

Utah OPS: Building on SUCCESS

September 8, 2016
Salt Palace Convention Center

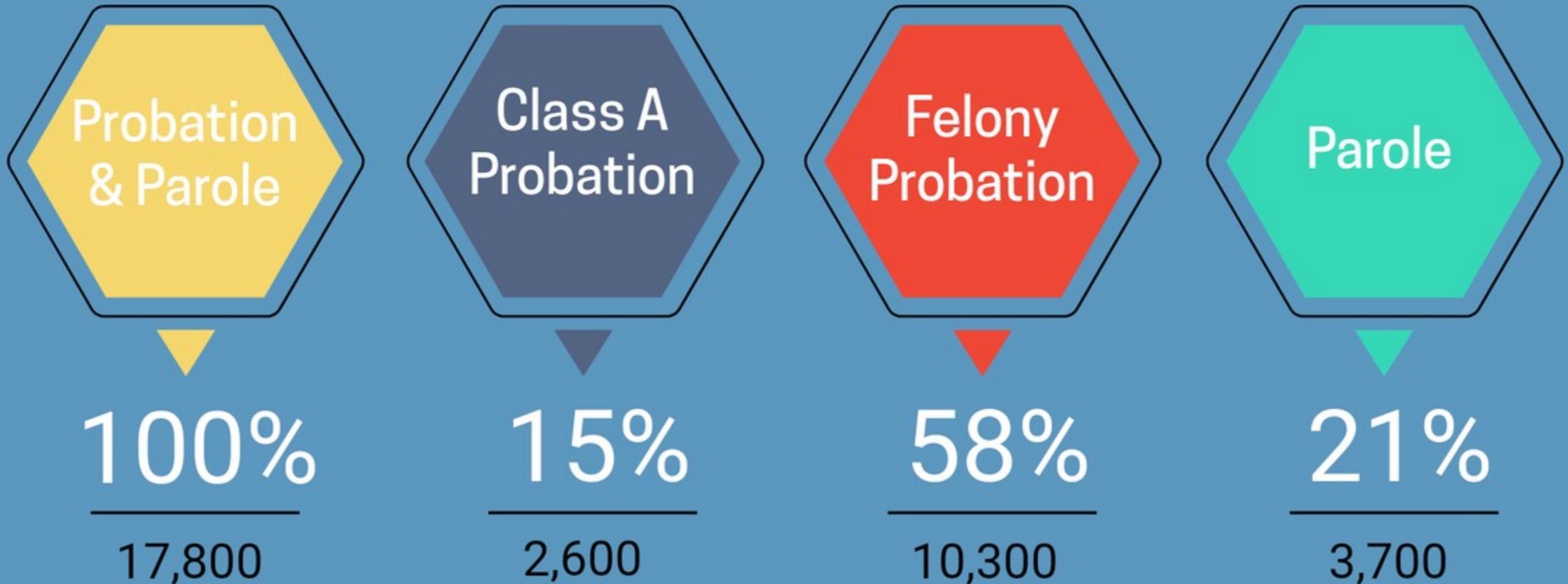
PATHWAY TO SUCCESS: Testing Concentrated Dosage to
Improve Public Safety and Reduce Recidivism
Greg Gardner, Steve Gehrke, Kirk Lambert



S U C C E S S
— F R A M E W O R K —

- AP&P = Adult Probation & Parole
- Division of the Department of Corrections (UDC)
 - Also: DIO/UCI/IPD/CSB/LEB/Admin Services/Finance, etc.
- Probation = Supervision *instead* of prison (can include jail)
- Parole = Supervision *after* (in addition to) prison
- Supervising Agent = Monitors/works with offenders
- Treatment Agent = Refers or delivers intervention
- Caseload = List of offenders assigned to an agent





Note: The remainder are "unsentenced," "plea in abeyance," or "compact out"

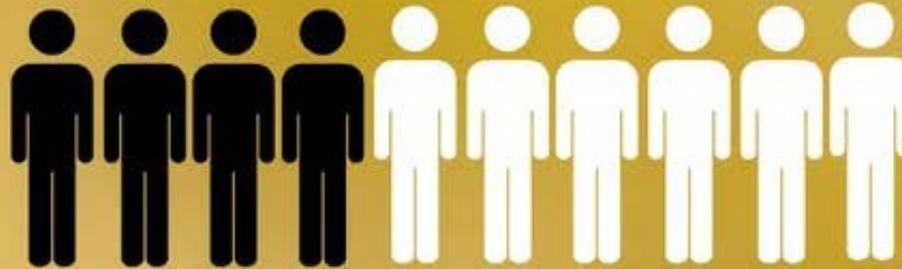
Who's Getting Out?

