A

Vision Statement 2:

Working Jail Diversion/Deferment Program

Time Horizon	Measurability	Approach
May 1, 2024	Decrease: <ul style="list-style-type: none"> • Calls for service • Recidivism • Low-level offenses housed 	<ul style="list-style-type: none"> • Appropriate agency collaboration • Policy - procedure

	<ul style="list-style-type: none"> in jail • Aid & assist consults • Number of court cases <p>Increase:</p> <ul style="list-style-type: none"> • Those in treatment • Staffing in all agencies 	<ul style="list-style-type: none"> • Educate public/all agencies
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Vision Statement 3:

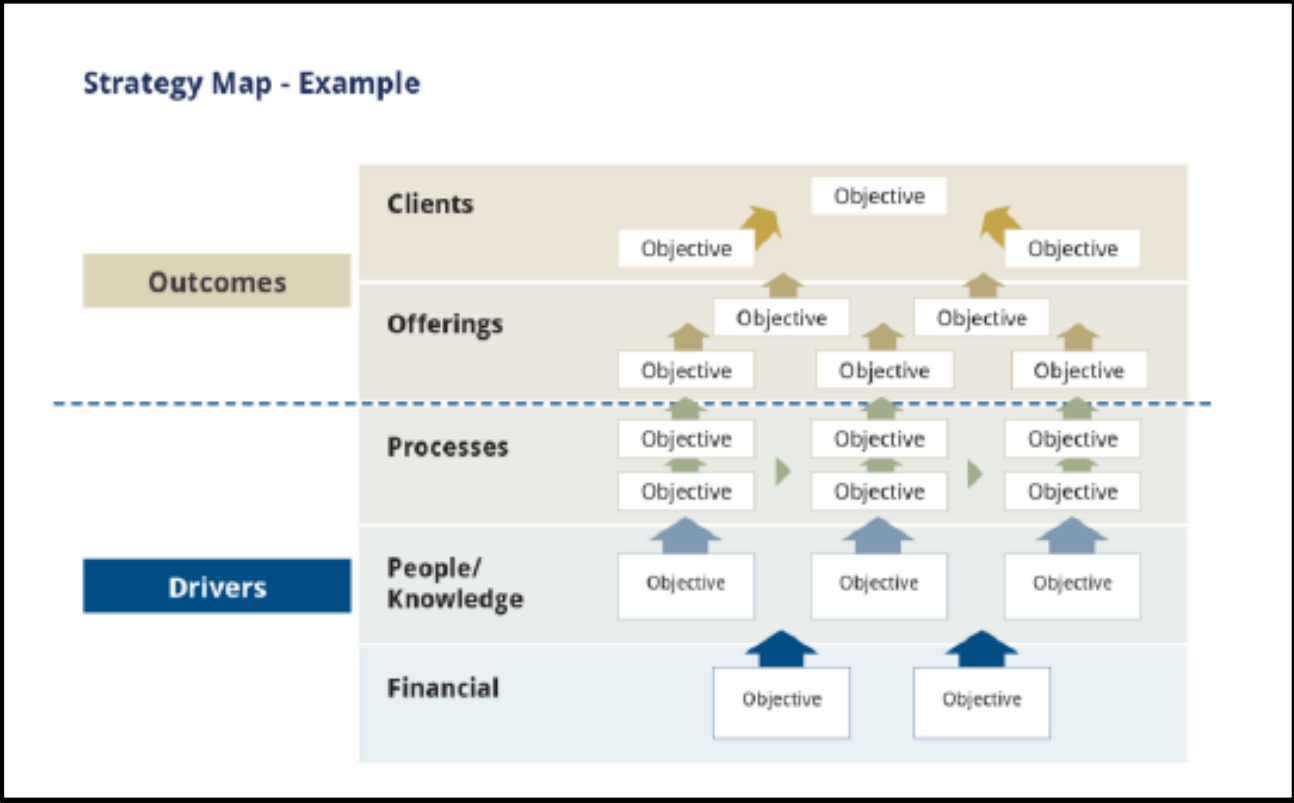
Transparency through Community Engagement and Education

Time Horizon	Measurability	Approach
By the end of 2024	We will measure this by conducting activities such as citizen police academy, coffee in court, coffee with a cop, school outreach, civil organization presentations, media outreach profile, meet and greet, and social media.	We will develop and implement a transparent plan of community engagement and education incentives. We will achieve this goal by engaging stakeholders in a public program comprising the activities listed.

