

# Evaluating Oregon's Community Corrections Act

# 2017-2019

Prepared by:  
Oregon Department of Corrections  
Community Corrections Division  
January 2019



## Mission:

The mission of Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

## Vision:

Valuing Employee Wellness

Engaging Employees

Operating Safe Prisons

Implementing Innovative Business Practices

Preparing Offenders for Reentry

Partnering with Our Stakeholders

## Values:

Integrity and Professionalism

Dignity and Respect

Safety and Wellness

Fact Based Decision Making

Positive Change

Honoring Our History

Stewardship



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# Foreword

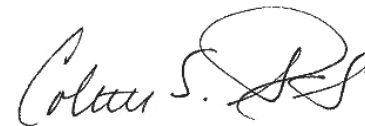
We are pleased to present the 2017-19 biennial Oregon Department of Corrections (DOC) evaluation of the Community Corrections Partnership Act. The purpose of this report, as listed in ORS 423.525(12), is to evaluate community corrections policy and assess the effectiveness of local revocation options. This biennium's report contains the most current data on the adult population of offenders on supervision in the community including demographics, sanctions and revocations; performance measures; and impacts of Oregon's Justice Reinvestment efforts such as Short-Term Transitional Leave expansion, earned discharge, and the Family Sentencing Alternative Pilot Program. We hope you find this report both engaging and educational. New this year, we asked all of Oregon's community corrections agencies to contribute an example of the work they are doing. We are proud to say that all 36 counties contributed to this report and provided a diverse array of programs, case management strategies, and community partnerships that contribute to making Oregon a safer place to live.

Oregon's Community Corrections Partnership Act was established in 1997 and is governed by ORS 423.505. The purpose of the act is to provide and promote the use of the most effective criminal sanctions necessary to promote public safety, administer punishment, and

rehabilitate offenders. Because community corrections in Oregon is a function of state government operated in partnership with local, county-operated community corrections agencies, the act also targeted the enhancement of state and county partnerships; it encouraged local control and a greater role for local governments and criminal justice systems in the planning and implementation of local public safety policies. We would like to thank our agency partners, without whom this report and the good work of adult offender supervision in Oregon's communities would not be possible.

As always, please don't hesitate to contact us should you have any questions or need additional information.

Sincerely,



**Colette S. Peters**  
Director



**Jeremiah Stromberg**  
Assistant Director,  
Community Corrections Division





# Community Corrections

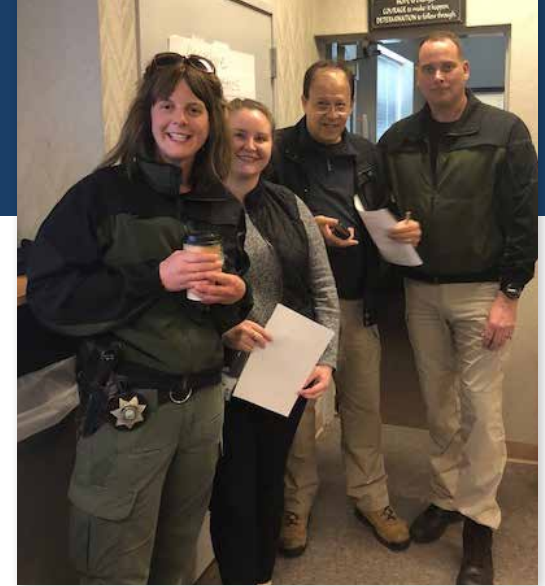
## A Balance of Supervision, Services, and Sanctions

In Oregon, community corrections comprises a partnership between DOC and local community corrections agencies. This partnership provides a cost-effective means of holding offenders accountable, changing their criminal behavior, and protecting the community.