10,000+
Per Week

Men & Women leave
Federal or State Prison

700,000+
Per Year

Source:
US Department of Justice
& Utah DOC



9 Million
Per Year

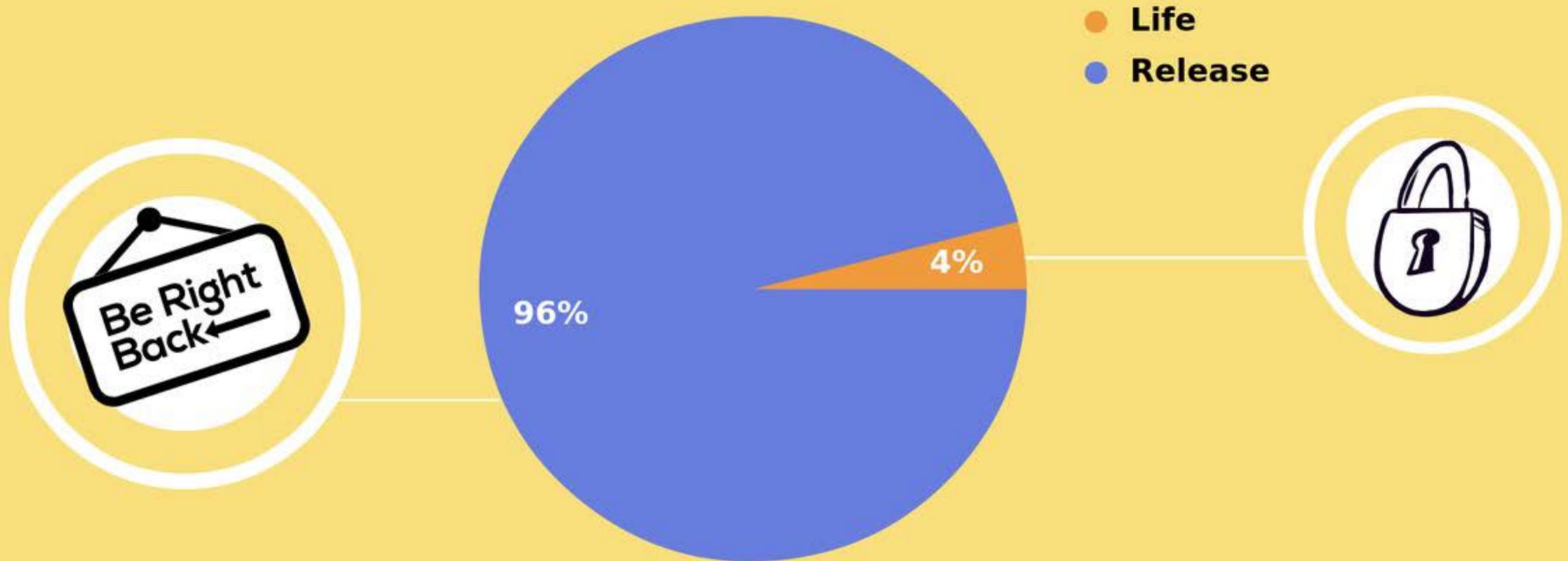
Men & Women leave Jails

2,200

Paroled from Utah's State Prison system last year



Who's Getting Out?



Source: Utah DOC

- **Criminogenic Risks:** Factors leading to criminal behavior
- **Criminogenic Needs:** Interventions to treat/repair risks
 - **Dosage:** Treatment/interventions that target “criminogenic needs” and reduce risk
- **Recidivism:** Return to prison (violation/new crime)



Central 8

Big 4

1. Criminal History
1. Antisocial Cognition
2. Antisocial Personality
3. Antisocial Associates
4. Family/Marital
5. Education/Employment
6. Substance Abuse
7. Leisure/Recreation



“Parole and probation agencies should respond by concentrating resources in the first few days and weeks of supervision..”

Public Safety Policy Brief, The PEW Center on the States,
No. 7, December 2008, pg. 2

