



LA CROSSE AREA VETERANS COURT

— LA CROSSE AREA VETERANS MENTOR PROGRAM

Policy & Procedures Manual

Without Forms

MARCH 2014

LA CROSSE AREA VETERANS Court- LA CROSSE AREA VETERANS MENTOR PROGRAM POLICY & PROCEDURES MANUAL

Table of Contents

Preamble	3
<u>Section 1: La Crosse Area Veterans Court (LAVC)</u>	<u>5</u>
1.1 Mission Statement of the LAVC.....	5
1.2 Goals of the LAVC	5
1.3 Target Population.....	6
1.4 Eligibility Criteria	6
1.5 Key Components of the LAVC-LAVMP	8
<u>Section 2: LAVC Entry and Referral Process</u>	<u>14</u>
2.1 Determination of VA Benefits	14
2.2 Referral	14
2.3 Continued Review of Eligibility	15
2.4 Charge Disposition.....	17
2.5 Releases.....	19
2.6 Use of VA Benefits	19
2.7 Use of Community Based Services.....	19
2.8 Judicial Reviews/ Veterans Court Sessions	19
2.9 Post Graduates	20
2.10 La Crosse Area Veterans Court Program Standard Flow Chart	21
<u>Section 3: Operation of the LAVC Program</u>	<u>22</u>
3.1 General Court Requirements for all Veteran or Service Member Participants 10	22
3.2 Phases.....	24
3.3 Phase 1: Orientation Phase.....	25
3.4 Phase 2: Treatment Practice Phase	27
3.5 Phase 3: Treatment Maintenance Phase.....	29
3.6 Phase 4: Transition to Graduation Phase	30
3.7 Graduation.....	33
3.8 Termination from the LAVC Program	34
3.9 Incentives and Sanctions.....	37
3.10 Treatment Protocol.....	39
3.11 Supervision Protocol.....	41
3.12 Evaluation Design.....	48
3.13 Ethics and Confidentiality.....	49
3.14 Roles and Responsibilities of the LAVC Team.....	50
<u>Section 4: La Crosse Area Veterans Mentor Program (LAVMP)</u>	<u>55</u>
4.1 Mission Statement of the LAVMP	55
4.2 Motto of the LAVMP.....	55

4.3	Goals of the LAVMP	55
4.4	The Purpose of the LAVMP	55
4.5	LAVMP Personnel.....	56
4.6	LAVMP Recruitment.....	59
4.7	LAVMP SOPs.....	65
<u>Section 5: LAVC-LAVMP Contact Information</u>		<u>66</u>
<u>Section 6: Definitions</u>		<u>67</u>
<u>Section 7: Core Values of the Military Services</u>		<u>79</u>
	U.S. Army Values	80
	U.S. Marine Corps Values	82
	U.S. Navy Values.....	83
	U.S. Air Force Values.....	85
	U.S. Coast Guard Values	89
<u>Section 8: Approval of LAVC-LAVMP Policy & Procedures Manual</u>		<u>90</u>
<u>Section 9: LAVC – LAVMP Forms (available on version “with forms attached”)</u>		<u>91</u>

LA CROSSE AREA VETERANS Court- LA CROSSE AREA VETERANS MENTOR PROGRAM POLICY & PROCEDURES MANUAL

PREAMBLE

A diverse group of professionals in La Crosse County became concerned over the increasing number of Iraq and Afghanistan veterans who were found in the criminal justice system. These concerns were addressed through the creation of the La Crosse County Veterans Court Initiative (LCVCI) in early 2009. The LCVCI found that many veterans in our criminal justice system have a service-related behavioral health issue that is connected to their current criminal behavior. The LCVCI began a several step approach to achieve the goal of assisting these veterans obtain services that they had been unable to attain or had been refused or not utilized.

The LCVCI first created the La Crosse Area Veterans Mentor Program (LAVMP) to immediately meet the needs of veterans. The LAVMP attempts to overcome the stigma or fears of veterans to engage services available to them through the Veterans Administration System (VA). The LAVMP functioned as a stand-alone entity with judicial oversight as it assisted veterans in the legal system reduce their risk to reoffend by helping them to submit to appropriate treatment aimed at addressing service connected behavioral health issues. The LAVMP first stood up on January 4, 2010, and immediately began helping veterans connect to services available to them in the VA. While initially created as a stand-alone entity, the LAVMP was intended to merge with and become a critical component of the La Crosse Area Veterans Court (LAVC) when it became activated. The LAVC was the next component to be created, and it stood up on November 11, 2010.

The LAVMP recruits and trains mentors for the purpose of contacting veterans in the criminal justice system engage available Veteran Administration services. While charges are legally resolved, which may take several months, the mentors assigned to these veterans work as soon as possible following an arrest to help these veterans overcome the reluctance, denial or fear they have regarding their treatment needs due to their service-related behavioral health issues.

The day-to-day activities of the LAVMP are handled by the Executive Director (ED), who must be a veteran who has undergone the training required of a

Veterans Mentor prior to assuming ED duties. The LAVMP is governed by a board comprised of LAVMP Coordinators, who are trained Veterans Mentors selected because of their increased interest in assisting veterans and who have specific skills in the areas of management, training, finances, or other relevant areas that will enhance the mission and goals of the LAVMP. The LAVMP is assisted by a group of advisors who are, as much as possible, veterans, but who are not required to complete the training required of Veterans Mentors. The LAVMP Board assists the ED as needed, and is responsible for policy decisions affecting the LAVMP.

The LAVMP is a 501(c) (3) nonprofit organization capable of seeking and raising funds to support the LAVC Program as well as the goals and missions of the LAVMP. Veterans Mentors need to be trained and there are also costs associated with their interactions with the veterans they mentor. Furthermore, additional operating costs associated with the LAVMP include: compensated staff, consisting of, at minimum, an executive director for the LAVMP, the LAVC Coordinator, the LAVMP Screener, and necessary secretarial staff; office space expenses; recruitment expenses; data collection expenses; training development expenses; web site expenses; and general costs associated with the daily functioning of both the LAVC and the LAVMP. Contributions to the LAVMP are tax deductible.

The last phase in the creation of the various components of the LAVMP and the LAVC is the designation of the overall entity, the La Crosse Area Veterans Court and the La Crosse Area Veterans Mentor Program (LAVC-LAVMP), which sets forth a coordinated effort to meet the goals of assisting veterans in the criminal justice system in need of assistance to address their behavioral health issues.

The area served by the LAVC-LAVMP includes, at minimum, the Wisconsin counties of La Crosse, Trempealeau, Jackson, Monroe, and Vernon and the Minnesota counties of Houston and Winona. Other counties within the catchment area of the Tomah VA, as well as other counties in the state of Wisconsin, may receive assistance from the LAVC-LAVMP as deemed appropriate. Each county will be expected to recruit mentors residing in said county as well as engaging in fund raising to support the LAVC-LAVMP. The LAVMP will train and supervise these mentors. A Coordinator will be selected from the trained mentors in each county to assist in the abilities of the LAVMP to assist veterans in need in those counties.

SECTION 1: LA CROSSE AREA VETERANS COURT (LAVC)

1.1 Mission Statement of the LAVC

To promote public safety while assisting and supporting *participants*^u and their families through a coordinated response based upon collaboration with the participant's *service delivery system*^u, *community based services*^u, and the court system.

1.2 Goals of the LAVC:

- a. Reinvigorate the *core values of the military*^u into the participants' daily routine.
- b. Reduce participants' criminal recidivism and other court contacts.
- c. Facilitate participants' sobriety, abstinence and improved behavioral health.
- d. Increase participants' compliance with treatment and other court ordered conditions.
- e. Work to alleviate issues surrounding participants' *service-related behavioral health issues*^u.
- f. Ensure available *VA benefits and services*^u are accessed by participants.
- g. Integrate community based treatment options and services for participants as appropriate.
- h. Improve participants' family relationships and social support connections.
- i. Improve participants' economic stability.

^u denotes *italicized*^u words and phrases defined in Section 6: Definitions.

1.3 Target Population

U.S. military veterans^a and servicemembers^a (hereinafter applicants^a or participants), in the La Crosse Area of the Tomah VA Catchment Area^a, suffering from a service-related behavioral health issue^a that has contributed, in whole or in part, to the commission of a criminal offense and who are in need of the structure and support available through the La Crosse Area Veterans Court Program.

1.4 Eligibility Criteria

An applicant for the LAVC must meet all of the following criteria:

- a. Be a veteran or member of the U.S. military.
- b. Be affected by a service-related behavioral health issue.
 1. A behavioral health issue that pre-existed the veteran's entry into the military, and which was not exacerbated by the military service, will be reviewed by the LAVC Team, but will likely preclude the veteran from being accepted into the LAVC Program.
 2. An applicant with undiagnosed behavioral health issues may be reviewed by the LAVC Team to determine if there is sufficient basis for participation in the LAVC Program, provided there are still appropriate service connections to these issues.
 3. An applicant with sufficient military service organization or other military based connections following his or her discharge from a military service who has non-service connected behavioral health issues may be considered for acceptance into the LAVC Program.
 4. An applicant with a VA service-related disability rating for behavioral health issues of 50% or greater will likely be deemed appropriate for admission into the LAVC Program.

- c. Be pre-approved for admission into the LAVC Program prior to sentencing or disposition in any referring county within the Tomah VA Catchment Area, or as otherwise deemed appropriate by the LAVC Team and LAVC Judge.
- d. Be able to appear as directed at all required sessions of the LAVC Program and agree to follow all requirements of the LAVC Program, to include any and all future modifications as set forth in the LAVC-LAVMP Policy & Procedures Manual.
- e. Be determined, through a *COMPAS^u*, *Level of Services Inventory-Revised (LSI-R)^u*, or other approved assessment, to have medium needs and risks to high needs and risks. Behavioral health issues will generally override low needs and risks as identified on such assessments.
- f. Be deemed suitable for LAVC accountability and participation following a psychological or psychiatric evaluation.
- g. Be reviewed by the LAVC Team to assure that the applicant meets the eligibility requirements for participation in the LAVC Program.
 - 1. An applicant with *Violent current offenses^u* or a history of *violent behavior^u* will be reviewed by the LAVC Team to determine if the applicant should be accepted into the LAVC Program.
 - 2. An applicant charged with *Sexual predator offenses^u* or who has a history of such offenses will be precluded from participating in the LAVC Program.
 - 3. An applicant meeting the definition of *Violent offenders^u* will likely be excluded from participating in the LAVC Program.
- h. Be willing to pay LAVC Program participation fees based upon use of program resources and an assessment of the applicant's ability to pay.

The LAVC Team will assess all applicants in accordance with the LAVC Program Non-discrimination Policy.

1.5 Key Components of the LAVC

Although there are differences between drug courts, behavioral health courts, and the LAVC, the *Key Components* utilized by treatment courts provide the foundation in format and content for the essential elements of each of these types of treatment courts. The LAVC is a hybrid of substance abuse and behavioral health treatment courts, with the goal of servicing participants with substance addiction or abuse issues, serious behavioral health issues, and/or co-occurring disorder issues. The LAVC seeks to embody, throughout this manual, not only the ten key components of a drug treatment court but also the ten essential elements of a behavioral health treatment court.

In 2008, the Buffalo Veterans Treatment Court adopted, with slight modifications, the essential tenements of the U.S. Department of Justice Publication entitled “*Defining Drug Courts: The Key Components*,” (Jan.1997). In 2010 the LAVC developed a Veterans Treatment Court, after considering the Buffalo Veterans Treatment Court model, to assist veterans suffering from service-related behavioral health issues who were in need initially of LAVMP services and possibly participation in and oversight from the LAVC Program. There are key differences between Drug Treatment Courts, Behavioral Health Treatment Courts, Operating While Intoxicated (OWI) Treatment Courts, and Veterans Treatment Courts. The LAVC has refined the *Key Components of Veterans Treatment Courts* to provide a solid foundation upon which the LAVC and the LAVMP can successfully operate. The LAVC and the LAVMP are a unified entity tasked to service veterans in the criminal justice system in need of unique assistance.

1.5.1 The Ten Key Components of the LAVC-LAVMP

1.5.1.1 Key Component Number 1:

LAVC integrates alcohol, drug treatment, and behavioral health services with justice system case processing.

The LAVC promotes sobriety, *recovery*^a, relapse prevention, and behavioral health stability through a coordinated response to each veteran’s unique dependency on alcohol and/or drugs, and the management of their

behavioral health issues. Realization of these goals requires a team approach. This approach includes the cooperation and collaboration of the traditional partners found in drug treatment courts and behavioral health treatment courts, with the addition of the Veteran Administration Health Care Network, veterans and veterans family support organizations, and veteran volunteer mentors of the LAVMP.

Furthermore, the LAVMP will work to achieve these goals with the veterans it services as soon as possible after their arrests and while they are in a predispositional status.

1.5.1.2 Key Component Number 2:

Using a non-adversarial approach, prosecution, defense counsel, department of corrections, and law enforcement LAVC Team members promote public safety while protecting the due process rights of all veteran participants.

To facilitate the veteran participants' progress in treatment, the prosecutor, the defense counsel, the department of corrections agent, and the law enforcement representative shed their traditional adversarial roles and work together as a team. Once a veteran is accepted into the LAVC, the team's focus is on the veteran's recovery and the establishment of consistent law-abiding behavior. The merits of the case(s) that brought the veteran to the LAVC Program should not affect the team's response to the treatment needs of the veteran.

Furthermore, the mentors of the LAVMP are trained to be non-adversarial as well with the veterans assigned to them as they build rapport and trust to help the veteran engage the services necessary to address their issues.

1.5.1.3 Key Component Number 3:

Eligible veterans are identified early and promptly assigned a LAVMP mentor and, if found suitable for the LAVC Program, placed in the LAVC Program.

Early identification of veterans entering the criminal justice system is an integral part of the process of addressing the veterans' behavioral health and other treatment needs. The LAVMP deals effectively with veterans in need of assistance in establishing and pursuing available *VA resources*^a. During

this time, the veterans are further assessed and those deemed to be in need of the structure a treatment court offers are referred to the LAVC Program for placement consideration. The LAVC Program seeks veterans with high criminogenic risk and high substance abuse treatment needs, however, significant behavioral health issues may warrant participation in the program despite low risks and needs.

Arrest can be a traumatic event in a person's life. It creates an immediate crisis. An arrest can compel a veteran to finally recognize his or her inappropriate behavior and make it more difficult for the veteran to deny his or her need for treatment. Not all veterans entering the criminal justice system will need to participate in the LAVC Program, but these veterans may need the services of the LAVMP to assure their behavioral health needs are quickly met and the trauma of their arrest can be leveraged to immerse them into available treatment programming as their cases are resolved.

1.5.1.4 Key Component Number 4:

The LAVC and the LAVMP provide access to a continuum of alcohol, drug, behavioral health and other related treatment and rehabilitation services to veterans at various points after entry into the criminal justice system.

The LAVMP is primarily concerned with criminal activity, alcohol and substance use, and behavioral health issues, but will also seek to resolve other co-occurring problems, such as primary medical needs; transmittable diseases; homelessness; basic educational deficits; unemployment and poor job preparation; spouse and family troubles, to especially include domestic violence; and the ongoing effects of war time trauma. Once referred to the LAVC Program, the LAVC Team will continue to address all of the various issues affecting the veteran participant as needed. The LAVMP is equipped to even assist veterans in need prior to entering the criminal justice system, which has the potential to not only reduce recidivism, but prevent crime as well.

The LAVMP recruits and trains veterans to become mentors. The LAVMP assigns veteran mentors to veterans who are not seeking out available VA benefits and other assistance to address their behavioral health and substance abuse issues. The LAVMP: helps veterans seek out and engage in services within hours or days of their arrest; supports the veteran while in treatment programs; encourages the veteran as his or her case moves forward to

resolution; and motivates the veteran participating in the LAVC Program. The LAVC Team relies on the LAVMP and its mentors and duty mentors to continue the essential support connections established prior to the veteran participant entering into the LAVC Program. The active, supportive relationship, maintained throughout treatment, between an assigned LAVMP mentor and the veteran increases the likelihood that a veteran will remain in treatment and improves the veteran's chances to maintain sobriety and develop law-abiding behavior.

The LAVC assures that all veteran participants maintain their sobriety and address their behavioral health issues by assuring that all necessary and appropriate treatment options are utilized and each veteran is accountable to the goals of these treatment options. The veteran participant is expected to be substance free, behaviorally sound, and capable of adhering to community expectations by the time the veteran is ready to graduate from the LAVC Program. To graduate from the program, the veteran participant create an aftercare or sustainment plan as to how he or she will continue to remain sober and/or behaviorally sound without continued court oversight or supervision.