Each component of community corrections – supervision, sanctions, and services – is an important part of holding offenders accountable for their criminal behavior, and protecting the community from future crime. Research shows this combined approach is consistent with evidence-based practices and significantly more cost-effective than relying on jails or prisons alone as a response to criminal behavior. Sanctions used by local community corrections

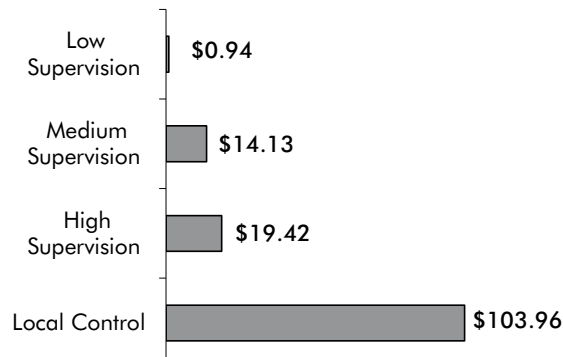
departments include: electronic surveillance, community work crews, day reporting centers, residential work centers, and jail. In addition to using sanctions, local community corrections departments also secure offender services such as alcohol/drug treatment, sex offender treatment, employment, education, and mental health services in order to meet the requirements of the courts or the Board of Parole and Post-Prison Supervision (BOPPPS).

Parole and Probation Officer (PO) supervision practices are based on the level of risk offenders pose to the community. The greatest efforts are concentrated on those offenders in the community who are determined to be at the highest risk to commit and those whose behavior and compliance with the orders of the court or BOPPPS is less than desired. These populations have the highest amount of contact with POs, whether through scheduled office visits, home visits, or employment checks, as well as with

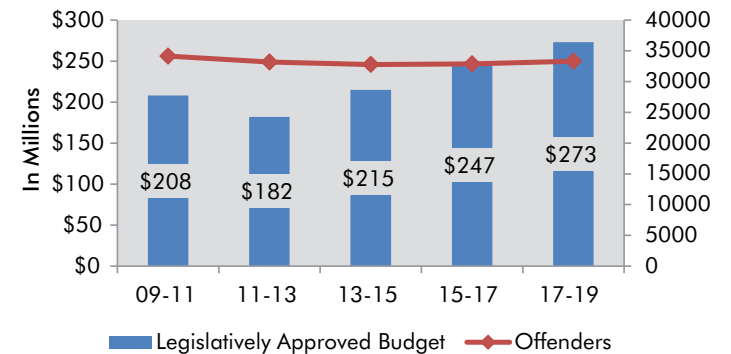


other agencies including law enforcement and social service programs. Offenders are also subject to unannounced contacts, searches, random urine testing for drug use, or polygraph testing to monitor compliance with conditions of supervision. Contact becomes progressively less frequent as risk decreases. Together, evidence-based supervision, sanctions, and provision of appropriate services ensures effective offender accountability and a reduction in the likelihood that he or she will commit more crimes.

Cost Per Day, 2017-2019



Community Corrections Funding



# Sanctions and Services Options

- WORK/RESTITUTION CENTER – Structured housing in which offenders are allowed to leave for work or other approved activities.
- JAIL – Secure custody (includes sanction and SB 1145 beds).
- ELECTRONIC HOUSE ARREST – Offender spends most of time at home with small transmitter attached to wrist or ankle.
- DAY REPORTING – Requires offender to report daily to a central location; may include curfew, community work, drug testing, alcohol/drug groups, cognitive restructuring, employment readiness, and education.
- COMMUNITY SERVICE & WORK CREW – Offenders are assigned to work for government or private non-profit agencies.
- PRE-TRIAL SERVICES – Selection and supervision release of pre-trial detainees to free up secure custody beds for higher risk offenders.
- SUBSTANCE ABUSE TREATMENT (OUT-PATIENT & RESIDENTIAL) – Group and/or individual treatment to address alcohol and drug issues. Ranges generally from 28 to 180 days.
- DRUG COURT – A court-supervised diversion program for offenders charged with drug offenses.
- MENTAL HEALTH TREATMENT – Includes general counseling, evaluations, and services for mentally ill offenders.
- ANGER MANAGEMENT – A program delivered in a group setting that teaches methods to control anger in a productive manner.
- DOMESTIC VIOLENCE – Supervision, education, and treatment to prevent domestic violence and address battering behaviors.
- COGNITIVE RESTRUCTURING – A program that addresses flaws in how an offender thinks to assist in interrupting criminal thinking patterns.
- SEX OFFENDER TREATMENT – Group and individual treatment to assist in providing behavior control to sex offenders. Treatment is generally long in duration.
- CRISIS AND TRANSITION HOUSING – Individual and group housing primarily for parolees released from prison or temporarily experiencing instability in living arrangements.
- EMPLOYMENT – Assist offenders in getting and keeping jobs.
- EDUCATION – Assist offenders in obtaining Basic Education or GED.
- TRANSITION SERVICES – Services to assist offenders in transitioning from incarceration or residential treatment to the community, including housing, treatment, and employment.
- URINALYSIS – Testing for drugs and alcohol.
- POLYGRAPH – Disclosure and ongoing testing to assure compliance with conditions of supervision.
- ANTABUSE SUPPORT – Subsidized assistance with the purchase of Antabuse - a drug to inhibit alcohol usage.
- SUBSIDY – Financial assistance to offenders for housing, food, transportation, work clothing, etc.