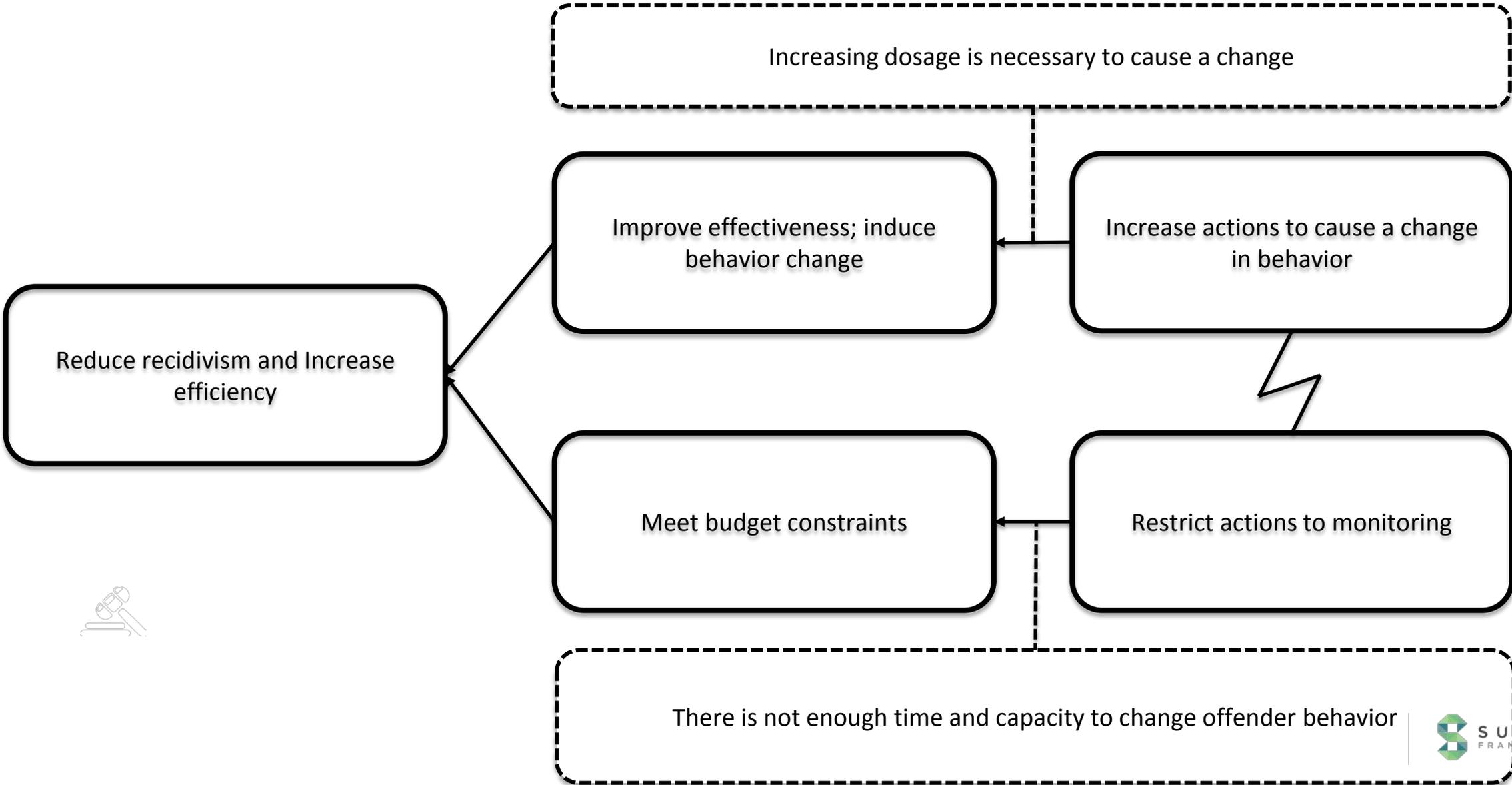
Offenders are at greatest risk when first released from incarceration. This volatile time is also a window of opportunity for positive behavior change that we all too often miss.

PILOT GOALS

- Safely/effectively implement JRI
- Culture Change
- Efficiently/effectively use resources
- Reduce burden on AP&P Agents
- Involve the whole community system
- Speed up enrollment to treatment
- Involve offender in building a plan
- Interrupt anti-social behaviors
- Replace with pro-social behaviors
- Keep distance from anti-social friends
- Treat SUD/Mental Illnesses
- Get family invested in success
- Address individual needs
- Lower individual risk
- Reduce Recidivism
- Help people change their lives
- Enhance Public Safety

- New incentives meant less time and capacity to “change” offenders
- High caseloads and more responsibilities made it harder to have frequent interaction
- Offenders often didn’t “own” change plan
- Many newer agents meant lack of expertise
- Often interventions were too slow (didn’t start until the offender fell into old ways)







- Having everything needed to complete a task (information, data, requirements) before work begins



- Pacing and prioritizing the flow of work based on the capacity of the system critical activity or capacity constraint