1.5.1.5 Key Component Number 5:

Abstinence is monitored by frequent alcohol and other drug testing.

Frequent but random court-ordered alcohol and drug testing is essential. An accurate testing program is the most objective and efficient way to establish a framework for accountability and to gauge individual progress. All tests must be observed to be acceptable. Unannounced visits from the DOC agent or law enforcement enhances the LAVC to assure the veteran participant is compliant and not engaged in deceptions.

Any veteran participant who is in need of opiates or other drugs with a potential abuse capability shall sign contracts with their treatment providers and will be subject to testing to assure they are not abusing these prescribed substances.

1.5.1.6 Key Component Number 6:

A coordinated strategy governs LAVC responses to veteran participants' compliance with program expectations.

Progress through the LAVC Program is measured by compliance with treatment regimen. The LAVC seeks to reward cooperation as well as respond to noncompliance by utilizing a coordinated strategy. The LAVC addresses continuing illegal drug use and other noncompliant behavior through a continuum of graduated responses.

1.5.1.7 Key Component Number 7:

Ongoing judicial interaction with each veteran participant is essential as is the participation of a trained mentor.

The LAVC Judge is the leader of the LAVC Team. Maintaining an active, supervisory relationship between the LAVC Judge and the veteran participant increases the likelihood that the veteran participant will remain in treatment and improves the chances for the veteran to maintain continued sobriety and law-abiding behavior. Ongoing LAVC judicial supervision also communicates to veteran participants that someone in authority cares about them and is closely watching what they do. It is essential for the LAVC Judge to communicate to the veteran participant that decisions made concerning the veteran participant are the result of the collaborative LAVC Team approach to effectuate positive change.

Furthermore, the involvement of the trained LAVMP mentor is critical to the veteran participant's success in the program. The support provided by the mentor helps carry the veteran participant through the program, and provides the veteran participant with a trusted resource who is knowledgeable of the expectations of the program and who can help the veteran understand the program and other imposed judicial requirements.

1.5.1.8 Key Component Number 8:

Program monitoring and evaluation measures the achievement of program goals and gauges effectiveness.

Timely and accurate assessment of the LAVC and the LAVMP provides oversight and periodic measurements of the program's performance against its stated goals and objectives. Information and conclusions developed from periodic monitoring reports, process evaluation activities, and longitudinal evaluation studies may be used to modify program systems to improve results.

1.5.1.9 Key Component Number 9:

Continuing interdisciplinary education promotes effective LAVC and LAVMP planning, implementation, and operations.

Interdisciplinary education for all LAVC and LAVMP staff develops a shared understanding of the values, goals, and operating procedures of the veteran administration, treatment providers and the justice system components.

Education and training programs help maintain a high level of professionalism and provide a forum for solidifying relationships among criminal justice, Veteran Administration, LAVC Team members, LAVMP mentors, and treatment providers, and will promote a spirit of commitment and collaboration among all participants.

1.5.1.10 Key Component Number 10:

Forging partnerships among the LAVC Program, the LAVMP, the Veterans Administration, public agencies, and community-based organizations generates local support and enhances LAVC and LAVMP effectiveness.

Because of its unique position in the criminal justice system, the LAVC and the LAVMP are well suited to develop coalitions among private community-based organizations, public criminal justice agencies, the Veteran Administration, veterans and veterans families support organizations, and substance abuse and behavioral health treatment delivery systems. Forming such coalitions expands the continuum of services available to veteran participants and informs the community about the abilities of the LAVC and the LAVMP. The LAVC and the LAVMP foster system wide involvement through their commitment to share responsibility and participation of program partners for behavioral health and substance abuse issues.

Furthermore, the LAVMP is incorporated as a non-profit organization, capable of fund raising to provide the monetary and in-kind support necessary to keep the LAVC Program and the LAVMP running effectively and efficiently.

SECTION 2: LAVC ENTRY AND REFERRAL PROCESS

The entry and referral process utilized by the LAVC to consider applicants as participants is as follows:

2.1 Determination of VA Benefits: Prior to being considered for a disposition to the LAVC, an applicant must have met with the *County Veterans Service Officer*^a (CVSO)^a in their county of residence to have VA benefits eligibility determined and, if eligible for VA benefits, have completed the screening process at the VA Medical Center.

2.2 Referral: Anyone may refer cases involving veterans or service members to the LAVMP where a trained mentor will be assigned to qualifying veterans. The assigned LAVMP Screener will collect necessary documents for each veteran so that eligibility to be considered for participation in the LAVC Program may be made by the LAVC Team. Referring individuals may include, but are not limited to, the attorneys involved in the veteran's case(s), the veteran (defendant), probation or extended supervision agents, family members, treatment providers, and the responsible or sentencing judge.

2.2.1 Initial Review of Eligibility: The LAVMP Screener will review the initial eligibility standards for the referred veteran applicant and:

2.2.1.a Obtain necessary releases from the applicant.

2.2.1.b Conduct an interview of the applicant and speak with family members, case managers, and other persons with knowledge of the applicant to develop the applicant's social and behavioral health history.

2.2.1.c Obtain copy of veteran's DD-214.

2.2.1.d Assure a trained mentor is assigned to the referred veteran applicant as needed.

2.2.1.e Collect current criminal complaints.

2.2.1.f Determine applicant's criminal history.

2.2.1.g Obtain a risks and needs assessment, such as a LSI-R or a COMPAS, and compliance with behavioral health counseling and/or treatment.

2.2.1.h Determine current compliance with behavioral health counseling and/or treatment.

2.2.1.i If the LAVMP Screener determines that:

1. the applicant is not a veteran or a member of a military service, or
2. the applicant has not been responsive to meeting with the LAVC Screener, and/or
3. the applicant fails to timely submit required documents,

The LAVMP Screener is to submit a *letter of closure*^a to the veteran applicant's counsel, indicating that the veteran applicant appears to no longer need the services of the LAVC-LAVMP.

2.2.1.i.1 APPEAL: Any applicant who receives a letter of closure from the LAVMP Screener may file an appeal.

2.2.1.i.2 FORM OF APPEAL: All appeals must be in writing, set forth grounds warranting reconsideration, addressed to the LAVC Team, and submitted no later than 14 days from the date of the letter of closure.

2.2.1.j If the veteran applicant submits the necessary documents to the LAVMP Screener, the applicant's file is to be turned over to the LAVC Coordinator for further consideration toward a suitability determination for participation in the LAVC Program.

2.3 Continued Review of Eligibility: The LAVC Coordinator will review the eligibility standards for the referred veteran applicant and:

- 2.3.1.** Obtain any additional necessary releases from the applicant.
- 2.3.2.** Check the relevant information systems to determine if the applicant is receiving or has in the past received relevant services from La Crosse County, their county of residence, and/or the VA.
- 2.3.3.** Obtain relevant treatment records from La Crosse County, the applicant's county of residence, and/or the VA.
- 2.3.4.** Obtain appropriate additional risk assessments, such as the Sexual Assault Risk Assessment or a Domestic Violence Assessment, for the applicant through the Department of Corrections, the VA, *Justice Support Services^u* (*JSS^u*), service providers, and/or trained assessors to determine the applicant's risks and needs.
- 2.3.5.** Obtain a copy of the psychological or psychiatric evaluation determining the applicant's capacity to participate in the LAVC Program.
- 2.3.6.** Invite the applicant to view a formal LAVC session. All applicants should view at least one such LAVC session before the LAVC Team makes a determination of suitability for the LAVC Program.
- 2.3.7.** Refer the applicant to the LAVC Team for consideration as to whether or not the applicant is suitable for participation in the LAVC Program. The LAVC Coordinator should, upon discovery of any disqualifying factor, bring that issue to the attention of the LAVC Team during the determination of suitability discussion.
- 2.3.7.a** The LAVC Coordinator or the LAVC Team may postpone making a decision on the applicant's suitability for the LAVC Program pending the completion of an updated psychological evaluation or the review of additional existing medical records or other documents.
- 2.3.7.b** The LAVC Team will discuss the appropriateness and capabilities of the applicant to participation in the LAVC Program [see: 1.4 Eligibility Criteria]. The LAVC Team will decide on the applicant's suitability for the LAVC Program, with a *majority*

consensus^u necessary for the applicant to achieve recommendation for acceptance into the LAVC Program.

2.3.7.c If the applicant is determined to be appropriate for the LAVC Program, a participation plan is recommended by the LAVC Screener and must be agreed to by the applicant.

2.3.7.d The LAVC Coordinator will submit a *letter of suitability*^u to the referring judge(s), *DOC*^u agent(s), and attorneys, as appropriate, that the LAVC Program is an option for consideration at the time of the applicant's sentencing of pending charges.

2.3.7.e If the applicant fails to meet the eligibility criteria for participation in the LAVC Program, the LAVC Coordinator will submit a *letter of non-suitability*^u to the referring judge(s), *DOC* agent(s), and attorneys, as appropriate, that the LAVC Program is not an option for the applicant.

2.3.7.f The LAVC Coordinator will provide a *letter of denial*^u to the applicant's counsel detailing the reasons for the denial so that the applicant may have the opportunity to appeal the determination.

2.3.7.f.1 APPEAL: Any applicant deemed not suitable for participation in the LAVC Program may file an appeal.

2.3.7.f.2 FORM OF APPEAL: All appeals must be in writing, set forth grounds warranting reconsideration, addressed to the LAVC Team, and submitted no later than 14 days from the date of the letter of denial.

2.4 Charge Disposition: An applicant accepted to become a participant in the LAVC Program must enter into the agreed arrangements to dispose of his or her criminal charges before the referring judge, who will, after resolving the case(s) with a requirement that the applicant successfully complete the LAVC Program, will transfer continuing authority over the participant pending completion of the LAVC Program. The types of dispositions that would be expected of participants include:

2.4.1. Straight Diversion: A participant with less serious current offenses and a minimal criminal history may receive a diverted prosecution disposition. If diverted, the case is continued for at least one year and is then dismissed if the participant has complied with the conditions of the diverted prosecution, complied with the requirements of the LAVC Program, has had no additional criminal charges, and is certified for graduation.

2.4.2. Diversion/Probation: A participant with more serious current criminal offenses and/or a greater criminal history may have a disposition that includes probation of one or more charges and a diverted prosecution of one or more charges. The matter would be continued for at least one year and then, if there have been no additional criminal charges and all requirements of probation and the diversion agreement have been met, and he or she has complied with the requirements of the LAVC Program, the participant will be certified for graduation.

2.4.3. Probation: A participant who has committed serious current offenses, has serious behavioral problems, and/or has significant criminal histories may receive a probation sentence. The matter should be continued for at least 18 months. If the participant has not committed any additional criminal charges, has complied with all conditions of probation, and has met all requirements of the LAVC Program, he or she may be certified for graduation.

2.4.4. Alternative to Revocation of Probation or Extended Supervision: A participant may be admitted to the LAVC Program as an Alternative to Revocation. The matter will be continued for a period of time deemed appropriate by the probation or extended supervision officer and the LAVC Team. If the participant has not committed any additional criminal charges, has complied with all conditions of probation or extended supervision, and has met all requirements of the LAVC Program, he or she may be certified for graduation.

2.4.5. Predisposition Resolution: Occasionally an applicant may have significant behavioral health issues and a predisposition resolution would be appropriate to address his or her offenses. If this is to occur, the resolution of the charges, the reasons for revoking the agreement, and the length of commitment to the LAVC Program must clearly be set forth in any agreement between the parties. The LAVC Program would require that the applicant continue to be subject to bond conditions and waive any time

limits that would affect legal resolution of the charges should he or she not successfully complete the LAVC Program.

2.4.6. Continuing Bond Requirement: For a participant subject to only a Diversion Contract disposition or a predisposition resolution, he or she must continue to be subject to a bond during the time that he or she is in the LAVC Program. The bond may be modified from time to time to impose sanctions of conditional confinement.

2.4.7. All participants agree to be subject to conditional confinement, other traditional sanctions, and appropriate incentives to promote compliance with the LAVC Program as a condition of entering into this Program.

2.5 Releases: The participant will, as a condition of being considered for the LAVC Program and continuing through completion of the LAVC Program, execute all appropriate releases to accomplish the goals and requirements of the LAVC Program in conjunction with the LAVMP and the appropriate CVSO.

2.6 Use of VA Benefits: The participant should already be enrolled into the VA medical system and should be receiving benefits for service-related behavioral health issues upon or prior to entry into the LAVC Program. It is expected that the participant will continue to utilize all available VA benefits while in the Program.

2.7 Use of Community Based Services: If the participant is not eligible for VA benefits, or has a need for any particular service not covered by the VA, he or she will be referred to appropriate community based services through the La Crosse County Department of Human Services, the Department of Human Services in his or her home county, or through the LAVC Program for contracted services.

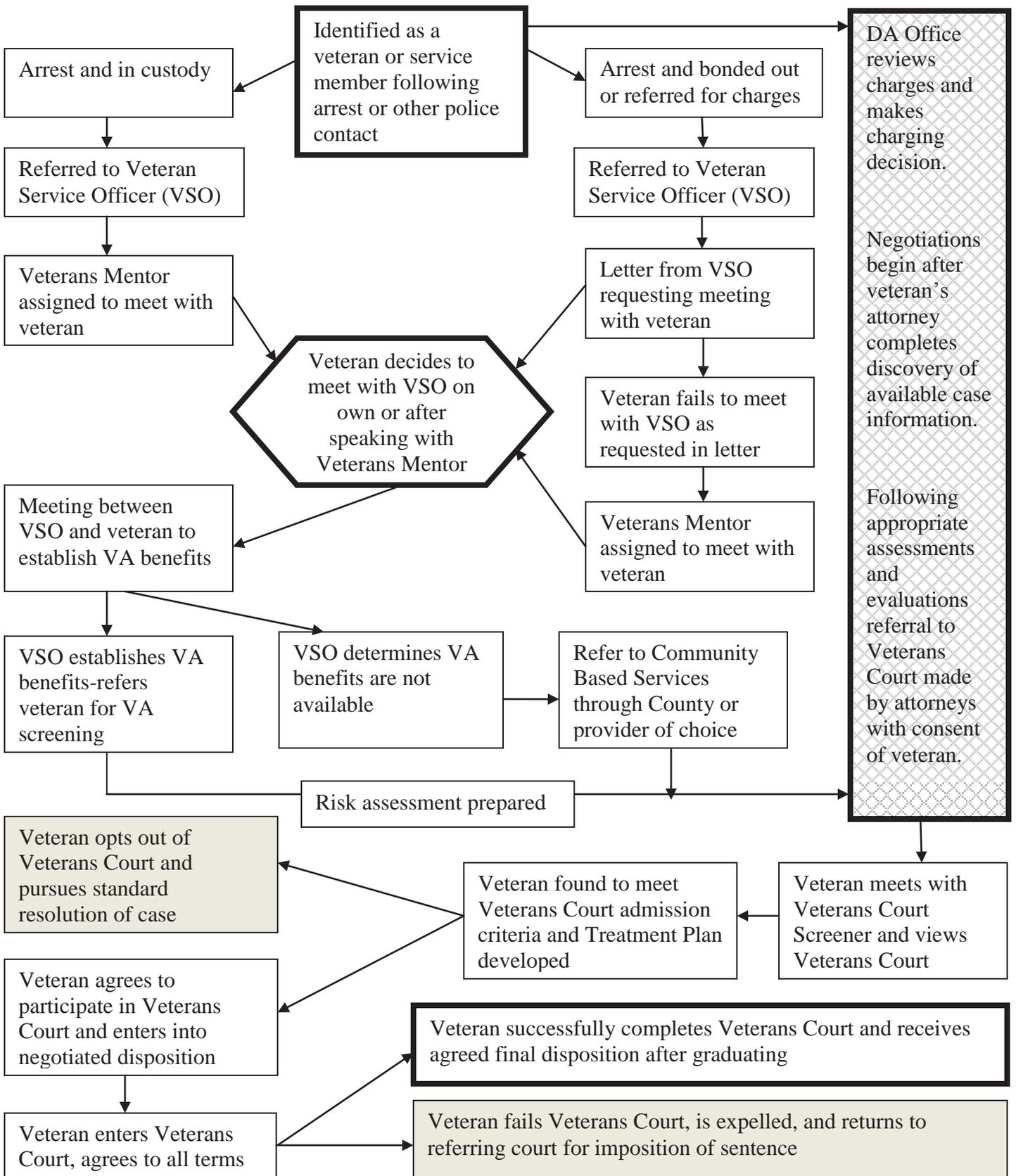
2.8 Judicial Reviews/LAVC Sessions: The participant will, as ordered by the LAVC Judge, appear for a series of judicial reviews, or LAVC Sessions, until it is determined that the participant has completed the requirements of the LAVC Program established for him or her and has been certified to graduate from the program. The participant will further appear in the manner directed by the court, which usually will be in person but may be by other means determined on a case-by-case basis.