# Yamhill County Department of Community Justice Peer Support Program

Work-related or externally-caused stress has the potential to jeopardize work performance, safety, health and relationships. As a result, in 2017 Yamhill County DCJ created a peer support program to help employees cope with stress, crisis and emotional trauma. By providing peer support services, the department hopes to proactively assist individuals in times of need and demonstrate the department's commitment to personal welfare and well-being of employees.



The peer support team is a confidential and optional program for DCJ employees of all job classifications. It is not a replacement for the Employee Assistance program, but provides another level of support to employees, training in the areas of stress management and trauma as well as promotion of overall physical and mental health/wellness.

The DCJ peer support team is comprised of two staff-nominated peer support mentors, PO Katy Harmon and PO Jason Deforest, and peer support team coordinator DCJ Manager Brian Rucker. Team members have received specialized training in crisis and trauma response, stress management and much more, including an opportunity for direct training from Kirsten Lewis who is nationally renowned for her work in peer support in the field of Community Corrections. Peer support team members are required to receive ongoing related training as well as continually demonstrate a number of other agency qualities and competencies, which are included in a peer support team member contract.

In addition to the development of robust peer support services, accomplishments include institution of a quarterly wellness newsletter, a guided meditation program, and facilitation of several group stress management trainings for staff with a

research-based curriculum. The team has established relationships with local partners to dedicate resources for wellness activities such as use of an indoor track. The team provides an orientation and training for family members of new employees around impacts of criminal justice work on individuals and families. The team has developed a wellness library of top-rated health/wellness literature for staff to use whenever they wish. Lastly, the team has developed policy and procedure around serious injury, line of duty death and peer support member expectations.

Just a few examples of situations in which the DCJ peer support team has provided support have included: death/near death of correctional clients, death/medical condition of an employee or employee's family member(s), employee cumulative and/or vicarious trauma, personal and professional relationship challenges, and client recidivism.

Moving forward, the peer support team intends to expand the training curriculum provided to all employees, pursue additional employee health endeavors, and grow the management level peer support training and services.



The Yamhill County DCJ peer support program has been made possible by the following:

- Jessica Beach, DCJ Director
- Ted Smietana, DCJ Director (retired)
- Katy Harmon, Peer Support Team Mentor
- Jason Deforest, Peer Support Team Mentor
- Brian Rucker, Peer Support Team Coordinator
- Laura Tschabold, County Administrator
- Ken Huffer, Deputy County Administrator
- Stan Primozych, Commissioner
- Mary Starrett, Commissioner
- Rick Olson, Commissioner
- Christian Boenisch, County Counsel
- Kirsten Lewis, KSL Research Trainer and Consultant
- Washington County Community Corrections





# Klamath County Community Corrections Chasing Treatment Excellence!



Klamath County Community Corrections (KCCC) is partnering with our community mental health provider to lead and operate an outpatient substance use disorders (SUDs) and mental health (MH) treatment program.

KCCC provides cognitive behavioral therapy (CBT) and domestic violence services using Moral Reconciliation Therapy (MRT) curriculum. Klamath Basin Behavioral Health (KBBH) provides SUDs, MH and Sex Offender treatment services using curriculum designed by the University of Cincinnati.