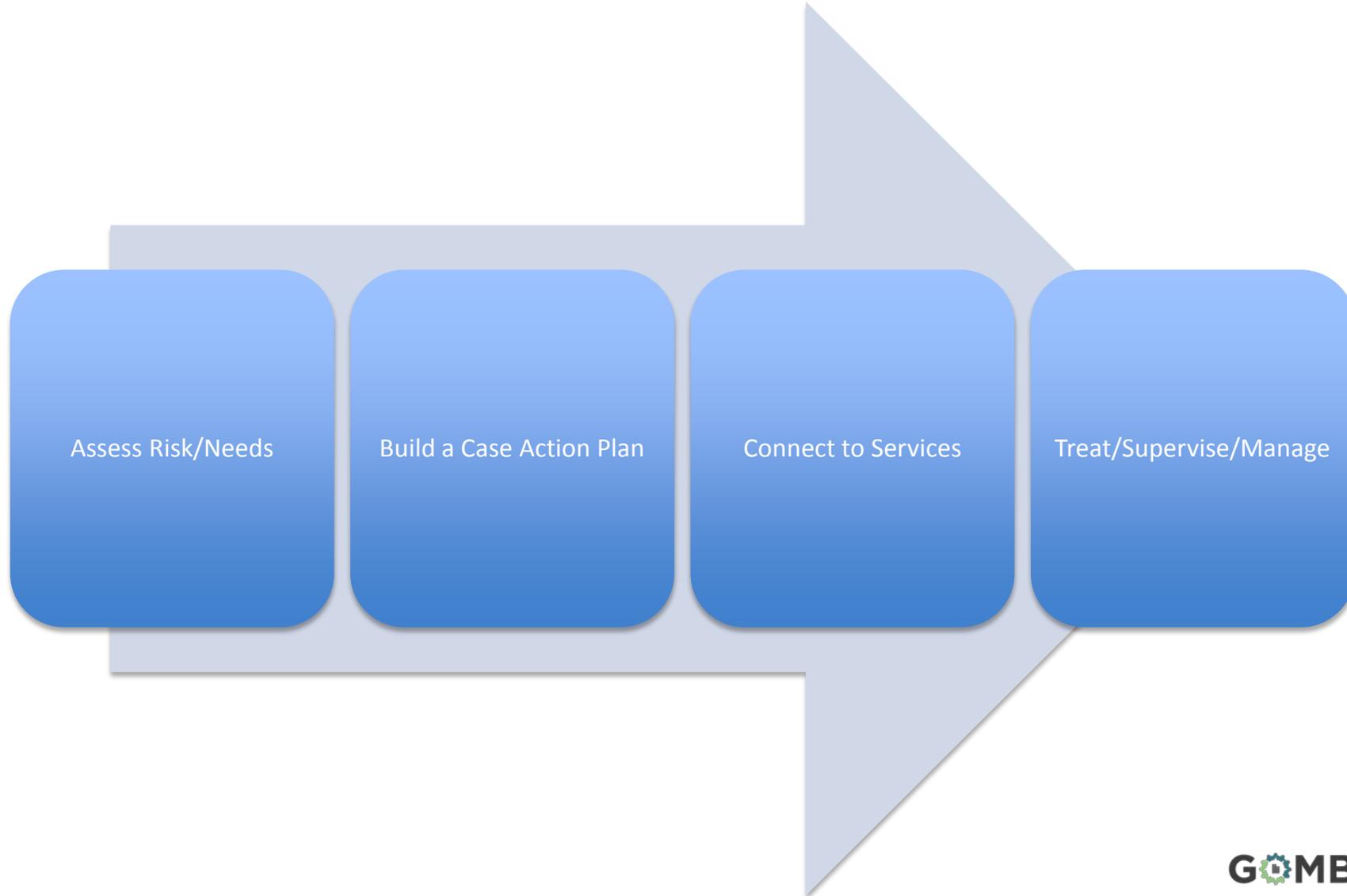


Goal: Enhance public safety and support the overall Utah Department of Corrections goal of reducing recidivism by 25%.

Ambitious Target: Improve quality terminations with the target of hitting 15% risk reduction in 85% of cases. (A 15% reduction in risk score has been correlated to reduce recidivism by 33%.)