Participants collectively decided that Vision Statement 3, shown above, was the one that they wanted to focus on for the rest of the workshop. By creating a vision of Transparency through Community Engagement and Education, participants are hoping to increase safety, provide knowledge and resources to the public, create a pretrial learning module, and create a clear message for what pretrial is and why pretrial is needed in order to educate the community. The participants decided that they are going to make this vision a reality by creating coordination in the Local Public Safety Coordinating Council (LPSCC) sub-committee, control the narrative, jail diversion, create a newsletter spotlight, and a pretrial webpage.

Intercept 4: Strategy Map

Element 4: Next, the group received instructions to define the objectives of the selected Vision Statement 3: Transparency through Community Engagement and Education. There are five objectives that were discussed: Participants, Offerings, Internal Processes, People and Knowledge, and Financial Resources. These objectives are laid out on a Strategy Map that shows participants the flow of the objectives.



Objectives

The group reiterated that the reason this vision statement is so important to pretrial services in their county is because they really want the community to understand pretrial services and the decisions that are made around these services. Everyone benefits if the community is well informed about how the system works. It also brings the community together and shows a focus and understanding of what resources are sought and why.

- **Participants**

How do you want to be performing in the eyes of your participants?

In this case, the participants in the Union County Strategy Map are all the Union County community members. There is a need to make the community feel safe. In order to achieve this, the community needs to know how various processes work, including pretrial services.

- **Offerings**

What services will be offered within this vision?

There is going to be a focus on different engagement mechanisms that share a common theme of informing the community about pretrial services in order to gain community awareness of what is going on and how professionals such as law enforcement, are working on handling the issues that occur. The focus is on really connecting with community members who, for example, may not understand why someone isn't held in jail until they are sentenced.

In order to educate the community, participants aim to create feelings of safety, provide knowledge and resources to the public, develop a pretrial learning module, and deliver a clear message on what pretrial is and why it is needed. Unity in the Community is an event that is upcoming in Union County, which would be a perfect opportunity to put this vision into action.

- **Internal Processes**

To support your vision statement, how and where do you, as a county, need to excel in your internal processes?

Creating a plan to execute this vision and following through with the plan. This will be measured by conducting activities such as citizen police academy, coffee in court, coffee with a cop, school outreach, civil organization presentations, media outreach profile, meet and greet, and social media outreach.

- **People and Knowledge**

In order to achieve this vision, does your county have the right people, development, skills, culture to implement your plan?

The county plans to make this vision a reality by utilizing their quarterly community LPSCC meetings as a time for planning and discussing this vision. This is a compound project that has many key parts, including; outreach, communication, and creating and controlling the narrative.

- **Financial Resources**

In what ways can you maximize your budget acquisition and allocation?

Grant writing, fundraising events, and communication.

Element 5: Identifying Strategic Risk

Element 5 discusses managing risk that may be associated with reaching a vision and goal in order to achieve effective strategic planning.

Strategic Risks

- There may be pushback from members in the community who don't understand or who do not want to understand. This vision is not a brand new one, moreover, the community has never properly executed it.
- The state unexpectedly took away funds or lessened the amount that was expected.
- If new laws are implemented, the county's ability to reach their goals around pretrial services and educating the community may be impacted.

Element 6: Managing Your Strategy

Element 6: This last element to build a strategic plan is to ensure that Union County will continue to monitor the progress of their goal to ensure that it will be achieved.

Managing Strategy

How often will your county check-in and meet about your strategic plan to ensure that your goals are met?

- Quarterly at LPSCC meetings

Who is going to be your point person for these meetings and check-ins?