2.9 Post Graduates: A graduated participant may continue to participate in the LAVC Program and stay in contact with members of the LAVC Team after graduation if it helps to maintain the graduate's behavioral health stability.

2.10 LA CROSSE AREA VETERANS COURT PROGRAM STANDARD FLOW CHART [Figure 2.A]

{ SEE FOLLOWING PAGE }

Figure 2.A



SECTION 3: OPERATION OF THE LAVC PROGRAM

3.1 GENERAL COURT REQUIREMENTS FOR ALL PARTICIPANTS

- Remain law abiding.
- Re-establish commitment to the core values of the military and incorporate these values into daily routines.
- Do not use or possess firearms, without written authorization from the LAVC Judge.
- No use of any alcohol or alcohol based products.
- No entry into any *bar or tavern*^u without prior approval of the LAVC Judge.
- No use of any drugs, controlled substances, or illicit substances except for prescription prescribed to the participant by a licensed physician.
- Submit timely to all required alcohol and/or substance testing as ordered by the LAVC Judge or the DOC agent.
- Provide prescriptions for all prescribed medications to the LAVC Team within 48 hours of obtaining the prescription.
- Take all prescribed medications as directed by their physician.
- If prescribed drugs of potential abuse, agree to work with physician to develop alternative drug therapies to meet physical or behavioral needs without utilizing drugs of potential abuse.
- If prescribed drugs of potential abuse, sign and adhere to an opiate contract with treatment provider(s), and be subject to testing to assure the substances are being consumed as directed.
- If determined to be a drug seeker, advise all prescribing physicians of this status and ensure that their medical records also reflect this status.

- Promptly attend all required LAVC Sessions as directed.
- Comply with individual treatment plan as established by the VA, community based service providers, if any, the DOC agent, if any, the LAVC Coordinator, and/or the LAVC Team.
- Cooperate with unscheduled home visits by DOC agents, law enforcement officers, and LAVC Team members.
- If on probation or extended supervision, comply with all rules and conditions as established by the DOC agent.
- If on a diversion contract or a predispositional agreement, comply with all rules and conditions as established by the prosecuting agency in that document.
- Pay all fines, court fees, probation fees, restitution, and LAVC Program fees as ordered by the referring judge and/or the LAVC Judge.
- Do not function, in any capacity, as a police informant while a participant of the LAVC Program, unless authorized by the LAVC Judge.
- Reside in the Tomah VA Catchment Area with accessibility to the LAVC, the assigned DOC agent, the LAVC Coordinator, the Justice Support Services Program, Attic Correctional contract services, VA services, community based services, and other programs or services, as directed.
- If residing in a cooperating or referring county, have the means by which to appear for all designated sessions of the LAVC, to meet with the LAVC Coordinator as necessary, to perform all required alcohol and/or substance abuse tests, and to make all VA service appointments and community-based services appointments, as directed.
- Inform the LAVC Team, DOC agent, if any, the LAVC Coordinator, and all treatment providers of any change in address and/or telephone number within 48 hours of the change.
- Complete all required community service work.
- Participate in any Mediation or Restorative Justice Programs, as required.

- Work with the LAVMP Duty Veteran Mentor assigned to each LAVC Session, and continue to work with the assigned LAVMP Mentor, as deemed necessary.
- Attend approved self-help or community support groups, such as AA or NA, as ordered by the LAVC Judge.
- Participate in training or educational programming, as ordered by the LAVC Judge.
- Obtain and maintain employment, actively seek employment, and/or make progress toward educational goals, as appropriate.
- Secure stable and substance-free housing.
- Adhere to a curfew, as ordered by the LAVC Judge.
- Be respectful to the LAVC Team and property.
- Follow all provisions of the LAVC-LAVMP Policies and Procedures Manual, to include any changes as they are adopted by the LAVC and the LAVMP.
- All participants who are subject to the *rules and conditions of probation^u* or extended supervision must provide verification of completion of all required activities and submit all requests for travel, furloughs or other exceptions to their assigned DOC agent.
- All participants who are not subject to the rules and conditions of probation or extended supervision must provide verification of completion of all required activities and submit all requests for travel, furloughs or other exceptions to the LAVC Coordinator.

3.2 PHASES

Phases are the steps identified by the LAVC Team through which participants must progress in order to graduate from the program. The expected length participants can expect to be in the program is between 12 and 18 months, however many participants remain in the program much longer. Mentoring

services through the LAVMP will be available to participants throughout the program, as needed.

Termination criteria are the guidelines used to release non-compliant participants from the LAVC Program as well as to sever ties between a veteran and an assigned mentor.

Graduation criteria are the guidelines used to identify how participants are to successfully complete the LAVC Program.

3.3 PHASE 1: ORIENTATION PHASE

The Orientation Phase seeks to develop the participant's understanding of the LAVC Program and, if appropriate, DOC expectations.

The participant must remain in this phase for a minimum of 60 days prior to commencing to the next phase. The participant will not be eligible to transition to Phase 2 unless there has been at least a minimum of 30 consecutive days of sobriety immediately prior to the date of the phase change. The main goal of this phase is to develop an understanding of the expectations of the LAVC Program and, as appropriate, expectations of probation or extended supervision or of a diversion contract.

The participant, while in Phase 1, is to begin developing routines to promote success in the LAVC Program, to include timely meeting all initial LAVC Program requirements.

The Phase 1 participant will develop an individualized treatment plan and begin to engage in, as appropriate: substance abuse treatment; individual and/or group therapy; self-help groups; behavioral health treatment and/or counseling; behavioral health and/or medical appointments; medication monitoring; domestic abuse groups and/or programming; completion of additional evaluations and/or assessments and complying with all resulting recommendations; cognitive and/or behavioral modification therapies; family and/or spouse counseling and/or therapy; and other counseling and/or therapy as deemed necessary or appropriate. All treatment requirements and expectations will be monitored.

Engaging in these various treatment-related options will help the participant and the treatment providers develop an *individualized treatment plan^u* for the

participant.

Requirements of Orientation Phase:

- Maintain contact with assigned DOC agent, if on probation, as directed.
- Maintain contact with LAVC Coordinator as directed.
- Initiate and maintain contact with the *VJO Specialist^a* (case manager) to develop a treatment plan and establish subsequent appointments with VA and other service providers.
- Attend all appointments with VA and other service providers.
- Promptly submit to required drug and alcohol testing.
- Attend LAVC weekly, or as otherwise ordered by the LAVC Judge.
- Remain law abiding.
- Abide by a curfew, as directed by the LAVC Judge.
- Work with LAVMP Mentors as necessary.
- Comply with the initial treatment objectives.
- Comply with any individualized treatment plan developed prior to entry into the LAVC Program.

Additional Advancement Criteria:

- No positive drug or alcohol tests (late tests or missed tests are deemed positive tests) for a minimum of 30 days prior to phase transition.
- Follow individualized treatment plan, if any, and show proper engagement in offered treatment or counseling opportunities of the VA, other service providers, the DOC agent, if any, and the LAVC Coordinator.

- Develop an individualized treatment plan, if not already in place.
- Develop advancement plan to be presented to the LAVC Team and, if approved, advancement to the next phase may be recommended by the LAVC Team to the LAVC Judge. If the LAVC Judge deems the participant compliant with expectations of Phase 1, the participant may be advanced to Phase 2.

3.4 PHASE 2: TREATMENT PLAN PRACTICE PHASE

Phase 2 is designed to assist the participant in practicing the requirements of his or her Treatment Plan.

The Treatment Plan Practice Phase requires the participants to work with the VA and any other treatment providers to continue to develop, if necessary, and refine, as necessary, a “living” individualized treatment plan aimed at addressing behavioral health issues and reducing risk of reoffending in the future. This plan will likely be modified from time to time to address the participant’s individual issues as they are identified.

The main goal of this phase is practice working with the individualized treatment plan developed in Phase 1. Treatment Plans will be approved by the LAVC Judge prior to advancement to the next phase. An individualized Treatment Plan includes, but is not limited to: *substance abuse treatment^u*; *individual therapy^u* and/or *group therapy^u*; *self-help groups^u*; *behavioral health treatment^u* and/or *behavioral health counseling^u*; *behavioral health appointments^u* and/or *medical appointments^u*; *medication monitoring^u*; *domestic abuse groups^u* and/or *domestic abuse programming^u*; involvement with additional *evaluations^u* and/or *assessments^u* and complying with all resulting recommendations; *cognitive and/or behavioral modification therapies^u*; *family counseling and/or therapy^u* and/or *spouse counseling and/or therapy^u*; *budget counseling^u* and/or *financial training^u*; and other *counseling^u* and/or *therapy^u* as deemed necessary and appropriate. All treatment requirements and expectations will be monitored.

The participant must remain in this phase for a minimum of 90 days prior to commencing to the next phase. The participant will not be eligible to transition to Phase 3 unless there has been at least a minimum of 45 consecutive days of

sobriety immediately prior to the date of the phase change.

Requirements of Individualized Treatment Plan Phase:

- Maintain contact with DOC agent, if any, as directed.
- Maintain contact with LAVC Coordinator as directed.
- Maintain contact with the VJO Specialist (case manager), at least monthly.
- Attend all appointments with VA and any other service providers.
- Promptly submit to required drug and alcohol testing.
- Attend LAVC every other week, or as otherwise ordered by the LAVC Judge.
- Remain law abiding.
- Complete an individualized treatment plan, to be modified as necessary.
- Work with LAVMP Mentors as necessary.
- Comply with any restitution requirements of the sentence or diversion contract, by establishing a payment plan based upon the participant's ability to pay.

Additional Advancement Criteria:

- No positive drug or alcohol tests (late tests or missed tests are deemed positive tests) during the phase.
- Submit an updated individualized treatment plan to the LAVC Coordinator for review and submission to the LAVC Team and the LAVC Judge for approval.
- Develop advancement plan to be presented to the LAVC Team and, if approved, advancement to the next phase may be recommended by the LAVC Team to the LAVC Judge. If the

LAVC Judge deems the participant compliant with expectations of Phase 2, the participant may be advanced to Phase 3.

3.5 PHASE 3: TREATMENT MAINTENANCE PHASE

The Treatment Maintenance Phase requires the participant to work with the VA and any other treatment providers to show continued compliance with his or her individualized treatment plan. Progress with addressing behavioral health issues and reducing risk to reoffend in the future must be demonstrated. The individualized treatment plan may continue to be modified from time to time to address the participant's individual issues as they are identified.

The participant must remain in this phase for a minimum of 120 days prior to commencing to the next phase. The participant will not be eligible to transition to Phase 4 unless there has been at least a minimum of 120 consecutive days of sobriety immediately prior to the date of the phase change.

Requirements of Treatment Compliance Phase:

- Maintain contact with DOC agent, if any, as directed.
- Maintain contact with LAVC Coordinator as directed.
- Maintain contact with the VJO Specialist (case manager), at least monthly.
- Attend all appointments with VA and any other service providers.
- Promptly submit to required drug and alcohol testing.
- Attend LAVC monthly, or as ordered by the LAVC Judge.
- Remain law abiding.
- Follow the individualized treatment plan, to be modified as necessary.
- Complete community work service work as ordered.
- Work with LAVMP Mentors if necessary.

- Obtain and/or maintain employment and/or pursue education, as possible.
- Obtain and/or maintain stable, safe, and substance-free housing.
- Comply with restitution payment plan.

Additional Advancement Criteria:

- No positive drug or alcohol tests (late tests or missed tests are deemed positive tests) during the phase.
- Submit *Continuing Care Plan^u* and/or *Stabilization Plan^u* to the LAVC Coordinator. A Continuing Care and/or Stabilization Plan is a continuing care plan participants develop to demonstrate that he or she can stay sober and drug free, address his or her behavioral health and/or medical needs, provide for his or her own welfare, and account for how he or she will maintain a life style that results in reduced risk for relapse, recidivism or regression of the progress made in his or her behavioral or medical health after completing the LAVC Program. If approved by the LAVC Coordinator, the Continuing Care and/or Sustainment Plan will be presented to the LAVC Team and, if deemed acceptable, to the LAVC Judge for review.
- Develop advancement plan to be presented to the LAVC Team and, if approved, advancement to the next phase may be recommended by the LAVC Team to the LAVC Judge. If the LAVC Judge deems the participant compliant with expectations of Phase 3, the participant may be advanced to Phase 4.

3.6 PHASE 4: TRANSITION TO GRADUATION PHASE

Phase 4 involves the participant developing an exit plan from the LAVC Program.

The Transition to Graduation Phase requires the participant to work with the VA and any other treatment providers to show stabilization with his or her

individualized treatment plan. Significant progress must be shown by the participant with respect to his or her ability to address identified behavioral health issues. The participant must also demonstrate how he or she has reduced risk for reoffending in the future. The individualized treatment plan may continue to be modified from time to time to address the participant's individual issues as they are identified. A workable continuing care plan and/or stabilization plan must be developed prior to advancement to Phase 4 and said plan will be included in the exit plan the participant needs to develop prior to graduation from the LAVC Program.

The participant should remain in this phase for a minimum of 60 days prior to graduating. The participant will not be eligible to graduate unless there has been at least a minimum of 180 consecutive days of sobriety immediately prior to the expected date of graduation.

Requirements of Transition to Graduation Phase:

- Maintain contact with DOC agent, if any, as directed.
- Maintain contact with LAVC Coordinator as directed.
- Maintain contact with the VJO Specialist (case manager), as directed.
- Attend all appointments with VA and any other service providers.
- Promptly submit to required drug and alcohol testing.
- Attend court appearances as directed by the LAVC Judge.
- Remain law abiding.
- Follow the Continuing Care Plan and/or Stabilization Plan, making modifications as necessary.
- Be employed and/or in a course of education, as possible.
- Continue to maintain stable, safe, and substance-free housing.
- Develop healthy activities.

- Pay, or otherwise resolve, all outstanding restitution and court and/or DOC fees.

Additional Advancement Criteria:

- No positive drug or alcohol tests (late tests or missed tests are deemed positive tests)(***the participant must be substance-free for a minimum of six consecutive months (180 days) prior to graduation***).
- Speak with a LAVMP Coordinator or Mentor to discuss potentially becoming a LAVMP Mentor in the future. The participant must be aware that the LAVC Team will, upon request, make a recommendation to the LAVMP as to suitability of the participant to perform the duties of a LAVMP Mentor. The participant must understand that he or she cannot be in a probation or extended supervision status at the time an application is submitted to the LAVMP for consideration to become a trained mentor. The LAVMP Mentor Coordinators retain the right to accept or reject the participant's application based upon the program's recruitment criteria.
- Petition the LAVC Judge, through the LAVC Coordinator, for graduation. The petition will include:
 - a copy of the graduation speech on lessons learned through participation in the LAVC Program that the participant will present during graduation at a formal LAVC Session;
 - a graduation plan, to address the participant's plans for the next year and goals for the next five years, as gleaned from the participant's continuing care or stabilization plan;
 - certification that all requirements of the LAVC Program have been completed, with verification from approval authorities, as necessary.
- The LAVC Coordinator will review the participant's petition for graduation and, if in order, submit the petition to the LAVC Team. If the LAVC Team recommends that the participant should

graduate, the LAVC Judge will be so advised and the *banner of recognition*^a and the *mission accomplished coin*^a will be prepared.

3.7 GRADUATION

3.7.1 Graduation Criteria: The participant must successfully complete all four phases of the LAVC Program, be abstinent from the use of unauthorized substances for at least 180 days, and be in the LAVC Program for the requisite minimum period of time in order to be eligible for graduation from the program. Any exceptions to the requirements must be approved by the LAVC Team and granted by the LAVC Judge. Near the end of Phase 3, Treatment Compliance Phase, the participant is expected to complete his or her continuing care or stabilization plan, which outlines how he or she will continue to be successful in maintaining abstinence from substances and complying with behavioral and/or medical health regimes after graduation from the LAVC Program. The continuing care plan or stabilization plan must be approved by the LAVC Team and the LAVC Judge prior to the participant advancing to Phase 4, Transition to Graduation Phase. Upon advancing to Phase 4, the participant will follow his or her individualized treatment plan and demonstrate that he or she is ready for graduation. Once the participant has successfully completed the requirements of the LAVC Program and has shown commitment to his or her future success, the participant is eligible for graduation.