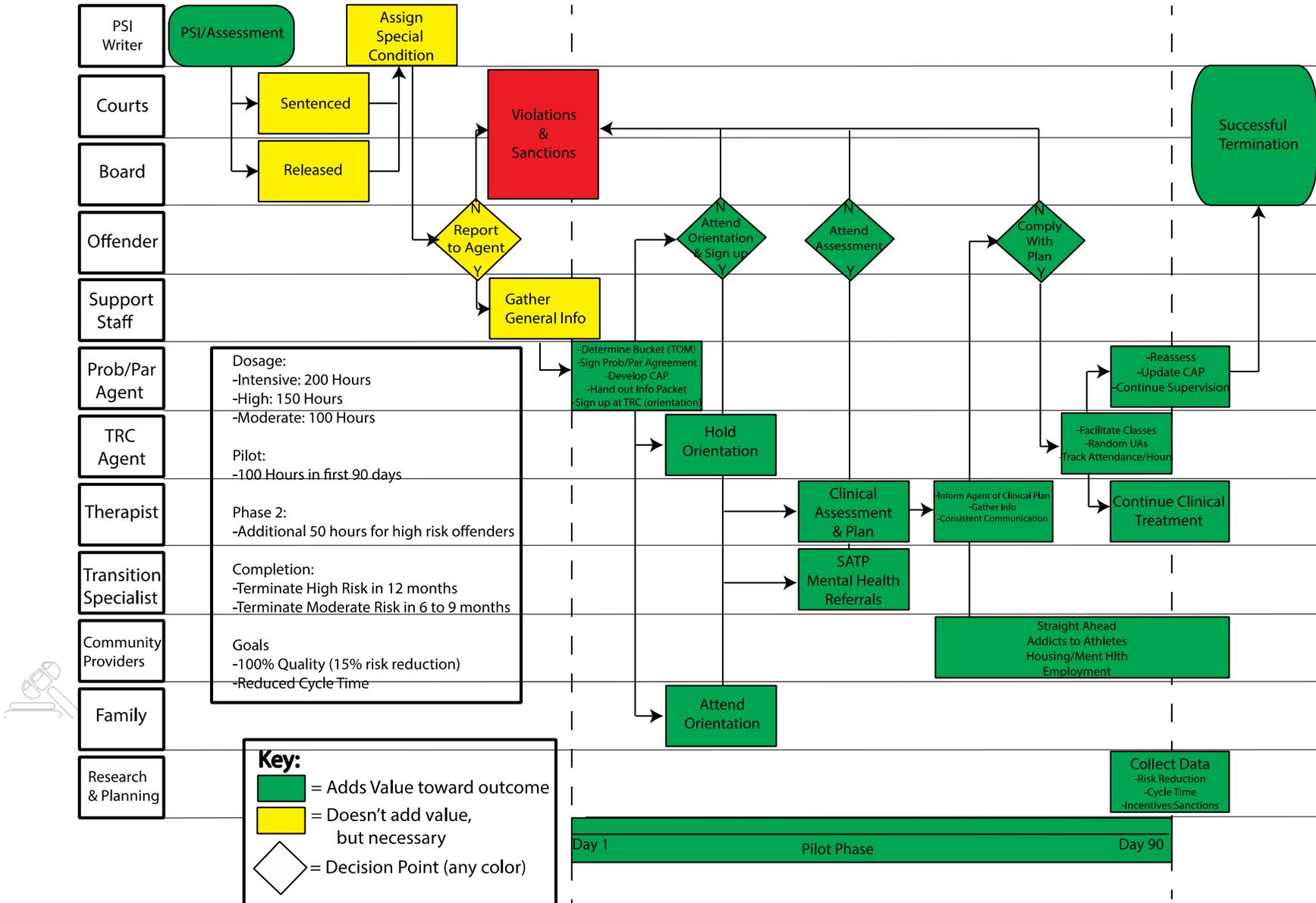
- Intervene at the *right time*
 - Concentrate and front-load dosage
- Intervene with the *right type* of help
 - Select evidence based validated techniques that apply to individual needs
- Leverage agent expertise by training them on evidenced based tools
- Free up agent time using recently expanded Treatment Resource Centers
- Partner with Bear River SA/MH to treat intensive needs (JRI certified list)
- Maximize offender participation and buy-in of case action plan (CAP)
- Obtain buy-in from stakeholders (will talk later about MOU)
 - Judges, county attorney, county sheriff, jail commander, defense attorneys, service providers)
- Disrupt negative lifestyles by replacing idle time with positive treatment