- Kylee Ingerson and Tina Routt

Appendix

1. Participant List

First Name	Last Name	Agency Name/Title
Tina	Routt	Court Manager, OJD
Nickie	LaFrance	Release Assistance Officer
Kim	Miller	Release Assistance Officer
Emily	Moody	Release Assistance Officer
Grant	Jackson	OSP
Megan	Browne	DA YAP
Michelle	Leonard	TCA
Paula	Matano	OJD Statewide Pretrial Analyst
Cody	Gabel	OJD Behavioral Health Pretrial Analyst
Dave	Factor	OJD Criminal Program Manager
Troy	Davis	CHD
Matt	Scarfo	Union County
Danielle	Bechtel	CHD

Carrie	Brogoitti	CHD
Tom	Powers	Circuit Court
Lisa	Whipple	CHD
Lesley	Garoutte	Defense Attorney Legal Assistant
Kylee	Ingerson	Circuit Court
Gary	Bell	LaGrande Chief P.D.
Kelsie	McDaniel	D.A.
Nick	Huelter	Jail Commander
Ken	Woodward	U.C.S.O.
Destiny	Payne	CHD
Michelle	Brandsma	Behavioral Health & Justice Director at GOBHI
Megan	Mecouch	Behavioral Health & Justice Specialist
Madi	Clifford	Behavioral Health & Justice Specialist

2. Resources

Oregon Statewide Systems & Programs

- Oregon Center on Behavioral Health and Justice Integration.
<http://www.ocbhji.org/>

Evidence Based Practice

- SAMHSA. Evidence –Based Practices WEB GUIDE.
<http://www.samhsa.gov/ebp-web-guide>
- NIJ. National Institute of Justice
<http://www.crimesolutions.gov/resources.aspx>

Competency Evaluation and Restoration

- SAMHSA’s GAINS Center. *Quick Fixes for Effectively Dealing with Persons Found Incompetent to Stand Trial*.
<https://www.prainc.com/wp-content/uploads/2020/09/ISTRRebrand-508.pdf>
- Finkle, M., Kurth, R., Cadle, C., and Mullan, J. (2009) Competency Courts: A Creative Solution for Restoring Competency to the Competency Process. *Behavioral Science and the Law*, 27, 767-786.
<http://onlinelibrary.wiley.com/doi/10.1002/bsl.890/abstract;jsessionid=5A8F5596BB486AC9A85FDFBEF9DA071D.f04t04>

Crisis Response and Law Enforcement

- International Association of Chiefs of Police. *Building Safer Communities: Improving Police Responses to Persons with Mental Illness*. <https://www.theiacp.org/resources/national-policy-summit-building-safer-communities-improving-police-response-to-persons>
- Saskatchewan Building Partnerships to Reduce Crime. *The Hub and COR Model*. https://cops.usdoj.gov/html/dispatch/01-2015/saskatchewans_crime_reduction_model.asp

- Suicide Prevention Resource Center. *The Role of Law Enforcement Officers in Preventing Suicide*. <https://www.sprc.org/resources-programs/role-law-enforcement-officers-preventing-suicide-sprc-customized-information>
- Bureau of Justice Assistance. *Engaging Law Enforcement in Opioid Overdose Response: Frequently Asked Questions*. https://www.theiacp.org/sites/default/files/Opioid%20Response%20Center/Police%20OOD%20FAQ_0.pdf
- National Association of Counties. *Crisis Care Services for Counties: Preventing Individuals with Mental Illnesses from Entering Local Corrections Systems*. https://www.uwgb.edu/UWGCMS/media/bhttp/files/Crisis_Care_in_CJ.pdf
- SAMHSA. *Crisis Services: Effectiveness, Cost-Effectiveness, and Funding Strategies*. <http://store.samhsa.gov/product/Crisis-Services-Effectiveness-Cost-Effectiveness-and-Funding-Strategies/SMA14-4848>
- CIT International. <http://www.citinternational.org/>

Data Analysis/Matching

- The Council of State Governments Justice Center. *Ten-Step Guide to Transforming Probation Departments to Reduce Recidivism*. <http://csgjusticecenter.org/corrections/publications/ten-step-guide-to-transforming-probation-departments-to-reduce-recidivism/>
- New Orleans Health Department. *New Orleans Mental Health Dashboard*. <http://www.nola.gov/getattachment/Health/Data-and-Publications/NO-Behavioral-Health-Dashboard-4-05-15.pdf/>

Harneys/Funding

- SAMHSA. *Harneys*. <http://www.samhsa.gov/Harneys>

Mental Health First Aid

- Illinois General Assembly. *Public Act 098-0195: "Illinois Mental Health First Aid Training Act."*
<http://www.ilga.gov/legislation/publicacts/fulltext.asp?Name=098-0195>
- Mental Health First Aid. <http://www.mentalhealthfirstaid.org/cs/>