3.7.2 Graduation Requirements: Each participant must meet the following minimum requirements prior to graduating:

- Have at least six months of continuous, current sobriety and abstinence from the use of any prohibited substance.
- Participate fully in the established individualized treatment plan.
- Complete required community service work.
- Participants will be advised of the future option, provided they otherwise qualify, of becoming an LAVMP Mentor.
- Participants will submit an Essay on Lessons Learned while in the LAVC Program, which will be approved by the LAVC Team and read at the participant's graduation.

- Participants will prepare an Exit Plan.
- Participants will comply with an Exit Interview with the LAVC Coordinator or designee.
- While LAVC Program graduates are no longer required to appear for LAVC Sessions, if they will remain on probation or extended supervision they will continue to be subject to all terms and conditions set by the sentencing judge and the DOC until they are discharged from probation or extended supervision.

3.8 TERMINATION FROM THE LAVC PROGRAM

3.8.1 *Unsuccessful Completion:* Termination from the LAVC Program generally occurs only after graduated sanctions have been imposed and the participant continues to disregard the rules of the LAVC Program and the orders of the LAVC Judge. Termination proceedings may be initiated at any time for a participant who violates program rules.

3.8.2 *Grounds for Termination:*

- a. An ongoing inability or failure to control undesirable behaviors or an inability to change behaviors in a positive way.
- b. Consistent failure to follow treatment protocol and/or other conditions established specifically to try to modify the participant's behaviors.
- c. Failure to remain law abiding.
- d. A post-entry determination that the participant was not appropriate for participation in the LAVC Program due to his or her level of needs or ability to comply with basic program requirements.
- e. An inability to improve further, having reached the maximum benefit possible from available treatment and behavior modification efforts.

3.8.3 *Examples of Disregard for Program Rules:* The participant has shown disregard for program rules when he or she has engaged in behaviors which may include, but is not limited to, the following:

- Absconding from any residential or inpatient treatment facility.
- Failing to attend treatment or therapy.
- Repeated positive alcohol or substance tests.
- Tampering with alcohol or substance tests to provide false results.
- Providing breath or substance samples from any other person and representing the sample as that of the veteran participant.
- Committing criminal acts.
- Being chronically late and/or failing to engage in treatment.
- Absconding from the LAVC Program.

3.8.4 *Initial Termination Hearing:* Any LAVC Team member^a may seek an Initial Termination Hearing by making a motion suggesting termination.

3.8.4.a Upon agreement by at least two LAVC Team members an Initial Termination Hearing will be set before the LAVC Team.

3.8.4.b The Initial Termination Hearing shall be held before the LAVC Team members, outside the presence of the LAVC Judge, and before the hearing the participant will be provided with:

- notice of the hearing, with the general allegation noted,
- the opportunity to be represented by an attorney during the hearing, and
- a termination letter, or memorandum, setting forth detailed allegations upon which the suggestion of termination is based, to allow the participant and his or her attorney to prepare a rebuttal.

3.8.4.c The Initial Termination Hearing will be conducted outside the presence of the LAVC Judge and will not be recorded. The participant will be advised of the detailed allegations, as set forth in the termination letter or memorandum, and be given the opportunity to present his or her position on the allegations. The LAVC Team members will, outside the presence of the participant, the participant's attorney, and the LAVC Judge, discuss the retention or recommendation for termination of the participant.

3.8.4.d Consensus: The LAVC Team members will lodge their opinion to retain the participant in the LAVC Program or to recommend to the LAVC Judge that the participant should be terminated from the LAVC Program.

3.8.4.e Retention: If the consensus of the LAVC Team members (3-3, 4-2, 5-1, or 6-0) is to retain the participant, the Initial Termination Hearing will be concluded, the LAVC Judge will be advised of the participant's retention, the LAVC Judge will advise the participant of his or her retention, and the participant will remain in the Veterans Court Program.

3.8.4.f Recommendation of Termination: If the consensus of the LAVC Team members, by simple majority (4-2, 5-1, or 6-0), is to terminate the participant, written notice will be provided to the LAVC Judge, who will then notify the participant and his or her attorney concerning this recommendation and the date upon which the recommendation for termination will be heard in open court and on the record before the LAVC Judge.

3.8.5 Expulsion Hearing Upon Recommendation for Termination: Upon recommendation for termination by a simple majority consensus (4-2, 5-1, or 6-0) of the LAVC Team members, the participant is brought before the LAVC Judge for a formal expulsion hearing, in open court and on the record. The participant will be afforded all rights and opportunities consistent with any other individual facing a formal probation revocation hearing and subsequent sentencing, to include the right to be represented by counsel.

3.8.5.a Presentation of Case: The participant facing the Termination Hearing, with his or her attorney, will present their case to the LAVC Judge for consideration on the participant's retention in the LAVC Program. Following that, the LAVC Team members, starting with the prosecutor, may present grounds to support reasons to terminate the participant from the program or retain the participant in the Program. If the LAVC Team members do not present grounds to support or oppose

termination, the LAVC Judge will utilize the grounds set forth in writing previously by the LAVC Coordinator.

3.8.5.b Decision of the LAVC Judge: After hearing the participant's response to the allegations that warranted the recommendation for termination by the LAVC Team members, and the LAVC Team's counter to or support of the participant's response, if any, the LAVC Judge will make findings, on the record, as to whether or not grounds exist for terminating the participant from the LAVC Program.

- **Retention:** If the LAVC Judge finds that the participant is to be retained in the LAVC Program, the participant will continue in the LAVC Program, subject to any appropriate sanctions or modifications of programming or treatment plans deemed necessary to address his or her behavior.
- **Termination:** If the LAVC Judge finds that the participant is to be terminated from the LAVC Program, the participant will be returned to the referring judge for imposition of sentence in accordance with the original disposition of the charges. The participant's probation or extended supervision case will be subject to revocation by DOC. Diversion contract charges will be revoked and a bond will be set.
- **Recusal:** If the LAVC Judge was the sentencing judge, he or she will recuse himself or herself from further proceedings and the matter will be assigned to a new judge.

3.9 INCENTIVES AND SANCTIONS

3.9.1 Incentives: Incentives are responses to compliance, perceived as positive by the recipient.

3.9.1.a Procedure for Awarding Incentives: If the participant complies with the established treatment plan, the rules of the LAVC Program, the rules of the DOC, if imposed, LAVC Judge orders, and all other conditions or requirements associated with participation in the LAVC Program, the LAVC Judge should award incentives, which may include, but is not limited to, the following:

- Praise, acclaim or recognition from the LAVC Judge.
- Gift cards or gift certificates.
- Decreased visits with DOC agent and/or LAVC Coordinator.
- Decreased appearances at LAVC sessions.
- Decreased participation in self-help meetings, such as AA or NA.
- Decreased treatment requirements.
- Forgiveness of additional community service hours.
- Reduction or suspension of unpaid fines.
- Phase advancement.
- Participation in LAVC closing ceremony as flag bearer.
- Furloughs from testing and/or treatment.
- Sobriety or substance-free tokens and medallions.
- Graduation coin.
- Recognition ribbon at graduation.
- Graduation from the Veterans Court Program.

3.9.2 Sanctions: Sanctions are the imposition of a consequence as a direct result of a prohibited activity. Sanctions are aimed at changing negative behavior of a specific participant. Sanctions are individualized in a manner as would be perceived as negative by the recipient, and should be sufficient to elicit the desired behavioral change. Sanctions are generally deemed to be ineffective to elicit behavioral changes in treatment courts.

3.9.2.a Procedure for Imposing Sanctions: If the participant does not comply with the established treatment plan, the rules of the LAVC Program, the rules of DOC, if imposed, LAVC Judge orders, or any other aspect

associated with participation in the LAVC Program, the LAVC Judge may impose sanctions, which may include, but is not limited to, the following:

- Warnings or admonishments from the LAVC Judge.
- Increased alcohol or substance testing.
- Increased visits with DOC agent and/or LAVC Coordinator.
- Increased appearances at LAVC sessions.
- Assignment to write an essay on a LAVC related topic as identified by the LAVC Judge, which must then be read aloud during the next LAVC session.
- Increased participation in self-help meetings, such as AA or NA.
- Additional community service hours.
- Incarceration.
- Termination from the LAVC Program.

3.10 TREATMENT PROTOCOL

3.10.1 *Individualized Treatment Plans:* Treatment plans are flexible and adjusted based upon a participant's individual risks, needs and goals. The individualized treatment plan takes into account the participant's baseline functioning, individual capabilities, and holistic needs, which includes physical, behavioral, and spiritual interests. Individualized treatment plans are altered as needed to reflect the progress, or lack thereof, being made by the participant. Treatment providers are to submit a monthly report to the VJOS on the participant's progress and engagement in treatment, and address issues of concern or which deserve praise.

3.10.2 *Modification of the Individualized Treatment Plan:* If the individualized treatment plan is inadequate to meet the participant's needs (e.g., the participant exhibits symptoms of psychosis, suicidal ideation, self-injuring behavior, or continues to use alcohol or other substances), the LAVC Judge may order additional assessments, if necessary, and intensify the level of treatment upon the recommendation of the participant's

treatment providers. The participant may be required to move from an outpatient treatment venue to an inpatient or a residential treatment venue. Increased treatment may include, but is not limited to, intensified Chemical Dependency treatment (outpatient to residential), treatment extensions, or increased therapy sessions.

3.10.3 Utilization of VA Services: Participants who qualify for services through the VA Medical Center or VA Clinics will be required to participate in treatment services according to the VA assessment/evaluation and treatment plan established for him or her at the VA.

3.10.3.a Utilization of Vet Center Services: Participants who qualify for services through the Vet Center will be required to participate in treatment or counseling services available to him or her at that location.

3.10.4 Utilization of Community-Based Services: Participants who do not qualify for VA benefits, or those who qualify for only limited VA benefits, will be required to participate in community-based programming based upon assessments completed by their home county Human Services Department, behavioral and medical health professionals, the Justice Support Services Program, or other LAVC providers. Participants who qualify for any level of VA benefits will also be required to utilize community-based services as deemed appropriate to their individual treatment needs.

3.10.5 Network of Treatment Providers: The LAVC maintains an extensive network of community-based behavioral and medical health and chemical dependency treatment providers. Services include, but are not limited to:

- Outpatient behavioral health services.
- Residential crisis center services.
- Dual diagnosis programs.
- Hospital-based programs.
- Short and long-term residential treatment programs.
- Outpatient treatment programs.
- Psychiatric services.

- Intensive outpatient case management services.
- Educational services.
- Faith-based services.
- Work Force Connections.

3.10.6 Referral to Services: The LAVC Team, in conjunction with recommendations from professional assessments and evaluations, refers participants to specific programs based upon his or her clinical needs, the availability of a particular program, the availability of funding sources, the program administrator's ability and willingness to comply with the LAVC's reporting requirements, the program's capacity to provide culturally appropriate services based upon the participant's demographics, and the participant's willingness to engage the program appropriately.

3.10.7 Treatment Providers at LAVC Sessions: Treatment providers, with whom the LAVC Team maintains close communication, may appear at the weekly staff meetings held before each LAVC Session, as well as at the LAVC Session itself, for the purpose of providing input to the LAVC Judge on the participant's progress in treatment, or to watch the participant's progress in the LAVC Program.

3.10.8 Monitored Medications: Participants who require monitored psychotropic medications or other monitored medications are referred to appropriate agencies capable of both monitoring the medications and complying with reporting requirements of the LAVC to assure that the participant is medication compliant.

3.11 SUPERVISION PROTOCOL

3.11.1 Probation/Extended Supervision: Participants on probation or extended supervision will be supervised by their DOC agent at the appropriate level of supervision. The DOC should, when feasible, transfer supervision of participants on probation or extended supervision to the DOC Agent assigned to the LAVC or to a DOC Agent willing to work with the LAVC DOC Agent.

3.11.1.a Agent Contact: While in the LAVC, it is expected that participants on probation or extended supervision will have the following minimal

contacts with their assigned DOC Agent, who will coordinate with the DOC Agent assigned to the LAVC Team and the LAVC Coordinator:

- **PHASE 1: *Orientation Phase:***

Maximum supervision is warranted, during which time the participant should have DOC agent contact once each week for an office visit or a home visit. These visits would be alternated at the office and at the home. With proper approval from DOC, this may be overridden if appropriate reasons exist.

- **PHASE 2: *Individualized Treatment Plan Phase:***

Maximum to medium supervision is warranted, during which time the participant should have DOC agent contact once each week for an office visit or a home visit (maximum) or once each month for either an office visit or a home visit (medium). These visits would be alternated at the office and at the home. With proper approval from DOC, this may be overridden if appropriate reasons exist.

- **PHASE 3: *Treatment Compliance Phase:***

Medium supervision is warranted, during which time the participant should have DOC agent contact once each month for either an office visit or a home visit. These visits would be alternated at the office and at the home. With proper approval from DOC, this may be overridden if appropriate reasons exist.

- **PHASE 4: *Transition to Graduation Phase:***

The LAVC Team will recommend to the DOC agent the level of supervision for Phase 4, which may be either:

- Medium supervision, during which time the participant should have DOC agent contact once each month for either an office visit or a home visit. These visits would be alternated at the office and at the home. With proper approval from DOC, this may be overridden if appropriate reasons exist.

- Minimum supervision, during which time the participant should have DOC agent contact once each third month. With proper approval from DOC, this may be overridden if appropriate reasons exist.

3.11.1.b *Location of DOC Agent Contacts:* The participant will make contact with his or her DOC agent, as directed. The contacts will occur at the agent's DOC office, the offices of the VA, the home of the participant, at the participant's treatment center, at the participant's school, or at the participant's place of employment, as determined by the DOC agent. The participant is expected to be present at any prearranged meeting.

3.11.1.c *Execution of DOC Agent Contacts:* Contact with participant by the DOC agent will be both scheduled and unscheduled. Law enforcement officers may accompany the DOC agent when contact occurs in the community or at the participant's home. Participants may be required to submit to a urinalysis and/or a preliminary breath test during these visits. Participants will be evaluated by the DOC agent during the visits to assure that they are on track with his or her individualized treatment plans and there do not appear to be any readily observable risk factors present.

3.11.1.d *Purpose of DOC Agent Contacts:* In addition to the need for regular contact pursuant to DOC rules, the participant is to maintain regular contact with his or her DOC Agent for the purpose of information sharing to allow the LAVC Program to effectively work with the veteran. The DOC Agent will provide the participant with necessary information to assure proper participation in the LAVC Program, that required testing is being completed by the participant, and assistance is provided to help the participant make progress toward phasing and graduation. The participant is to provide the DOC Agent with evaluations, assessments, treatment progress notes, evidence of attendance at groups, support groups, or work, receipts for payments on restitution or court ordered fees, and proof of completion of community work service. The DOC Agent will forward all LAVC Program related information to the LAVC Coordinator, who will compile all information on the participant and present the information to the LAVC Team during staffing sessions.

The DOC Agent should forward requests from the participant to the LAVC Team and assure that responses are sent back to the participant. Furthermore, changes in the participant's status, or requests to change

treatment or counseling are to be sent to the appropriate provider by the DOC Agent. These requests and changes need to be documented in the report forwarded by the DOC Agent to the LAVC Coordinator.

3.11.2 LAVC Coordinator Contacts: All participants who are not on probation or extended supervision will have regular contact with the LAVC Coordinator in his or her office, with the contacts occurring at minimum as follows:

- **PHASE 1: *Orientation Phase:***

Maximum contact is warranted, during which time the participant should have LAVC Coordinator contact at least weekly for an office visit. With LAVC Judge approval, this may be overridden if appropriate reasons exist.

- **PHASE 2: *Individualized Treatment Plan Phase:***

Maximum to medium contact is warranted, during which time the participant should have LAVC Coordinator contact at least weekly for an office visit (maximum) or contact every three weeks (medium). With LAVC Judge approval, this may be overridden if appropriate reasons exist.

- **PHASE 3: *Treatment Compliance Phase:***

Medium to minimum, with contact every three weeks (medium) to four weeks (minimum) expected, at minimum, unless otherwise directed by the LAVC Judge.

- **PHASE 4: *Transition to Graduation Phase:***

Minimum, with contact once each month expected at minimum, unless otherwise directed by the LAVC Judge. These visits should be coordinated between the LAVC Coordinator and the DOC Agent, if any, so that the participant does not have multiple contacts with these LAVC Team members in the same week.