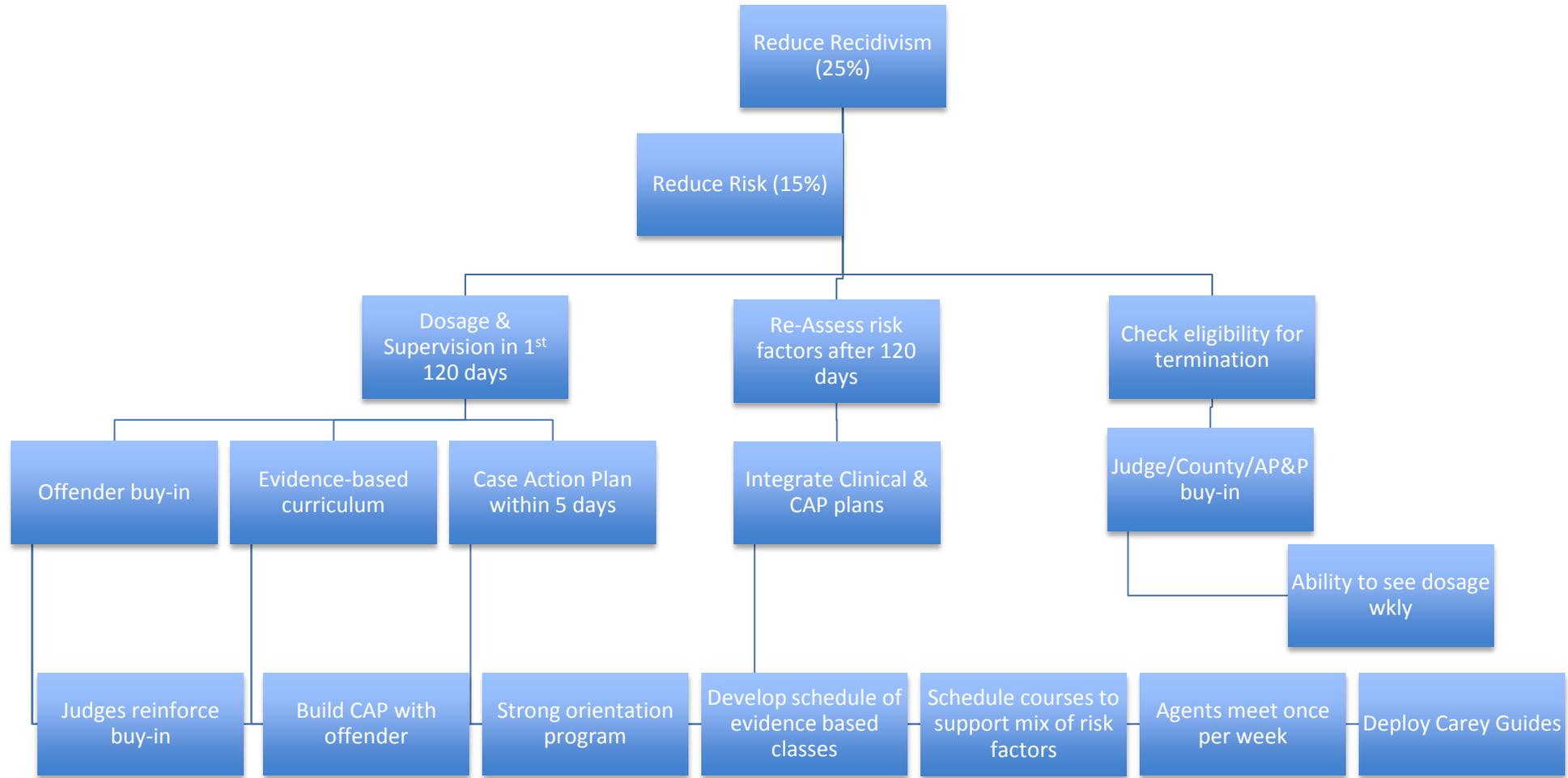


- Need to get involved early (disrupt negative lifestyles)
- Administer clinical assessment
- Co-create Case Action Plan with offender (1st day)
- Get offender referred/enrolled in orientation
- Begin individualized dosage (treatment/interventions)
- Complete pilot in 90-120 days (with 100 hours dosage)
- Reassess to see if risk changed
- Maintain success until termination





Decision Tree



- Express/written buy-in from all criminal-justice/treatment stakeholders
- Not a binding contractual obligation but an understanding of roles
- Clarifies the scope of the project
- Group meets regularly to revisit status
- Shows it's not a UDC-only effort

MEMORANDUM OF UNDERSTANDING (MOU) CACHE VALLEY COMMUNITY PILOT (“PATH TO SUCCESS”)

This Memorandum of Understanding (MOU) is between the Utah Department of Corrections, Cache County Attorney’s Office, Bear River Health Department Substance Abuse Division, Bear River Mental Health, First District Court, and the Governor’s Office of Management and Budget on behalf of the Cache Valley Community Pilot.



Easy Tips to

Successful Supervision



The Choice is Yours

You still control your destiny! You can:

- 1) Embrace it. Probation/parole can be rewarding. You can engage in self-improvement and never return to the justice system.
- 2) Fight it. This can be a longer experience with more restrictions. Your actions could lead to jail or prison time.

I like those odds!

If you work with your agent to lower your risk score - and keep it low - you'll be less likely to end up back in the system.

Likelihood of Success

↓ LS/RNR Score ↑

If I try:



#1
Shorter Supervision*

*Ask your agent about Earned Compliance



#2
More Freedoms**



#3
Rewards**

**Ask your agent about Graduated Sanctions/Incentives



#4
Personal Success

If I don't:



#1
On supervision up to twice as long*



#2
More Restrictions**



#3
Visit the Judge/Board



#4
Remain in the system

HOW TO...
EARN TIME OFF SUPERVISION
...FOR PROBATIONERS & PAROLEES

An easy guide to Earned Compliance Credits





make up your mind
choose a path to success



build a **Case Action Plan (CAP)** with your agent and set goals to support success



understand your **conditions of supervision**



follow law & conditions**
avoid bad situations and negative friends



make sure you stay **drug-free and crime-free**



attend any needed **treatment** and follow your **CAP***



collaborate with your agent to stay on track
+ actions = rewards
- actions = consequences



get involved in positive **social activities** and find a support base



celebrate & repeat
earn 30 days off for each month you comply with all CAP goals and supervision conditions

PLEASE NOTE: Earned Compliance Credits do not apply to all probationers and parolees. Talk to your agent to find out whether you're eligible.