Peers

- SAMHSA's GAINS Center. *Involving Peers in Criminal Justice and Problem-Solving Collaboratives.*
<https://www.yumpu.com/en/document/view/49994762/involving-peers-in-criminal-justice-problem-solving-collaboratives>
- NAMI California. *Inmate Medication Information Forms:*
https://namicalifornia.org/webdocs/criminal%20justice/LA_medication_info_form_ENG_Revised2014.pdf
- Keya House. <https://mha-ne.org/programs-services/keya.html>
- Lincoln Police Department Referral Program. <https://mha-ne.org/programs-services/real-program.html>

Re-entry

- SAMHSA's GAINS Center. *Guidelines for the Successful Transition of People with Behavioral Health Disorders from Jail and Prison.*
<https://www.prainc.com/wp-content/uploads/2019/05/GuidelinesSuccessfulTransition2019-508.pdf>
- Community Oriented Correctional Health Services. *Technology and Continuity of Care: Connecting Justice and Health: Nine Case Studies* <https://cochs.org/files/health-it-hie/nine-case-studies.pdf>

Screening and Assessment

- SAMHSA's GAINS Center. *Screening and Assessment of Co-occurring Disorders in the Justice System: A Webinar-Supporting*

Document. <http://www.prainc.com/wp-content/uploads/2016/09/Screening-Webinar-508.pdf>

- SAMHSA's GAINS Center. *Screening and Assessment of Co-Occurring Disorders in the Justice System*.
<https://store.samhsa.gov/product/Screening-and-Assessment-of-Co-Occurring-Disorders-in-the-Justice-System/PEP19-SCREEN-CODJS>
- Steadman, H.J., Scott, J.E., Osher, F., Agnese, T.K., and Robbins, P.C. (2005). Validation of the Brief Jail Mental Health Screen. *Psychiatric Services*, 56, 816-822.
<https://scienceforecastoa.com/Articles/JFMF-V1-E1-1006.pdf>

SOAR

Increasing efforts to enroll justice-involved persons with behavioral disorders in the Supplement Security Income and the Social Security Disability Insurance programs can be accomplished through utilization of SSI/SSDI Outreach, Access, and Recovery (SOAR) trained staff. Enrollment in SSI/SSDI not only provides automatic Medicaid or Medicare in many states, but also provides monthly income sufficient to access housing programs.

- Information regarding SOAR for justice-involved persons can be found here: <http://soarworks.prainc.com/article/working-justice-involved-persons>
- The online SOAR training portal can be found here: <http://soarworks.prainc.com/course/ssissdi-outreach-access-and-recovery-soar-online-training>
- The SOAR Works contact for Florida is available through <http://soarworks.prainc.com/states/florida>

Strategic Planning

- United Nations HR Portal. *Strategic Planning Basics for Managers*.
<https://hr.un.org/materials/strategic-planning-basics-managers>.

Trauma-Informed Care

- SAMHSA, SAMHSA's National Center on Trauma-Informed Care, and SAMHSA's GAINS Center. *Essential Components of Trauma Informed Judicial Practice*.
https://www.nasmhpd.org/sites/default/files/DRAFT_Essential_Components_of_Trauma_Informed_Judicial_Practice.pdf
- SAMHSA's GAINS Center. *Trauma Specific Interventions for Justice Involved Individuals*.
<https://mha.ohio.gov/static/learnandfindhelp/TreatmentServices/TCC/Trauma-Specific-Interventions-for-Justice-Involved-Individuals-SAMHSA.pdf>
- SAMHSA. *SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach*.
https://ncsacw.acf.hhs.gov/userfiles/files/SAMHSA_Trauma.pdf
- National Resource Center on Justice Involved Women. *Jail Tip Sheets on Justice Involved Women*. <http://cjinvolvedwomen.org/jail-tip-sheets/>

Veterans

- SAMHSA's GAINS Center. *Responding to the Needs of Justice-Involved Combat Veterans with Service-Related Trauma and Mental Health Conditions*. https://www.prainc.com/wp-content/uploads/2012/01/CVT_IssueBrief.pdf
- Justice for Vets. *Ten Key Components of Veterans Treatment Courts*. <https://justiceforvets.org/wp-content/uploads/2017/02/The-Ten-Key-Components-of-Veterans-Treatment-Courts.pdf>

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