3.11.2.a Purpose of LAVC Coordinator Contacts: The participant is to

maintain regular contact with the LAVC Coordinator for the purpose of information sharing. The LAVC Coordinator will provide the participant with necessary information to assure proper participation in the LAVC Program, that required testing is being completed by the participant, and assistance is provided to help the participant make progress toward phasing and graduation. The participant is to provide the LAVC Coordinator with evaluations, assessments, treatment progress notes, evidence of attendance at groups, support groups, or work, receipts for payments on restitution or court ordered fees, and proof of completion of community work service. The LAVC Coordinator will compile all information on the participant and present the information to the LAVC Team during staffing sessions.

3.11.2.b Reports of LAVC Coordinator: The LAVC Coordinator is tasked with compiling all information on the participant as it is obtained, entering it into a secure database, preparing reports on the participant's progress, and presenting these reports to the LAVC Team during formal monthly staffing sessions.

The purpose of the reports is to provide the LAVC Team with an honest look at the participant's progress in treatment. It is important to know how engaged the participant is, and whether the participant is internalizing the treatment and counseling to increase his or her chances of success in the LAVC Program.

The LAVC Coordinator needs to be clear with reporting treatment providers that accurate information and evaluations on participants is crucial for success in the LAVC Program. If information does not meet this expectation, the LAVC Coordinator should bring that to the LAVC Team's attention so the issue may be addressed appropriately.

The LAVC Coordinator is the keeper of the participant's individualized treatment plan, and the reports to the LAVC Team need to reflect how that plan is or is not being met.

The LAVC Coordinator should forward requests from the participant to the LAVC Team and assure that responses are sent back to the participant. Furthermore, changes in the participant's status, or requests to change treatment or counseling are to be sent to the appropriate provider by the LAVC Coordinator. These requests and

changes need to be documented in the report.

Based upon his or her knowledge from working with the participant, the LAVC Coordinator should make recommendations on behalf of the participant as necessary or appropriate.

3.11.3 Veteran Justice Outreach Specialist (VJOS) Contacts: All participants will have regular contact with the LAVC VJOS in his or her office, at the office of the LAVC Coordinator, or at another agreed upon and appropriate location, with the contacts occurring at minimum as follows:

- **PHASE 1: *Orientation Phase:***

Maximum, with bi-weekly contact expected at minimum, unless otherwise directed by the LAVC Judge

- **PHASE 2: *Individualized Treatment Plan Phase:***

Maximum, with bi-weekly contact expected at minimum, unless otherwise directed by the LAVC Judge

- **PHASE 3: *Treatment Compliance Phase:***

Medium to minimum, with contact every three weeks (medium) to four weeks (minimum) expected, at minimum, unless otherwise directed by the LAVC Judge

- **PHASE 4: *Transition to Graduation Phase:***

Minimum, with contact once each month expected at minimum, unless otherwise directed by the LAVC Judge

3.11.3.a Purpose of VJOS Contacts: The participant is to maintain regular contact with the VJOS for the purpose of information sharing. The VJOS will obtain the participant's VA and Vet Center treatment history and with that help to develop the individualized treatment plan for the participant. The VJOS will assure the participant is engaged in the individualized treatment plan and help the participant succeed. The VJOS will report the participant's progress to the LAVC Coordinator, and that information will be discussed during the LAVC Team staffing's prior to LAVC Sessions. The

VJOS will assure that communication on each participant flows both ways to assure maximum benefits are achieved from the participant's involvement in the LAVC Program, his or her VA treatment and counseling and any Vet Center opportunities available to him or her.

3.11.4 *Planned Law Enforcement Contacts:* All participants will, as the need arises, have LAVC planned contact with law enforcement officers. These contacts will be directed by the LAVC Judge and will occur for the reasons underlying the need for the contact. The contact will take place at whatever locations the LAVC Judge deems appropriate when the request is forwarded to law enforcement.

3.11.4.a *Purpose of Law Enforcement Contacts:* The participant is to respond appropriately to any law enforcement officer presenting himself or herself to the participant. This means that the participant is expected to answer their door to greet the officer(s) promptly, answer all questions asked of them, and allow the officer(s) to survey their environment, whether it is their home, office or employment, or vehicle. The officer(s), when directed by the LAVC Judge to make contact with a participant, do so for the purpose of an unannounced spot check to gain information to report back to the LAVC Judge on the health and welfare of the participant. The participant, by agreeing to participate in the LAVC Program, has agreed to intrusions into their lives such as this so that the LAVC can gauge their commitment to succeed and if any issues impeding that goal are discovered, to address those as appropriate.

3.11.5 *Mentor Contact with Participants:* All participants will have an assigned mentor to work with them on a confidential basis while they are in the LAVC Program. The purpose of the mentor contact is to establish a relationship based upon trust, with the mentor knowledgeable of the expectations the participant will need to meet, and understanding of the capabilities of the participant in meeting these expectations. The mentor needs to know what the LAVC Program expects the participant to accomplish, what treatment or counseling the participant needs to engage in, and how the participant is progressing toward improved behavioral health. The mentor is expected to report on positive and negative aspects of the participant's progress, while carefully guarding all confidential discussions between the two. The success of the participant in the LAVC Program is directly related to the quality of the interactions between the participant and his or her mentor.

3.11.5.a *Frequency of Mentor Contacts:* The mentor needs to know his or her veteran and the needs of that veteran. After the mentor establishes a relationship built on trust with the veteran, the contacts between the two should continue on a frequent basis sufficient to meet the needs of the veteran. Contacts between the mentor and the veteran should be done in a way to maximize each person's time and needs. Contact in person, by telephone, and through other forms of electronic messaging are encouraged, as long as the contacts are meaningful, assure the veteran is properly engaged in meeting his or her program requirements, and is not in a state of regression or relapse that would need immediate attention or referral. The mentor is expected to timely report on the contacts with the veteran to the LAVC Coordinator, and if available, appear at the monthly formal LAVC Session to stand with his or her veteran before the LAVC Judge or report to the duty mentor on the current status of the veteran.

3.12 EVALUATION DESIGN

The best way to determine the effectiveness of any new program is to conduct a thorough evaluation of the program. To achieve this goal, the LAVC utilizes a multi-method design. A multi-method design includes both qualitative and quantitative data collection and analysis. The qualitative methodological design includes in-depth interviews of participants at two points: first, at the time the participant is accepted into the LAVC Program (prospective interview); and second, at the time the participant either completes the program or is terminated from the LAVC Program (retrospective interview). By interviewing the participants at the point of acceptance into the program, the evaluator (interviewer) will preserve the participant's anticipated outcomes for the program. The second interview (post completion/termination) will re-visit the participant's anticipated outcomes and explore successes and barriers to both the participant's and the LAVC Program's goals. In addition, results from in-depth interviews will provide information to the LAVC on the quality of services, programming, and interactions with mentors; functioning of and motivation gained from the LAVC Sessions; and ability of the participant to meet expectations. This information will allow for adjustments and fine tuning of all of the components of the LAVC Program.

The quantitative methodological design includes collection and analysis of survey (prospective and retrospective) results and measurable program evaluation data (see goals section for program measurements). The combination of survey results and quantifiable program outcomes will provide a "full view" of the

effectiveness of the LAVC Program, from both a participant perspective as well as from a criminal processing perspective. Because the LAVC Program focuses on varied individual needs of the participants, the above multi-method design accommodates the complex evaluation and outcomes needs for numerous stakeholders involved in the LAVC Program.

3.13 ETHICS AND CONFIDENTIALITY

As with any program that specializes, in whole or in part, in providing treatment, counseling, assessment, and referral services for participants with alcohol and/or substance problems, the LAVC Program and the LAVMP must comply with the Federal confidentiality regulations, 42 C.F.S. § 2.12(e). The federal regulations apply to programs that receive federal funding, and federal law prevails if there is a conflict with state laws.

Furthermore, two federal laws and a set of regulations guarantee program participants strict confidentiality of information about them when they are receiving alcohol and/or substance assessment and treatment services. See, 42 U.S.C. §§ 290dd-3 and ee-3 and 42 C.F.R. Part 2.

Confidentiality of program participants is governed by 42 U.S.C. § 290dd, which encourages treatment and is applicable to most problem solving or specialty court programs. If the court makes referrals or orders screening, assessments, treatment, and/or diagnosis for a program participant § 290dd is applicable.

Information that is protected by federal confidentiality regulations may always be disclosed after a program participant has signed a proper consent or waiver form. The regulations also permit disclosure without the program participant's consent in several situations, to include medical emergencies, program evaluations, and communications among program staff members.

LAVC Program and LAVMP participants who refuse to sign consent or waiver forms permitting essential communications to occur can be excluded from treatment or may be provided treatment on a temporary basis in the hope that resistance to signing the consent or waiver forms will evaporate as treatment proceeds. Continued refusal to sign consent or waiver forms by the participant will be a ground for termination from the specific treatment program and/or from the LAVC Program or from further participation with LAVMP.

Participants in the LAVC Program and the LAVMP must be informed, in writing, of their privacy rights. Participants must sign a “Waiver of Medical Privilege” upon entering into the LAVC Program and LAVMP. A copy of that waiver must be provided to the participant. Information that is protected by Federal confidentiality regulations may only be disclosed after the participant has signed a proper consent form. Said forms will also be signed by the LAVC Coordinator, the assigned DOC agent, if any, the Executive Director of the LAVMP or his or her designee, and treatment providers so that pertinent information about the participant may be shared with the LAVC Team, the LAVMP, and other named treatment providers.

The LAVC Program and the LAVMP adhere to a Policy of Non-discrimination and is committed to providing an environment that is free from discrimination in employment and opportunity because of race, color, religion, creed, national origin, ancestry, disability, gender, sexual orientation, or age.

3.14 ROLES AND RESPONSIBILITIES OF THE LAVC TEAM

3.14.1 *LAVC Judge:* The LAVC Judge supervises the participant through the LAVC Program. The supervision consists of contact during regularly scheduled LAVC sessions, and is premised upon input from the LAVC Team. The LAVC Judge addressed the participant’s behaviors, by imposing sanctions of various degrees for improper behavior and incentives of various degrees for proper behavior. The LAVC Judge will lead the LAVC Team in making collaborative decisions that affect each participant. The goal of the LAVC Judge is to ensure that the participant undergoes positive behavioral changes to enable him or her to live a behaviorally and/or medically healthy life, free from alcohol and substance abuse, and meet and sustain their essential daily life needs. The LAVC Judge is a non-voting member of the LAVC Team, although the LAVC Judge is not bound by any decision or recommendation of the voting members of the LAVC Team, other than a decision to retain a participant following the suggestion of termination from the LAVC Program.

3.14.2 *Prosecutor:* The prosecutor must utilize all available information about the potential participant that is known at the time his or her charges are negotiated. The prosecutor will seek dispositions that will not only allow the participant to be successful in the LAVC Program, but will always promote public safety. The prosecutor is a **consensus member**^a of the LAVC Team. He or she should attend all staff meetings and LAVC sessions. The prosecutor must never

forget that he or she represents ongoing public safety goals during the LAVC Team decision making process.

3.14.3 *Public Defender:* The public defender, privately hired attorney, or volunteer attorney must always advocate for his or her client's legal rights. This includes advocating for the client's access to and continued participation in the LAVC Program. The public defender or the privately hired attorney will assist in determining eligibility of their client for the LAVC Program. The public defender or privately hired attorney will assure that the client's confidentiality rights are met. The public defender is a **consensus member** of the LAVC Team. He or she should attend all staff meetings and LAVC sessions. The public defender will be available to provide ongoing limited legal representation to each participant during LAVC sessions.

3.14.4 *Treatment Providers:* Treatment providers provide behavioral health, medical health, chemical dependency, domestic abuse treatment or counseling, and other treatment or counseling as deemed appropriate based upon the participant's individual needs and goals. Treatment providers are invited to attend staff meetings and LAVC Sessions for the participants they serve. Treatment providers will provide timely progress reports and input on various and appropriate treatment strategies and modalities, so the information may be utilized by the LAVC Team during the staff meeting prior to the LAVC Session at which their participant will appear. Treatment providers are expected to provide accurate, insightful updates on the participants they serve to assist the LAVC Team in motivating the participant to properly engage in these resources and to help facilitate positive changes in the participant's behaviors.

3.14.5 *LAVMP Screener^u:* The LAVMP Screener will: complete or compile the preliminary assessments; determine if the prospective participant is receiving or has in the past received services from his or her home county Human Services Department; review evaluations and/or assessments from the VA medical center or clinic; advise the LAVC Team and the participant's attorney, if any, on the behavioral health status of the LAVC applicant and recommend a program participation plan and/or an individualized treatment plan for the LAVC applicant; refer the LAVC applicant for additional chemical, behavioral or medical health evaluations or assessments, as needed; make a recommendation to the LAVC Team for admission or rejection of the LAVC applicant into the LAVC Program; provide casework services for the LAVC participant; conduct all interviews of prospective participants; and, for veterans not in the LAVC Program, continue to

collect and document data as appropriate. The LAVMP Screener is an employee of the LAVMP.

3.14.6 DOC Agent: The DOC agent provides supervision of assigned participants. The DOC agent assures that DOC resources, which includes a broad range of rehabilitative and care management services, are provided to and properly utilized by their assigned participants. The DOC agent is to work within the vision of the LAVC Program determined to be in the best interest of each assigned individual participant. The DOC agent is a **consensus member** of the LAVC Team. He or she will attend all staff meetings and LAVC Sessions, and organize and present progress and adjustment information to the LAVC Coordinator for inclusion in the participant reports prior to the monthly formal staff meetings and during other staff meetings as necessary.

3.14.7 LAVC Coordinator^a: The LAVC Coordinator is a **consensus member** of the LAVC Team. He or she will attend all staff meetings as well as the LAVC sessions. The LAVC Coordinator is responsible for the operation, systems coordination, and appropriate and timely completion of proposed LAVC Program activities. He or she will supervise the LAVC Team members, facilitate case flow and the activities of participating agencies, monitor the participant's meeting of goals, and provide quality assurance. The LAVC Coordinator will: collect ongoing information concerning the LAVC participant's progress with treatment providers; verify compliance with LAVC Judge ordered conditions; generate participant reports; and disseminate the reports to LAVC Team members prior to each formal monthly LAVC staffing session. The LAVC Coordinator will conduct all retrospective interviews of existing veteran or service member participants. The LAVC Coordinator is an employee of the LAVMP.

3.14.8 CVSO: The CVSO for each county in the La Crosse Area of the Tomah VA Catchment Area will: assist in the immediate identification of veterans or service members suffering from behavioral health and/or AODA issues that underlie or are likely to underlie criminal justice problems; determine benefit eligibility for veteran or service members; and refer appropriate veterans or service members to the VA Medical Center or Clinic for initial screening and subsequent evaluations, assessments, and/or treatment. The CVSO refers appropriate veterans or service members to the LAVMP for assistance in seeking benefit eligibility and subsequent treatment. The CVSO is a non-voting member of the LAVC Team. He or she will attend staff meetings, in person or by written communication, to provide information and perspective regarding the participants' community

adjustment and treatment progress. He or she will, as available, attend LAVC Sessions.

3.14.8.a *Law Enforcement:* The law enforcement representative on the LAVC Team is a **consensus member**. The law enforcement representative will provide perspective on issues that underlie or are likely to underlie criminal justice problems affecting participants. He or she will also comment on the criminal justice concerns of applicants to the LAVC Team so that informed voting may occur at admission hearings, as well as appropriate commentary to be considered during termination hearings. The law enforcement representative will help to accomplish the LAVC Team's goal of providing unannounced or welfare checks on participants to assure safety and compliance with LAVC Program directives. He or she will, as available, attend LAVC Sessions.

3.14.9 *Evaluator*^a: The LAVC Program Evaluator will develop an evaluation plan and data collection strategy. The evaluator is responsible for completing a process and outcome evaluation according to the evaluative design. The evaluator will be compensated for services rendered through the LAVMP.

3.14.10 *VJO Specialist:* The VJOS attends LAVC staff meetings in person or by telephone and serves as the liaison between the participant, the LAVC Program, and the VA Medical Center or Clinic. The VJOS will: facilitate VA linkages for services; coordinate reports from VA entities; check and assist with determining eligibility for services, assist with case management for VA services; help develop and monitor individualized treatment plans; and assist in developing the stabilization or continuing care plan. The VJOS is a **consensus member** of the LAVC Team.