Two essential requirements for Earned Compliance Credits:

* Comply with your CAP

** Comply with all supervision conditions

Source: Utah Code 64-13-21 (7)

House Bill 348 JRI

Justice Reinvestment Initiative



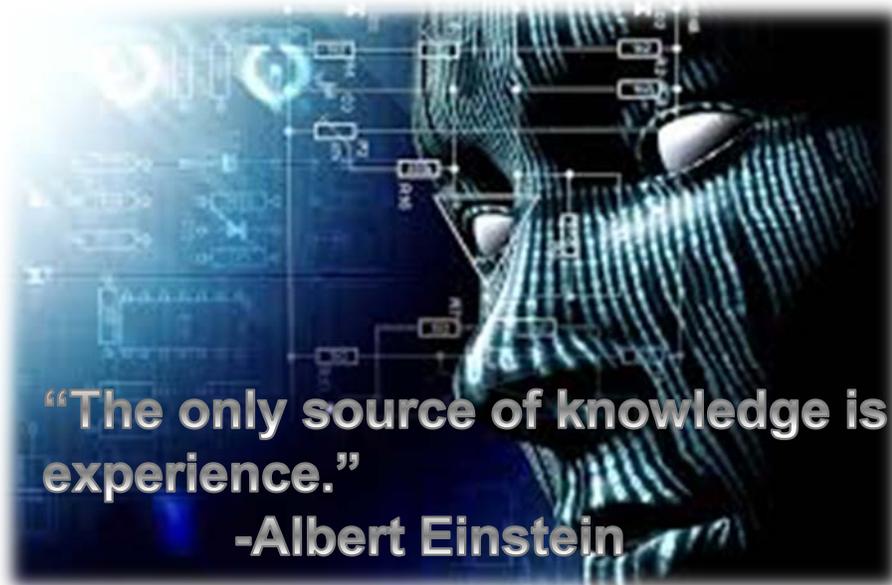
- Simplify Communication of complex concepts
- Generate offender buy-in

The Matrix (Synchronization)

90 days = 12.857 weeks											
	<u>Class Hrs</u>	<u>Homework Hrs</u>	<u>Weekly Groups</u>	<u>Total Hours</u>	<u>Weekly Hours</u>						
						<u>Antisocial Bx</u>	<u>Antisocial Personality</u>	<u>Antisocial Cognition</u>	<u>Antisocial Associates</u>	<u>Substance Abuse</u>	<u>Family/Marital</u>
MRT-Escape Your Prison (16 Sessions)	12	12	2 / 1 hr	24	4	X	X	X			
						<u>or</u>					
Thinking for a Change (25 Sessions)	25	13	2/ 1 hr	38	2.5	X			X		
MRT-Thinking for Good (10 Sessions)	10	10	1/ 1 hr	20	2		X	X			
MRT-Untangling Rel. (12 Sessions)	12	12	1/ 1 hr	24	2				X		
MRT-Staying Quit (8 Sessions)	8	8	1/ 1 hr	16	2					X	
										<u>or</u>	
TCU-Straight Ahead (10 Sessions)	20	5	1/ 2 hr	25	2.25					X	
										<u>and</u>	
SAMHSA- Relapse Prevention (32 Sessions)	48	16	2/ 1.5 hr	64	4					X	
TCU-Partners in Parenting	16	8	1/2 hr	24	3						X
Carey BIT-Problem Solving						X				X	
Carey BIT-Who I Spend Time With									X	X	X

- Menu of selections for treatment agents based on offender needs
- Maintains individualized approach to treatment
- Leverage TRCs or Bear River SA/MH for treatment (free up supervising agents)

- Top experts have valuable knowledge and intuition that enables them to make critical decisions faster and more accurately.
- The Tacit Object Modeler (TOM) can capture the tacit rule the top expert uses in making decisions and provide a virtual decision to any other employee using the tool.