All treatment services take place at the community corrections building (the Center). Clients are referred to treatment through risk assessments, Parole/Probation Officer (PO) referrals, court orders, Board of Parole and Post-Prison Supervision orders, or as identified by Corrections Counselors or KBBH Counselors.

Corrections treatment is incentive based and focused on high and medium risk clients. All low risk clients are referred to agencies off campus to help mitigate cross-pollination of low and higher risk clients.

The incentive programming was developed as part of our evidenced-based principles and to recognize pro-social behaviors that counselors would like to see continued in clients. The behaviors are anything from arriving on time, homework completed ready to present, helping a peer, or going above and beyond what's expected in group. Treatment incentives are managed on a ticket system. Clients receive tickets throughout the treatment group and those tickets go into a drawing at the end of each group for a prize. Left over tickets go into the monthly "Spin to Win" drawing that happens at the third Thursday celebration.

This celebration is for clients that have been nominated throughout the month by treatment providers, support staff, or POs. Clients can be nominated for completing treatment, good grades, getting a job, employee of the month, getting their children back, or a job well done. This celebration consists of public recognition, a certificate, cake, and the "Spin to Win" drawing. Clients are able to invite their family as part of the celebration.

The Center puts more focus on family dynamics. All new clients





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## "We are committed to three simple but difficult to achieve words, 'Make a Difference'."

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benefit from a Thanksgiving meal, an extra meal for the school break, and games for the children. Prior to Thanksgiving Day, these meals are delivered by staff to clients at their home.

December Family Pictures are held on several different dates throughout

the month. Clients can sign up through the treatment provider or their PO. KCCC staff sets up a photo booth with props and the client chooses what props they would like in their pictures. Photos are printed, framed, and given to the client.

Just recently, the Center opened a clothes closet. This closet is free for all Community Corrections clients. The closet provides anything from interview ready clothing to clothes for every day wear. The Center also has showers that are available for clients that have nowhere else to shower. The clothes closet provides these clients with brand new socks and underwear.

The Center strives to provide clients with premium SUDs and MH treatment, CBT, and other services that as a department have been identified as a need. We meet monthly to discuss barriers, needs, and program direction. Staff are trained in evidence-based practices as well as evidence-based curriculum. The Center strives to take a holistic approach when dealing with clients and treat the client as a whole to include family dynamics.

As an agency, KCCC has identified that criminal thinking, anti-social thoughts, anti-social attitudes and beliefs not only stem from chemical dependency but also dual diagnosis concerns brought on by self-medicating individuals who lack access to other resources in our community.

KCCC uses a team approach involving our community mental health provider, KBBH, who provides access and or treatment using therapeutic and medical interventions. The teamwork and collaboration between KCCC and KBBH seems to be rather uncommon and like none other in the State. KBBH not only provides the SUDs and MH treatment on site they also have a tele-medicine appointment for community corrections clients to see the doctor via Skype here at the Center. In any given week, a client that has released from prison or is having medication issues can see the doctor through this appointment. All appointments are scheduled by the PO and the KBBH program manager.

Although isolated, KCCC strives to provide quality services to those clients ordered to our supervision. We as a community collaborate, problem solve, and combine resources to help remove barriers to success and provide our citizens with a cost effective, public safety driven alternative to costly prison stays. We are committed to three simple but difficult to achieve words, "Make a Difference".

are screened for DHS involvement. If they have children in their care, KCCC staff make sure they are attending school and screen for potential referrals to other community partners. They work closely with our local youth attendance team (YAT) to ensure children are attending. Should a client have DHS involvement, the PO is made aware and coordinates with DHS in order to ensure there is no duplication of services and that the client is set for success. Taking on a family orientated approach, the Center hosts three events throughout the year to get families involved. Families are strongly encouraged to attend and participate in these special events; the Halloween Party, Thanksgiving Meals, and December Family Pictures.

The Halloween Party is for clients and their children. KCCC, KBBH, and Above all Influences host this party at the Center. The party is set-up like a school carnival. There are games, trick or treating, prizes, and food. The prizes and food are all from employee donations.