3.14.11 *LAVMP Executive Director:* The Executive Director runs the LAVMP to assure contact is made with veterans or service members at the earliest possible time after they enter the legal system, and before, if possible. The Executive Director assigns trained LAVMP Mentors to work with veterans or service members before they are considered for participation in the LAVC Program. The LAVMP will help to seek out veterans who may be appropriate to be considered for participation in the LAVC Program. The Executive Director will assign a LAVMP Duty Mentor to attend each LAVC staffing and the subsequent LAVC session. The Executive Director will assure that the LAVMP Duty Mentor is able to assist each participant appearing for a particular LAVC session, as needed. If a participant needs a LAVMP Mentor to be assigned or reassigned to

that person, a referral will be made to the Executive Director, who will then match a LAVMP Mentor with the participant. The Executive Director, while not a consensus member of the LAVC Team, is a necessary liaison between the LAVC and the LAVMP and therefore should attend all activities of either entity to maintain continuity. The Executive Director may also perform the duties of the LAVC Screener or the LAVC Coordinator, or both, as necessary.

3.14.12 *Victim Advocate:* The victim advocate will attend LAVC staff meetings and advocate for the safety of victims. The victim advocate will provide assistance to the LAVC Team in making referrals to appropriate domestic violence treatment services to reduce the risk of future domestic violence on the part of the participant.

3.14.13 *Fifth and Sixth Consensus Members:* Whenever there is a quorum of LAVC Team members present (four is a minimum quorum), and there is one or two team members missing at that particular time, the voting members present may select, by a simple majority vote, a person or persons of suitable background to that required of the then vacant position and submit the selection to the LAVC Judge for confirmation and temporary appointment. The LAVC Judge will review the character and qualifications of the selected person and, if found to be appropriate to fulfill the function of the vacant position, appoint the person to fill the vacant position for a specified length of time. The LAVC Judge may reject the suggested individual and require the LAVC Team to reselect a suitable candidate for the vacant position or positions.

3.14.14 *Military Status of LAVC Team Members:* It is expected that all LAVC Team members will, whenever possible, be veterans or service members of a uniformed military service.

3.14.15 *Service of LAVC Team Members at the Discretion of the Veterans Court Judge:* All LAVC Team members will serve at the pleasure of the Veterans Court Judge. All LAVC Team members will be appointed to their position by the Veterans Court Judge. The tenure of service of each LAVC Team member will be subject to the discretion of the Veterans Court Judge. The Veterans Court Judge may discharge any LAVC Team member at any time and for any reason.

SECTION 4:

LA CROSSE AREA VETERANS MENTOR PROGRAM (LAVMP)

4.1 Mission Statement of the LAVMP:

Providing mentorship and support to veterans with legal, behavioral health or emotional problems by assisting and encouraging their participation in Veteran Affairs, community-based treatments and intervention programs and navigating the court system if necessary.

4.2 Motto of the LAVMP:

Never Leaving a Fellow Veteran Behind.

4.3 Goals of the LAVMP:

- 1) Help fellow veterans receive necessary services to enable them to reach their full potential as productive members of the community.
- 2) Help fellow veterans navigate the court, treatment, and VA systems.
- 3) Assess fellow veteran's needs and help them adjust back to civilian life.
- 4) Assist the LAVC as needed.

4.4 The Purpose of the LAVMP

The LAVMP recruits and trains mentors for the purpose of engaging veterans the criminal justice system as early as possible. While charges are legally resolved, which may take several months, the mentors assigned to these veterans work to overcome the reluctance, denial or fear the veterans have regarding their treatment needs due to their service related behavioral health issues.

The LAVMP is a 501(c)(3) nonprofit organization capable of seeking and raising funds to support the LAVC Program and the LAVMP. Veterans Mentors need to be trained and there are also costs associated with their interactions with veterans they mentor. Furthermore, additional operating costs associated with the LAVMP include: compensated staff, consisting of, at minimum, an executive director for the LAVMP, the LAVC Coordinator, the LAVMP Screener, LAVMP County Coordinators, and necessary secretarial staff; office space expenses; recruitment expenses; data collection expenses; training development expenses; web site expenses; and general costs associated with the daily functioning of the LAVC-LAVMP. Contributions to the LAVMP are tax deductible.

4.4.1 The LAVMP Track

The LAVMP will work with veterans at the earliest time possible to assure that their risks and needs are met by engaging VA or community based treatment, as appropriate. It is anticipated that many veterans in need of assistance will lower their risks and needs through this process. Many veterans will be able to reclaim their lives and, as a result, they will likely not need the rigors associated with the LAVC Program. Nonetheless, the LAVMP will screen all veterans for possible participation in the LAVC track, referring those who meet the eligibility requirements for the LAVC Team for further action.

4.4.2 The LAVC Track

The LAVMP will continue to work with veterans whose risks and needs are high enough to warrant their consideration for participation in the LAVC Program. It is anticipated that some veterans in need of assistance will not be able to lower their risks and needs without the oversight of the LAVC Program. The LAVMP must be vigilant in screening all veterans it works with for possible participation in the LAVC track, and continuing to work with those who meet the eligibility requirements for the LAVC Program.

4.5 LAVMP Personnel:

4.5.1 Executive Director

The Executive Director has day-to-day responsibilities for the operations of the LAVMP, to include carrying out the LAVMP's goals and objectives. Specific duties of the Executive Director are set forth in the LAVMP, Inc. Bylaws.

4.5.2 Mentor Coordinator

LAVMP Mentor Coordinators, also known as LAVMP Board Trustees, support the work of the LAVC-LAVMP and provide mission-based leadership and strategic governance. LAVMP County Coordinators are trained mentors in charge of mentors based in a county within the service area of the LAVMP. Additional duties and responsibilities of the Mentor Coordinators/Board Trustees and LAVMP County Coordinators are set forth in the LAVMP, Inc. Bylaws.

4.5.2.1 Mentor Coordinator Duties and Responsibilities

1. Recruit and help in training of volunteer Veterans Mentors.
2. Assist the Executive Director in the retention of Veterans Mentors.
3. Assist the Executive Director in organizing and conducting initial and ongoing training for Veterans Mentors.
4. Assist the Executive Director in supervision of Veterans Mentors.
5. Assist the Executive Director in developing specialized training projects.
6. Perform duties as assigned by the Executive Director or the LAVC Judge.
7. Help the Executive Director to sustain and evolve the LAVMP.
8. Assist the Executive Director in educating the community and interested organizations or groups on the LAVMP.

4.5.3 LAVMP Board Chairperson

The LAVMP Board Chairperson is a partner to the Executive Director and other trustee members (mentor coordinators). Additional duties and responsibilities of the LAVMP Board Chairperson are set forth in the LAVMP, Inc. Bylaws.

4.5.4 Veterans Mentor Role Description

The Veterans Mentor acts as a coach, a guide, a role model, an advocate, and a support for the veteran participant. The Veterans Mentor encourages, guides, and

supports the veteran participant as they progress through the court process. This includes listening to the concerns of the veteran and making general suggestions, assisting the veteran to determine their needs, and acting in a support role for the veteran, especially when a veteran participant may be feeling isolated.

4.5.4.1 Veterans Mentor Duties and Responsibilities

1. Accept assignments by the Executive Director or Mentor Coordinators to assist veterans, act as the LAVC Duty Veterans Mentor, or educate or inform the public on veteran issues of concern.
2. Be supportive and understanding of the difficulties the veteran is facing.
3. Assist the veteran as much as possible to understand court procedures.
4. Assist the veteran in accessing and navigating the Veteran's Affairs system.
5. Be supportive and helpful to other Veterans Mentors.
6. Engage in training to enable better interactions with assigned veterans.
7. Attend LAVC sessions as Duty Veterans Mentor when assigned by the Executive Director or Mentor Coordinators.
8. Participate in and lead mentoring sessions with assigned veterans.
9. Maintain the confidentiality of all information obtained from veterans, unless the veteran discloses a present intent to commit self harm or harm to another person.
10. Provide requested information to the LAVC Coordinator on their veteran participant on a monthly basis.

4.5.4.2 Veterans Mentor Requirements

1. Be a United States Military Veteran of the Army, Marine Corps, Navy, Air Force, Coast Guard, or a corresponding branch of the Reserve or National Guard with a non-punitive discharge characterization.
2. Have a genuine concern for veterans involved with the legal system.

3. Be in good standing with the law.
4. Adhere to the LAVC Program and LAVMP Policies and Procedures.
5. Commit to program participation for a minimum of twelve months.
6. Complete the required training procedures and background checks.
7. Participate in additional training sessions throughout the time of service in the LAVMP.
8. Adhere to an Oath of Office upon completion of the requisite LAVMP training.

4.5.4.3 Veterans Mentor Desirable Qualities

1. Active Listener.
2. Empathetic.
3. Encouraging and supportive.
4. Tolerant and respectful of individual differences.
5. Knowledge of Veteran's Affairs services.
6. Knowledge of community resources and services.
7. Knowledge of court process.

4.6 LAVMP Recruitment

4.6.1 Recruitment Policy The LAVMP Executive Director oversees recruitment of new mentors. The LAVC Team, its collaborative partners, and current Veterans Mentors are strongly encouraged to refer highly respectable and reputable veterans to the LAVMP to be considered for a Veterans Mentor position. Additionally, LAVC Team members and Veterans Mentors are strongly encouraged to attend and assist the Executive Director and Mentor Coordinators hosting informational sessions and training for perspective mentors.

4.6.2 Inquiry Policy All inquiries about participating as a Veterans Mentor will be directed to the LAVMP Executive Director, Mentor Coordinators or to the County Veteran Service Officer. The prospective Veterans Mentor is to be contacted within two weeks by the Executive Director or his or her designee.

4.6.3 Eligibility Policy Each Veterans Mentor must meet the eligibility criteria outlined in section **4.5.4.2 Veterans Mentor Requirements** to participate in the program. Extenuating circumstances may be reviewed at the discretion of the Executive Director and the Mentor Coordinators.

4.6.3.1 Knowledge of a Prospective Mentor's Negative History Current Veterans Mentors with knowledge of any prospective Veterans Mentor's history or background that may jeopardize the integrity of the LAVMP, which is a voluntary program, must be communicated to the Executive Director or a Mentor Coordinator.

4.6.4 Screening Policy Each prospective Veterans Mentor must complete the screening process established by the LAVMP. The Executive Director and Mentor Coordinators are responsible for conducting the screening process. The decision to accept or deny an applicant will be made by the Mentor Coordinators, with final approval by the LAVC Judge. Feedback regarding the prospective Veterans Mentor's denial may or may not be given. The right to withhold or give feedback is solely at the discretion of the Executive Director and Mentor Coordinators. All prospective applicants, however, will be sent a letter inviting them to continue with the LAVMP or explaining that the prospective applicant does not meet the requirements to be in the LAVMP by the Executive Director.

The Veterans Mentor screening procedure will include, but is not limited to:

1. Completing a written application form.
2. Completing a personal interview.
3. Submitting a valid DD-214.

Once accepted into the LAVMP as a prospective Veterans Mentor, the prospective Veterans Mentor will:

1. Complete a matching sheet.
2. Be subject to a background check.

4.6.5 Training Policy Training is crucial and necessary for Veterans Mentors and initial training is especially crucial for prospective Veterans Mentors. All prospective Veterans Mentors must complete the required initial training or they will not be able to be assigned to mentor veterans or participate as the Duty Veterans Mentor during LAVC proceedings.

Training includes, but is not limited to, the following:

1. Thoroughly read the LAVC-LAVMP Policy & Procedures Manual.
2. Complete the established training program for new Mentors.
3. Observe Several Court sessions.
4. Complete the observation forms.
5. Shadow mentoring sessions with established Veterans Mentors.
6. Lead three mentoring sessions while being observed.
7. Discuss experience leading the mentoring sessions.
8. Complete individual supervision with the Executive Director and/or Mentor Coordinators.
9. Complete Mentor Certification Training Session.

4.6.6 Assignment Policy The LAVMP Executive Director oversees assignment of Veterans Mentors to a veteran after the veteran has been referred to the LAVMP. Whenever possible Veterans Mentors will be assigned based upon the following criteria:

1. Same branch of service, for example, Air Force-to-Air Force, Marine-to-Marine, etc.

2. Same war time era, for example, Vietnam to Vietnam and Iraq to Iraq.
3. Specific skill of a Mentor that a veteran may need.
4. Similar age and ethnicity.
5. Same gender.

Requests of the Veterans Mentor or veteran will be considered when making assignments. The LAVMP Executive Director, with assistance from the Mentor Coordinators, reserves the right to assign a Veterans Mentor to a veteran as deemed appropriate and necessary.

The Executive Director will also assign Veterans Mentors as the Duty Veterans Mentor for the LAVC sessions to assist all veterans scheduled to appear at that particular court session.

4.6.7 Documentation and Record Keeping Policy The Executive Director is responsible to oversee the safeguarding of all records maintained in the offices of the LAVMP.

4.6.8 Confidentiality Policy Confidentiality is an essential piece of successful mentoring. Veteran participants need to know that their statements during their mentoring sessions with a Veterans Mentor will be kept highly secured and confidential. Veterans Mentor training will include a mandatory confidentiality workshop. Instructions on Federal and State confidentiality policy will be reviewed, which includes but is not limited to:

1. What information should be kept confidential.
2. Who has access to confidential materials.
3. What confidential information can be used for.
4. How confidential information will be kept confidential.
5. The limits of confidentiality.

6. Other means by which information believed to be confidential can be learned by others.

In addition, guidelines will be established as to what information should be included and should not be included in the Veterans Mentor monthly status report, as well as how information about the veteran will be protected. All Veterans Mentors will strictly adhere to federal and state confidentiality laws. Any breach of confidentiality by a Veterans Mentor may result in termination from the LAVMP. Furthermore, the Executive Director and the LAVC Judge will review the extent of the breach of confidentiality and further action or recommendation for action will be pursued within seven business days.

4.6.8.1 When a Veteran Participant admits to violating their terms of treatment In the event a veteran discloses that he or she has violated the terms of his or her treatment, the Veterans Mentor will strongly encourage the veteran to disclose such information to the treatment providers, his or her DOC agent, if any, and/or the LAVC Judge, as appropriate. If the veteran does not want to disclose the information, the Veterans Mentor will document and disclose the information to the Executive Director of the LAVMP. The Executive Director will discuss ways in which the issue should be handled. The Executive Director may, however, delegate his or her authority in handling such issues to a Mentor Coordinator. Further disclosure of the information is not authorized to any individual, without consent from the veteran. Some examples of veteran disclosures that fall into this category are:

1. Continued substance abuse.
2. Not taking medication as prescribed.
3. Having committed another crime.

These types of issues normally will be discovered through other sources while a veteran participates in bond monitoring or in the LAVC Program, and the sanction imposed may be greater if prior disclosure of an issue is not made. The Veterans Mentor therefore should work diligently with the veteran to either disclose or allow disclosure of issues when they arise to show that the veteran is honest with the programs he or she is subject to.

4.6.8.2 Instances where safety is in question Instances where the

safety of the veteran or someone else is in question the Veterans Mentor is required to immediately disclose the information to the Executive Director, treatment providers, the LAVC Judge, and/or law enforcement, as necessary. Examples of this are:

1. When a veteran participant threatens to commit suicide.
2. When a veteran participant threatens to harm someone else.
3. When the veteran participant threatens to commit a new crime.

4.6.9 Unacceptable Behavior Policy

Unacceptable behaviors will not be tolerated while a Veterans Mentor is participating in the program.

Because of the direct impact a Veterans Mentor has on a veteran participant, as well as all other veterans and staff working with the LAVC and LAVMP, behaviors that are not aligned with the mission, goals, and values of the LAVC and the LAVMP are unacceptable and prohibited. Any unacceptable behavior by a Veterans Mentor may result in termination from the LAVMP. Furthermore, the Executive Director and the LAVC Judge will review the extent of the behavior and the effect of the conduct, and further action or recommendation for action will be made within seven business days.

4.6.10 Recognition and Awards At least once a year all Veterans Mentors will be recognized for their role in the LAVMP. The Executive Director, with assistance of the Mentor Coordinators, is responsible for planning and implementing recognition activities. Some possible recognition activities include:

1. An annual recognition event where Veterans Mentors are recognized for their length of service to the LAVMP.
2. An annual picnic or banquet.
3. Utilizing outstanding Veterans Mentors in the recruitment and training of new Veterans Mentors.

4.7 LAVMP SOPs

The LAVMP will create Standard Operating Procedures, or SOPs, for various ongoing activities, to include:

- Training of Veteran Mentors
- Daily Operations
- Financial Operations

The SOPs made be modified as necessary by the LAVMP Executive Director, provided the LAVMP Board approves the final SOP to be implemented.