Central 8

Big 4

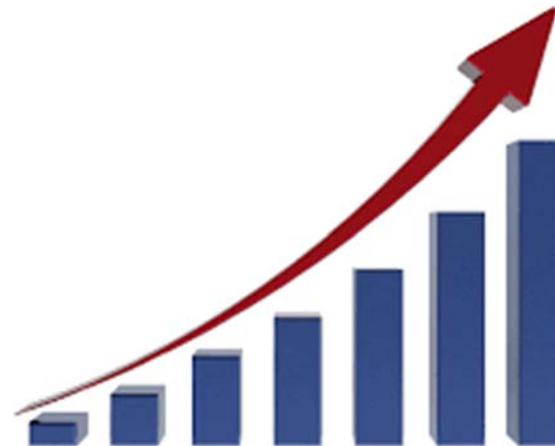
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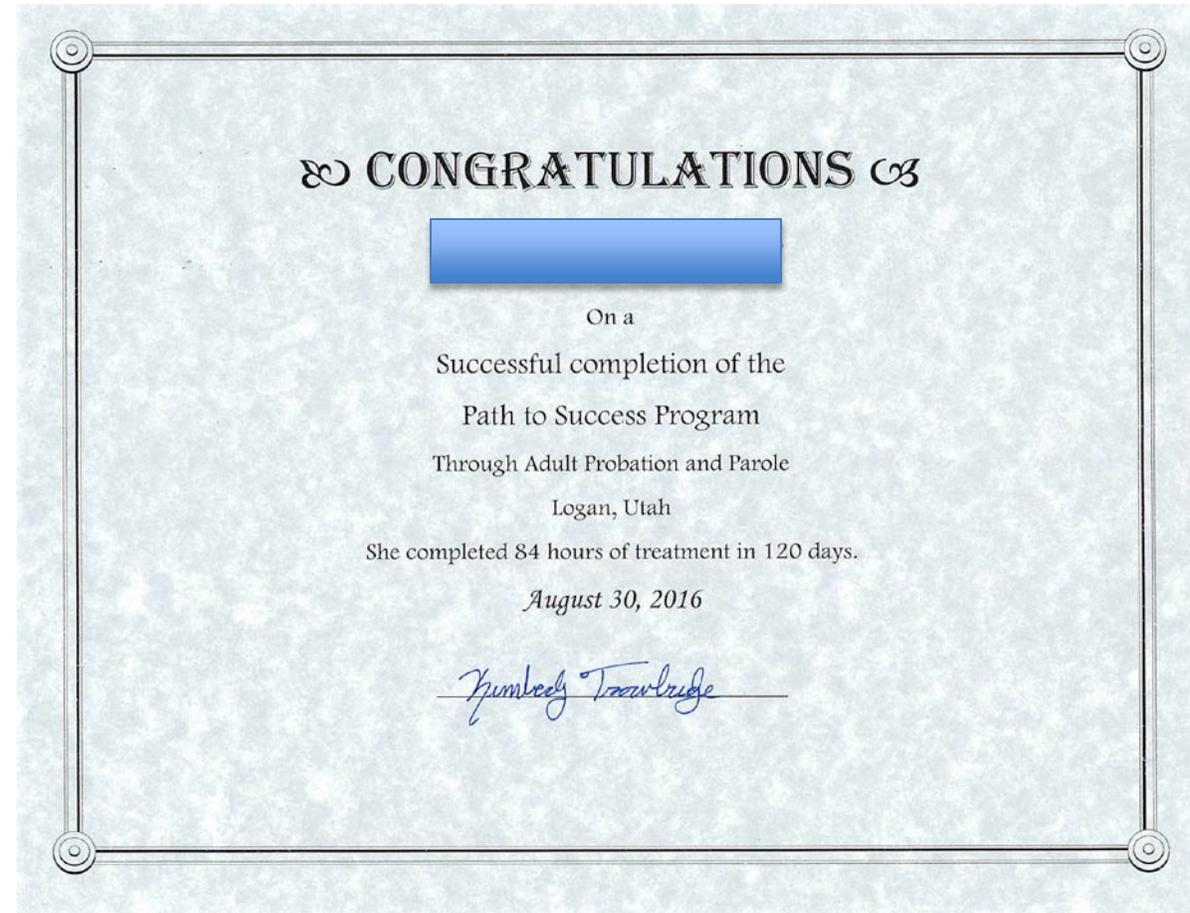
- Soon even new staff can determine as consistently as the experts exactly which risk factors drive behavior.

- Logan AP&P Office = Pilot/Experimental
- Hurricane Office = Comparison Group

- Enhance Public Safety
- Reduce Recidivism 25%
- Reduce Risk 15%
- % offenders successfully completing pilot
- # offenders getting CAP within 1 week
- # hours dosage delivered (100 hr goal)
- Attendance (follow up on absence)



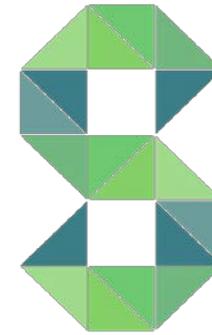
- 33 Offenders Enrolled
- 1 Graduated (since July 1 start date)
- 2 Fugitives
- 30 Actively Participating
- 6 Offenders at/near half-way point
- Helps staff see vision of changes
- Clarified purpose of TRC resource



- Need heightened involvement from offenders' families
- Need better system-wide information sharing (LSI-SV)
- Need to smooth process of dosage delivery & clarify roles
- Need to transition people out of jails to probation (pre-loading)
- Need staff training on tools (Carey Guides/MI)
- Need more communication between supervising/treatment agents
- Need better understanding of JRI principles/tools
- Need to connect community & institutional SA/MH providers
- Ongoing & constant system-wide changes



- Questions?



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