During the Thanksgiving holiday, corrections staff identify thirteen low-income families that would



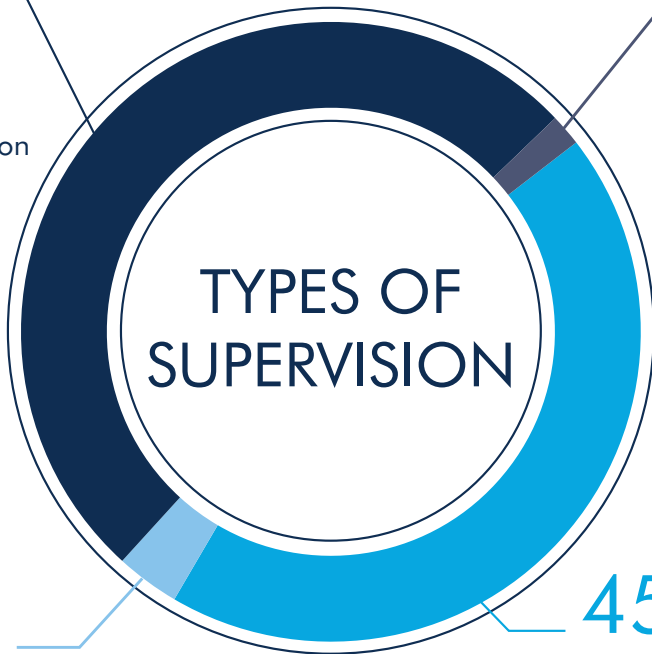


# Community Corrections Populations and Demographics

## A Profile of Offenders Under Supervision

**52%**  
**Probation**  
 On supervision in the community under the jurisdiction of the court.

**1%**  
**Transitional Leave**  
 On supervision in the community for a period of 30 to 120 days, but remain under the jurisdiction of DOC until they reach their earliest projected release date.