SECTION 5: LAVC-LAVMP CONTACT INFORMATION

LAVC Contacts:

The following positions are staffed, but due to potential personnel changes please go to the website www.LAVMP.org to submit a request to contact any particular LAVC Team member with any questions or concerns:

- LAVC Judge
- Prosecutor
- Defense Attorney
- Probation Officer
- Veteran Justice Outreach Specialist
- Law Enforcement Representative
- LAVC Coordinator

LAVMP Contacts:

The following positions are staffed, but due to potential personnel changes please go to the website www.LAVMP.org to submit a request to contact any particular LAVMP member with any questions or concerns:

- LAVMP Executive Director
- LAVMP Coordinators (Trustees)
- LAVMP County Coordinators
- LAVMP Screener
- LAVMP Administrative Assistant
- LAVMP Board Advisors
- LAVMP Mentors
- Veteran Justice Outreach Specialist
- County Veteran Services Officers

SECTION 6: DEFINITIONS

“Applicants” refers to veterans who are seeking assistance through the LAVC Program or the LAVMP and have applied for consideration of appointment of a mentor and/or participation in the LAVC.

“Assessments” refers to the result of a consultation with a professional with respect to a variety of issues, to include diagnosis, recommendations for treatment or counseling, or a course of action to pursue to achieve appropriate changes in a person.

“Banner of Recognition” refers to a ribbon in the color of the participant’s military branch, with bears the participant’s military rank, initials, and date of completion of the LAVC Program and is affixed to the LAVC guidon during the participant’s graduation ceremony.

“Bar or tavern” refers to any establishment wherein the main purpose is to serve alcoholic beverages for on-site consumption, and includes sports bars, beer tents, beer gardens, and similar establishments, and can include restaurants.

“Behavioral health” refers to a term for what used to be called “mental health.” Behavioral Health is distinct from Behavioral Medicine in that Behavioral Health focuses on treatment of traditional “mental health” disorders (as those found in the Diagnostic and Statistical Manual of Mental Disorders [DSM] published by the American Psychiatric Association); Behavioral Medicine, on the other hand, is a more broadly interdisciplinary field that therefore covers a wider range of mental and physical health-related research topics and applied interventions designed to diagnose, prevent, and treat disorders. Behavioral Medicine uses an integrative approach that takes in to account the clear and still-emerging scientific interactions between biological, psychological, and social processes that contribute to manifestations of health and disease, as defined by the Society of Behavioral Medicine.

“Behavioral health appointments” refers to a specified appointment for individual, couples or group treatment provided by an independently licensed

Professional Counselor, Social Worker, Psychologist, Psychiatrist, or a license-supervised Peer Support Specialist.

“Behavioral health treatment” refers to individual, couples or group intervention provided by an independently licensed Professional Counselor, Social Worker, Psychologist, Psychiatrist, or a license-supervised Peer Support Specialist.

“Behavioral health counseling” refers to services rendered by an independently licensed Professional Counselor, Social Worker, Psychologist, Psychiatrist, or a license-supervised Peer Support Specialist.

“Budget counseling” refers to services provided to a person who is unable to properly apply income and assets to debt and obligations, resulting in an inability to provide for his or her financial wellbeing.

“Cognitive and behavioral modification therapies” refers to individual, couples or group intervention provided by an independently licensed Professional Counselor, Social Worker, Psychologist, Psychiatrist, or a license-supervised Peer Support Specialist in which clients are taught to alter their thinking patterns and observable behavior in order to meet treatment goals.

“Community based services” refers to all services available in to address behavioral health, substance abuse, or other needs of an individual that are available in the community the individual resides within, and may include services available through county based funding or insurance, but does not include services available through the VA system.

“COMPAS” refers to an actuarial assessment tool which has been validated on a national norming population for the purpose of predicting the general likelihood that those with a similar history of offending are either less likely or more likely to commit another crime generally within the two-year period following release from custody, however, there is no predictive value as to whether or not the offender would commit a certain type of offense within the same two-year period. The COMPAS also identifies criminogenic needs specific to an assessed offender which are most likely to effect future criminal behavior, and the tool is especially relevant to identify offenders who should be targeted for interventions and identify dynamic risk factors to target with conditions of supervision. Risk scores are not intended to determine the severity of the sentence or whether an offender is to be incarcerated.

“**Consensus**” refers to a recommendation from the LAVC Team members with consists of a majority (6-0, 5-1, or 4-2) making a recommendation to the LAVC Judge.

“**Continuing Care Plan**” refers to the level of care in the health care system that meets the needs of an individual for ongoing care of his or her physical handicap, behavioral health, emotional health, sobriety and/or chronic incapacitating illness.

“**Core values of the military**” refers to the specific values a servicemember learns in his or her branch of service, which are intended to be the basis for a sound, healthy and meaningful life, and provide the servicemember with the capability of meeting all of his or her assignments and responsibilities.

“**Counseling**” is synonymous with “Behavioral Health Counseling.”

“**County Veterans Service Officer**” refers to an employee hired by a county with duties to provide information and assistance in obtaining state and federal veterans benefits, programs and services and is also referred to herein as “CVSO.”

“**CVSO**” refers to a County Veteran Service Officer of a county.

“**DA**” refers to the District Attorney’s Office.

“**DOC**” refers to the Department of Corrections.

“**Domestic abuse groups**” refers to group activities for perpetrators, victims, and couples involved in domestic violence to enable them to understand domestic violence, realize the need for change, learn tools to facilitate change and strengthen future domestic relationships.

“**Domestic abuse programming**” refers to counseling or treatment for perpetrators involved in domestic violence to enable them to understand domestic violence, realize the need for change, learn tools to facilitate change and strengthen future domestic relationships..

“**DV**” refers to domestic violence.

“**Eligibility of status**” refers to a Veteran documenting his or her eligibility by submitting Form DD214 or the appropriate retirement documents for a National Guard or Reservist and for “Servicemember” to verify active duty status through

current military identification. (**NOTE:** The CVSO must verify active duty status and/or retirement status of 20-year National Guard or Reservist.)

“**Evaluations**” refers to the result of a consultation with a professional with respect to a variety of issues, to include diagnosis, recommendations for treatment or counseling, or a course of action to pursue to achieve appropriate changes in a person.

“**Family counseling and/or therapies**” refers to psychological treatment provided by an independently licensed Professional Counselor, Social Worker, Psychologist, or Psychiatrist in which the client along with one or more family members receive an therapeutic intervention.

“**Financial training**” refers to efforts to address an individual’s inability to properly handle income and assets and manage debt and liabilities.

“**Group therapy**” refers to refers to psychological treatment provided by an independently licensed Professional Counselor, Social Worker, Psychologist, or Psychiatrist in which the client along with one or more family members receives an therapeutic intervention.

“**Individual therapy**” refers to psychological treatment provided by an independently licensed Professional Counselor, Social Worker, Psychologist, or Psychiatrist in which only the client receives the therapeutic intervention.

“**Individualized treatment plan**” refers to therapeutic goals and objectives that are identified and mutually agreed upon by the client and the treatment provider.

“**Justice Support Services**” refers to an entity tasked with delivering a variety of services to individuals in the court system, which includes bond or sentence monitoring; curfew or exclusion zone monitoring; sobriety or abstinence monitoring; and providing counseling or support to individuals with dependencies or addictions to alcohol and/or drugs.

“**JSS**” refers to Justice Support Services.

“**LAVC**” refers to the La Crosse Area Veterans Court.

“**LAVC Coordinator**” refers to an employee or, if funds are insufficient to pay for these services, a volunteer of the LAVMP assigned to work directly with the

LAVC, with responsibilities for the operation, systems coordination and appropriate and timely completion of proposed LAVC Program activities. He or she will supervise the LAVC Team members, facilitate case flow and the activities of participating agencies, monitor the participant's meeting of goals, and provide quality assurance. The LAVC Coordinator will: collect ongoing information concerning the LAVC participant's progress with treatment providers; verify compliance with LAVC Judge ordered conditions; generate participant reports; and disseminate the reports to LAVC Team members prior to each formal monthly LAVC staffing session. The LAVC Coordinator will conduct all retrospective interviews of existing veteran or service member participants.

“LAVC Team member” refers to a core La Crosse Area Veterans Court Team member who represents the prosecutor's office, the public defender's office, the Department of Corrections, or law enforcement, and also includes the LAVC Coordinator and the Veterans Justice Outreach Specialist.

“LAVMP” refers to the LA Crosse Area Veterans Mentor Program.

“LAVMP Screener” refers to an employee or, if funds are insufficient to pay for these services, a volunteer of the LAVMP assigned to complete or compile the preliminary assessments; determine if the prospective participant is receiving or has in the past received services from his or her home county Human Services Department; review evaluations and/or assessments from the VA medical center or clinic; advise the LAVC Team and the participant's attorney, if any, on the behavioral health status of the LAVC applicant and recommend a program participation plan and/or an individualized treatment plan for the LAVC applicant; refer the LAVC applicant for additional chemical, behavioral or medical health evaluations or assessments, as needed; make a recommendation to the LAVC Team for admission or rejection of the LAVC applicant into the LAVC Program; provide casework services for the LAVC participant; conduct all interviews of prospective participants; and, for veterans not in the LAVC Program, continue to collect and document data as appropriate.

“Letter of closure” refers to a letter from the LAVMP Screener indicating that the veteran applicant appears to be stable in his or her behavioral health and no further services are needed from the LAVC-LAVMP, with a caveat that counsel may request, with supporting reasons, which further consideration be given to the veteran applicant for participation with the LAVC-LAVMP.

“**LSI-R**” refers to a quantitative survey of attributes of offenders and their situations relevant to level of services decisions, and is formally known as the Level of Services Inventory-Revised. The LSI-R is an instrument that was designed to assist in the implementation of the least restrictive and least onerous interpretation of a criminal sanction, allowing for a systematic determination of risk and needs information which is important to offender treatment planning and for assigning levels of freedom and supervision.

“**Majority recommendation**” refers to a consensus session of the LAVC Team, which consists of the six core LAVC Team members, with “majority” being defined as a recommendation of more than 3-3 to recommend to the LAVC Judge an adverse action, such as denial for an applicant to participate in the LAVC Program or to recommend expulsion from the LAVC Program.

“**Mediation or Restorative Justice Programs**” refers to a formal program wherein a victim or victims of a crime are given the opportunity to appear at a session mediated by a trained mediator to meet with an offender for purposes of constructive confrontation, discussion of personal effects of a crime upon the victim(s) and an attempt to gain insight of the offender’s motivations, feelings, and/or remorse as a result of his or her behaviors upon the victim(s).

“**Medical appointments**” refers to the time and place a patient is to meet with a treatment provider or counselor for the purpose of receiving treatment or counseling to address s or her substance abuse, behavioral health or medical issues.

“**Medication monitoring**” refers to a protocol whereby a prescribing physician will monitor, through a variety of testing techniques, the level of substance in a patient’s body, and whether illicit substances are also present. This assures that a drug seeking patient is compliant with necessary prescribed substances that have a high abuse potential.

“**Military veterans**” refers to an individual who has completed at least entry level training with the US Army, US Marine Corps, US Navy, US Air Force, or the US Coast Guard, whether in an active duty or reserve or National Guard status, and has received a valid DD 214 documenting the period of service and type of discharge.

“**Mission Accomplished Coin**” refers to the LAVC Program and LAVMP coin bearing the participant’s name, branch of service, and date of graduation from the

LAVC Program and is provided to the participant during the participant's graduation ceremony from the LAVC Program.

“Participants” refers to a veteran selected to receive the services and oversight available through the LAVC-LAVMP.

“Recovery” refers to changing a person's behaviors from dependence or abuse of substances and/or an inability to gain control of behavioral health issues that negatively affect at person's life, and maintaining is or her sobriety and/or behavioral health so that a more normal and balanced life may be enjoyed. According to SAMHSA (Substance Abuse and Mental Health Services Administration), the **Guiding Principles of Recovery** are:

Recovery emerges from hope: The belief that recovery is real provides the essential and motivating message of a better future – that people can and do overcome the internal and external challenges, barriers, and obstacles that confront them.

Recovery is person-driven: Self-determination and self-direction are the foundations for recovery as individuals define their own life goals and design their unique path(s).

Recovery occurs via many pathways: Individuals are unique with distinct needs, strengths, preferences, goals, culture, and backgrounds, to include trauma experiences, which affect and determine their pathway(s) to recovery. Abstinence is the safest approach for those with substance use disorders.

Recovery is holistic: Recovery encompasses an individual's whole life, including s or her mind, body, spirit, and community. The array of services and supports available should be integrated and coordinated.

Recovery is supported by peers and allies: Mutual support and mutual aid groups, including the sharing of experiential knowledge and skills, as well as social learning, play an invaluable role in recovery.

Recovery is supported through relationship and social networks: An important factor in the recovery process is the presence and involvement of people who believe in the person's ability to recover; who offer hope,

support, and encouragement; and who also suggest strategies and resources for change.

Recovery is culturally-based and influenced: Culture and cultural background in all of its diverse representations, to include values, traditions, and beliefs, are key to determining a person’s journey and unique pathway to recovery.

Recovery is supported by addressing trauma: Services and supports should be trauma-informed to foster safety (physical and emotional) and trust, as well as promote choice, empowerment, and collaboration.

Recovery involves individual, family, and community strengths and responsibility: Individuals, families, and communities have strengths and resources that serve as a foundation for recovery.

Recovery is based on respect: Community, systems, and societal acceptance and appreciation for people affected by behavioral health and substance use problems – including protecting their rights and eliminating discrimination – are crucial in achieving recovery.

“Rules and conditions of probation” refers to the requirements a veteran sentenced to probation, or who is on a term of extended supervision is required to follow, and are rules and conditions he or she must comply with in addition to the rules and conditions imposed as a condition of participating in the LAVC Program.

“Self-help groups” refers to therapeutically oriented groups made up of multiple members which are facilitated by a member or members with lived-experience with the medical or psychological disease or disorder (i.e., Alcoholics Anonymous).

“Service delivery system” refers to the manner in which veterans are screened for needs, available services are identified, and a protocol is established for the veteran to receive these services. Services can include inpatient, outpatient, community based, or other treatment, counseling, or support options.

“Service-related behavioral health issues” refers to all effects on a service member’s mental health that arose as a result of or in conjunction with his or her military service, and generally is a direct result of a highly stressful event.

“**Servicemember**” refers to a member of the armed forces (including a member of the National Guard or Reserves) who is currently serving with the Armed Forces of the United States.

“**Sexual predator offenses**” refers to individuals charged with or convicted of a “Sexually violent offense,” which means any of the following: (a) Any crime specified in s. 940.225(1), (2), or (3), 948.02(1) or (2), 948.025, 948.06, 948.07, or 948.085. (am) An offense that, prior to June 2, 1994, was a crime under the law of this state and that is comparable to any crime specified in par. (a). (b) Any crime specified in s. 940.01, 940.02, 940.03, 940.05, 940.06, 940.19(2), (4), (5), or (6), 940.195(4) or (5), 940.30, 940.305, 940.31, 941.32, 943.10, 943.32, or 948.03 that is determined, in a proceeding under s. 980.05(3)(b), to have been sexually motivated. (bm) An offense that, prior to June 2, 1994, was a crime under the law of this state, that is comparable to any crime specified in par. (b) and that is determined, in a proceeding under s. 980.05(3)(b), to have been sexually motivated. (c) Any solicitation, conspiracy, or attempt to commit a crime under par. (a), (am), (b), or (bm). See Wis. Stat. Sec. 980.01(6).

“**SPD**” refers to the State Public Defenders Office.

“**Spouse counseling and/or therapies**” refers to therapeutic intervention refers to psychological treatment provided by an independently licensed Professional Counselor, Social Worker, Psychologist, or Psychiatrist in which only the client receives the therapeutic intervention for the client and their significant other, partner, or spouse.

“**Stabilization Plan**” refers to a participant’s efforts to understand at he or she needs to do in the future to address his or her substance abuse and/or behavioral health issues, and includes identification of supportive individuals, groups, or organizations; consistency in managing medications; coping with stress and frustration; commitment to continue necessary counseling, treatment, support groups, or other positive activities to maintain a healthy life; activities to stay active, which may include working or volunteering; addressing relationship issues; and maintaining a stable home.

“**Substance abuse treatment**” refers to psychological treatment provided by an independently licensed Professional Counselor, Social Worker, Psychologist, or Psychiatrist for the purpose of addressing dependence or abuse of chemicals/substances.

“**Therapy**” refers to the treatment of physical or behavioral health illnesses.

“**Tomah VA catchment area**” refers to the counties covered by the VA defined area supported by the VA Medical Center located in Tomah, Wisconsin: covering Houston County, Minnesota, and Adams, Clark, Crawford, Jackson, Juneau, La Crosse, Marathon, Monroe, Portage, Price, Taylor, Trempealeau, Vernon and Wood Counties in Wisconsin.

“**VA benefits and services**” refers to all available resources a veteran is entitled to receive as a result of his or her military service.

“**VA resources**” refers to all organizational units of the U.S. Department of Veterans Affairs.

“**Veteran,**” for purposes of the LAVC-LAVMP, refers to a person who served with the Armed Forces of the United States or of the states in either an active duty, reserve, or national guard status, or combination thereof, and was discharged or released from military service with a form DD 214 documenting his or her military service, or who has retired and is receiving retirement pay for his or her service.

Note, however, that “**Veteran,**” as defined by the VA, refers to a person who served in the active military, naval, or air service or a person who served in the Reserve, National Guard or Air National Guard component of the Armed Forces of the United States and was discharged or released under conditions other than dishonorable

“**Veteran Justice Outreach Specialist**” or “**VJOS**” refers to an employee of the VA assigned to be the liaison between veterans in the criminal justice system, the Veterans Court and the VA treatment providers to assure information flows to help veterans overcome their legal difficulties by properly addressing their treatment needs and helping veterans make appointments for necessary services, and is referred to herein as VJO Specialist or VJOS. The VJOS is tasked with achieving outreach to veterans who are in contact with law enforcement, jails and courts. The VJOS seeks to provide timely access to VA services for eligible justice-involved veterans to avoid unnecessary criminalization and incarceration of veteran defendants and offenders who are suffering from behavioral health issues and/or traumatic brain injury. The VJOS will either take initiative to build working relationships with existing justice programs relevant for veterans or reach out to potential justice system partners to connect eligible justice-involved veterans with VA services. Areas of focus include providing information and education

about veterans' behavioral health issues and services available for them, developing strategies to help work with veterans, establish referral systems for veterans in local jails, and encourage incarcerated veterans to engage available resources upon their release.

“Veterans Mentor” refers to a recruited veteran meeting specific criteria and trained to assist veterans in the criminal justice system pursuant to enumerated guidelines with the goal of helping the veteran engage in necessary treatment, counseling and services aimed at changing his or her behaviors and behavioral health in a positive way, thereby reducing his or her risk to reoffend in the future.

“Violent current offenses” refers to the commission of or accusation of any of the following offenses under Wisconsin law, or similar offenses committed or alleged in any other jurisdiction: Any felony under section 940.01, 940.02, 940.03, 940.05, 940.09 (1c), 940.19 (2), (4) or (5), 940.21, 940.225 (1), (2) or (3), 940.235, 940.305, 940.31, 941.20, 941.21, 943.02, 943.06, 943.10 (2), 943.23 (1g), 943.32 (2), 948.02 (1) or (2), 948.025, 948.03 (2) (a) or (c), 948.05, 948.051, 948.055, 948.07, 948.08, 948.085, or 948.30 (2) or under section 940.302 (2) if section 940.302 (2) (a) 1.b. applies. The solicitation, conspiracy or attempt, under section. 939.30, 939.31 or 939.32, to commit a Class A felony. Any misdemeanor under section 940.19 (1), 940.225 (3m), 940.32 (2), 940.42, 940.44, 941.20 (1), 941.23, 941.235, 941.24 or 941.38 (3). See,

“Violent behavior” refers to acts meeting the definitions of violent current offenses or violent offender.

“Violent offender” for purposes of BJA-funded adult, family, and tribal drug courts (see, 42 U.S.C. 3797u-2), refers to a person who is either:

1. Charged with or convicted of an offense that is punishable by a term of imprisonment exceeding 1 year, *during the course of which offense or conduct*:
 - A. The person carried, possessed, or used a firearm or other dangerous weapon;
 - or*
 - B. There occurred the death of or serious bodily injury to any person;
 - or*

C. There occurred the use of force against the person of another, without regard to whether any of the circumstances described in subparagraph (A) or (B) is an element of the offense of conduct of which or for which the person is charged or convicted;

or

2. Has one or more prior convictions of a felony crime of violence involving the use or attempted use of force against a person with the intent to cause death or serious bodily harm.

“**VJO Specialist**” refers to a Veteran Justice Outreach Specialist who is employed by the VA.

SECTION 7: CORE VALUES OF THE MILITARY SERVICES





U.S. ARMY

Loyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers. Bearing true faith and allegiance is a matter of believing in and devoting yourself to something or someone. A loyal Soldier is one who supports the leadership and stands up for fellow Soldiers. By wearing the uniform of the U.S. Army you are expressing your loyalty. And by doing your share, you show your loyalty to your unit.

Duty: Fulfill your obligations. Doing your duty means more than carrying out your assigned tasks. Duty means being able to accomplish tasks as part of a team. The work of the U.S. Army is a complex combination of missions, tasks and responsibilities — all in constant motion. Our work entails building one assignment onto another. You fulfill your obligations as a part of your unit every time you resist the temptation to take “shortcuts” that might undermine the integrity of the final product.

Respect: Treat people as they should be treated. In the Soldier’s Code, we pledge to “treat others with dignity and respect while expecting others to do the same.” Respect is what allows us to appreciate the best in other people. Respect is trusting that all people have done their jobs and fulfilled their duty. And self-respect is a vital ingredient with the Army value of respect, which results from knowing you have put forth your best effort. The Army is one team and each of us has something to contribute.

Selfless Service: Put the welfare of the nation, the Army and your subordinates before your own. Selfless service is larger than just one person. In serving your country, you are doing your duty loyally without thought of recognition or gain. The basic building block of selfless service is the commitment of each team

member to go a little further, endure a little longer, and look a little closer to see how he or she can add to the effort.

Honor: Live up to Army values. The nation's highest military award is The Medal of Honor. This award goes to Soldiers who make honor a matter of daily living — Soldiers who develop the habit of being honorable, and solidify that habit with every value choice they make. Honor is a matter of carrying out, acting, and living the values of respect, duty, loyalty, selfless service, integrity and personal courage in everything you do.

Integrity: Do what's right, legally and morally. Integrity is a quality you develop by adhering to moral principles. It requires that you do and say nothing that deceives others. As your integrity grows, so does the trust others place in you. The more choices you make based on integrity, the more this highly prized value will affect your relationships with family and friends, and, finally, the fundamental acceptance of yourself.

Personal Courage: Face fear, danger or adversity (physical or moral). Personal courage has long been associated with our Army. With physical courage, it is a matter of enduring physical duress and at times risking personal safety. Facing moral fear or adversity may be a long, slow process of continuing forward on the right path, especially if taking those actions is not popular with others. You can build your personal courage by daily standing up for and acting upon the things that you know are honorable.

WARRIOR ETHOS

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.



U.S. MARINE CORPS

Honor: Honor guides Marines to exemplify the ultimate in ethical and moral behavior; to never lie cheat or steal; to abide by an uncompromising code of integrity; respect human dignity; and respect others. The quality of maturity, dedication, trust and dependability commit Marines to act responsibly; to be accountable for their actions; to fulfill their obligations; and to hold others accountable for their actions.

Courage: Courage is the mental, moral and physical strength ingrained in Marines. It carries them through the challenges of combat and helps them overcome fear. It is the inner strength that enables a Marine to do what is right; to adhere to a higher standard of personal conduct; and to make tough decisions under stress and pressure.

Commitment: Commitment is the spirit of determination and dedication found in Marines. It leads to the highest order of discipline for individuals and units. It is the ingredient that enables 24-hour a day dedication to Corps and country. It inspires the unrelenting determination to achieve a standard of excellence in every endeavor.



U.S. NAVY

Honor: “I will bear true faith and allegiance . . .” Accordingly, we will: Conduct ourselves in the highest ethical manner in all relationships with peers, superiors and subordinates; Be honest and truthful in our dealings with each other, and with those outside the Navy; Be willing to make honest recommendations and accept those of junior personnel; Encourage new ideas and deliver the bad news, even when it is unpopular; Abide by an uncompromising code of integrity, taking responsibility for our actions and keeping our word; Fulfill or exceed our legal and ethical responsibilities in our public and personal lives twenty-four hours a day. Illegal or improper behavior or even the appearance of such behavior will not be tolerated. We are accountable for our professional and personal behavior. We will be mindful of the privilege to serve our fellow Americans.

Courage: “I will support and defend . . .” Accordingly, we will have: courage to meet the demands of our profession and the mission when it is hazardous, demanding, or otherwise difficult; Make decisions in the best interest of the navy and the nation, without regard to personal consequences; Meet these challenges while adhering to a higher standard of personal conduct and decency; Be loyal to our nation, ensuring the resources entrusted to us are used in an honest, careful, and efficient way. Courage is the value that gives us the moral and mental strength to do what is right, even in the face of personal or professional adversity.

Commitment: “I will obey the orders . . .” Accordingly, we will: Demand respect up and down the chain of command; Care for the safety, professional, personal and spiritual well-being of our people; Show respect toward all people without regard to race, religion, or gender; Treat each individual with human dignity; Be committed to positive change and constant improvement; Exhibit the highest degree of moral character, technical excellence, quality and competence in

what we have been trained to do. The day-to-day duty of every Navy man and woman is to work together as a team to improve the quality of our work, our people and ourselves.



U.S. AIR FORCE

The First Core Value: Integrity First: The Airman is a person of integrity, courage and conviction. Integrity is a character trait. It is the willingness to do what is right even when no one is looking. It is the moral compass, the inner voice, the voice of self-control and the basis for the trust imperative in today's military. Integrity is the ability to hold together and properly regulate all of the elements of a personality. A person of integrity, for example, is capable of acting on conviction. A person of integrity can control impulses and appetites. But integrity also covers several other moral traits indispensable to national service.

Courage: A person of integrity possesses moral courage and does what is right even if the personal cost is high.

Honesty: Honesty is the hallmark of the military professional because in the military, our word must be our bond. We don't pencil-whip training reports, we don't cover up tech data violations, we don't falsify documents and we don't write misleading operational readiness messages. The bottom line is: We don't lie, and we can't justify any deviation.

Responsibility: No person of integrity is irresponsible; a person of true integrity acknowledges his/her duties and acts accordingly.

Accountability: No person of integrity tries to shift the blame to others or take credit for the work of others. "The buck stops here" says it best.

Justice: A person of integrity practices justice. Those who do similar things must get similar rewards or similar punishments.

Openness: Professionals of integrity encourage a free flow of information

within the organization. They seek feedback from all directions to ensure they are fulfilling key responsibilities, and they are never afraid to allow anyone at any time to examine how they do business.

Self-respect: To have integrity is also to respect oneself as a professional and a human being. A person of integrity does not behave in ways that would bring discredit upon himself/herself or the organization to which he/she belongs.

Humility: A person of integrity grasps and is sobered by the awesome task of defending the Constitution of the United States of America.

The Second Core Value: Service Before Self: An Airman's professional duties always take precedence over personal desires. Service before self tells us that professional duties take precedence over personal desires. At the very least, it includes the following behaviors:

RULE FOLLOWING: To serve is to do one's duty, and our duties are most commonly expressed through rules. While it may be the case that professionals are expected to exercise judgment in the performance of their duties, good professionals understand that rules have a reason for being - and the default position must be to follow those rules unless there is a clear, operational reason for refusing to do so.

RESPECT FOR OTHERS: Service before self tells us also that a good leader places the troops ahead of his/her personal comfort. We must always act in the certain knowledge that all persons possess a fundamental worth as human beings.

DISCIPLINE AND SELF-CONTROL: Professionals cannot indulge themselves in self-pity, discouragement, anger, frustration or defeatism. They have a fundamental moral obligation to the persons they lead to strike a tone of confidence and forward-looking optimism. More specifically, they are expected to exercise control in the following areas:

Anger: Military professionals and especially commanders at all echelons are expected to refrain from displays of anger that would bring discredit upon themselves and/or the Air Force.

Appetites: Those who allow their appetites to drive them to make sexual overtures to subordinates are unfit for military service. Likewise, the excessive

consumption of alcohol casts doubt on an individual's fitness.

Religious toleration: Military professionals must remember that religious choice is a matter of individual conscience. Professionals - and especially commanders - must not take it upon themselves to change or coercively influence the religious views of subordinates.

The Third Core Value: Excellence In All We Do: Every American Airman strives for continual improvement in self and service. Excellence in all we do directs us to develop a sustained passion for continuous improvement and innovation that will propel the Air Force into a long-term, upward spiral of accomplishment and performance.

PRODUCT/SERVICE EXCELLENCE: We must focus on providing services and generating products that fully respond to customer wants and anticipate customer needs, and we must do so within the boundaries established by the tax-paying public.

PERSONAL EXCELLENCE: Military professionals must seek out and complete professional military education, stay in physical and mental shape and continue to refresh their general educational backgrounds.

COMMUNITY EXCELLENCE: Community excellence is achieved when the members of an organization can work together to successfully reach a common goal in an atmosphere that is free from fear and that preserves individual self-worth. Some of the factors influencing interpersonal excellence are:

Mutual respect: Genuine respect involves viewing another person as an individual of fundamental worth. Obviously, this means that a person is never judged on the basis of his/her possession of an attribute that places him/her in some racial, ethnic, economic or gender-based category.

Benefit of the doubt: Working hand in glove with mutual respect is that attitude that says all coworkers are innocent until proven guilty. Before rushing to judgment about a person or his/her behavior, it is important to have the whole story.

RESOURCES EXCELLENCE: Excellence in all we do also demands that we aggressively implement policies to ensure the best possible cradle-to-grave management of resources.

Material resources excellence: Military professionals have an obligation to ensure that all of the equipment and property they ask for is mission essential. This means that residual funds at the end of the year should not be used to purchase "nice to have" add-ons.

Human resources excellence: Human resources excellence means that we recruit, train, promote and retain those who can do the best job for us.

OPERATIONS EXCELLENCE: There are two kinds of operations excellence: internal and external.

Excellence of internal operations: This form of excellence pertains to the way we do business internal to the Air Force from the unit level to Air Force Headquarters. It involves respect on the unit level and a total commitment to maximizing the Air Force team effort.

Excellence of external operations: This form of excellence pertains to the way in which we treat the world around us as we conduct our operations. In peacetime, for example, we must be sensitive to the rules governing environmental pollution, and in wartime we are required to obey the laws of war.



U.S. COAST GUARD

Honor: Integrity is our standard. We demonstrate uncompromising ethical conduct and moral behavior in all of our personal actions. We are loyal and accountable to the public trust.

Respect: We value our diverse work force. We treat each other with fairness, dignity, and compassion. We encourage individual opportunity and growth. We encourage creativity through empowerment. We work as a team.

Devotion to Duty: We are professionals, military and civilian, who seek responsibility, accept accountability, and are committed to the successful achievement of our organizational goals. We exist to serve. We serve with pride.



SECTION 8:

APPROVAL OF LAVC-LAVMP POLICY & PROCEDURES MANUAL

The undersigned officials, on behalf of and consent from their respective organizations, hereby approve this version of the LAVC-LAVMP Policy & Procedures Manual, and agree that the personnel of their respective entities will follow and be bound by the Policies and Procedures set forth herein.

On Behalf of the LAVC Program:



Todd W. Bjerke
LAVC Judge

Dated: 12 March 2014

On Behalf of the LAVMP:



Thom Downer
Executive Director, LAVMP

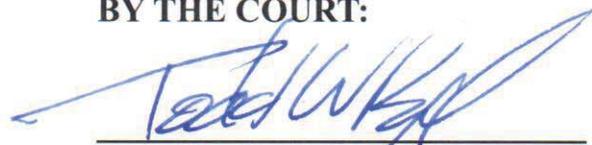
Dated: 3-12-2014

ORDER

Upon the above signatures being subscribed approving the LAVC-LAVMP Policy & Procedures Manual, it is hereby ordered that all persons involved in the LAVC Program and the LAVMP are bound by this document, and failure to adhere to these policies and procedures may result in appropriate action as authorized herein.

Dated this 12th day of March, 2014.

BY THE COURT:



TODD W. BJERKE
Circuit Court Judge, Branch 3

ADDENDUM
SECTION 9
LAVC-LAVMP FORMS
FOR ADMINISTRATIVE USE ONLY

DOCUMENTS FOR OFFICIAL USE ONLY

**DOCUMENTS ARE INCLUDED IN THIS SECTION
ONLY IN THE VERSION ENTITLED
*LAVC-LAVMP POLICY & PROCEDURES MANUAL
WITH FORMS***