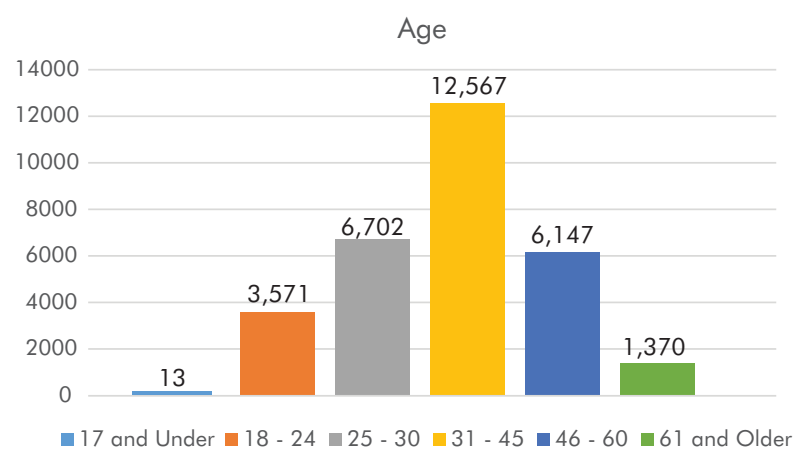
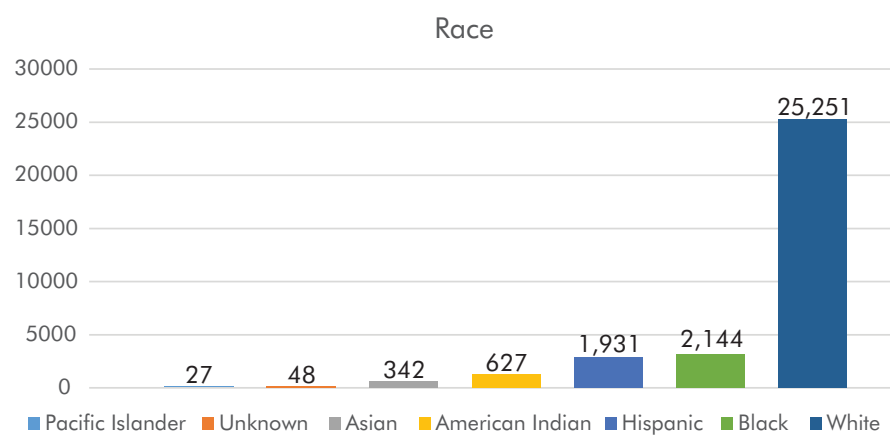
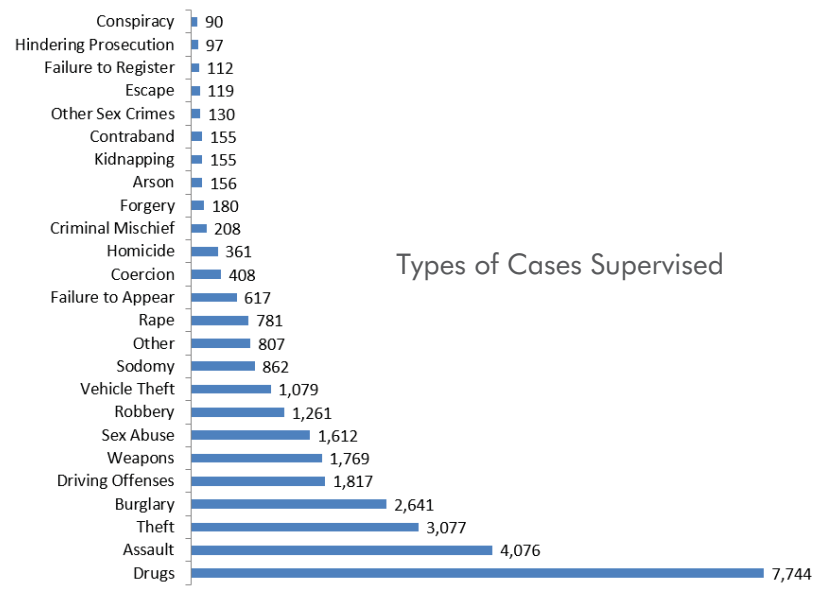
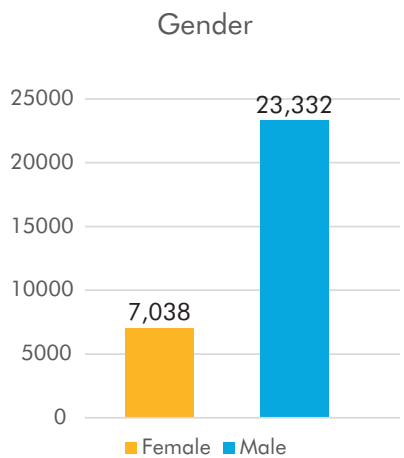
**2%**  
**Local Control**  
 Serving a custody sentence of 12 months or less for a new crime or revocation of supervision.

**45%**  
**Parole/Post-Prison Supervision**  
 On supervision in the community under the jurisdiction of BOPPPS or the local supervisory authority.

	January 2017	July 2017	January 2018*	July 2018*
Probation	16,310	16,267	15,908	15,677
Parole/Post-Prison Supervision	13,891	13,889	13,843	13,671
Transitional Leave	361	389	381	460
Local Control	625	727	605	562
<b>Total Community Corrections Population</b>	<b>31,187</b>	<b>31,272</b>	<b>30,737</b>	<b>30,370</b>

\*Includes Felony and PCS Misdemeanor (HB2355) Offenders





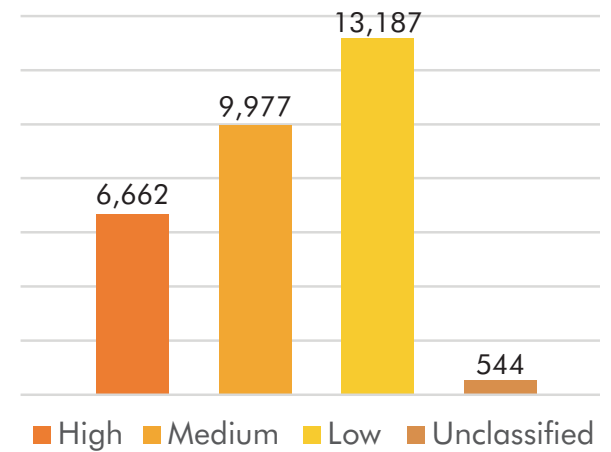
\*All offender demographic data is from 7/1/2018



## Risk to Re-Offend

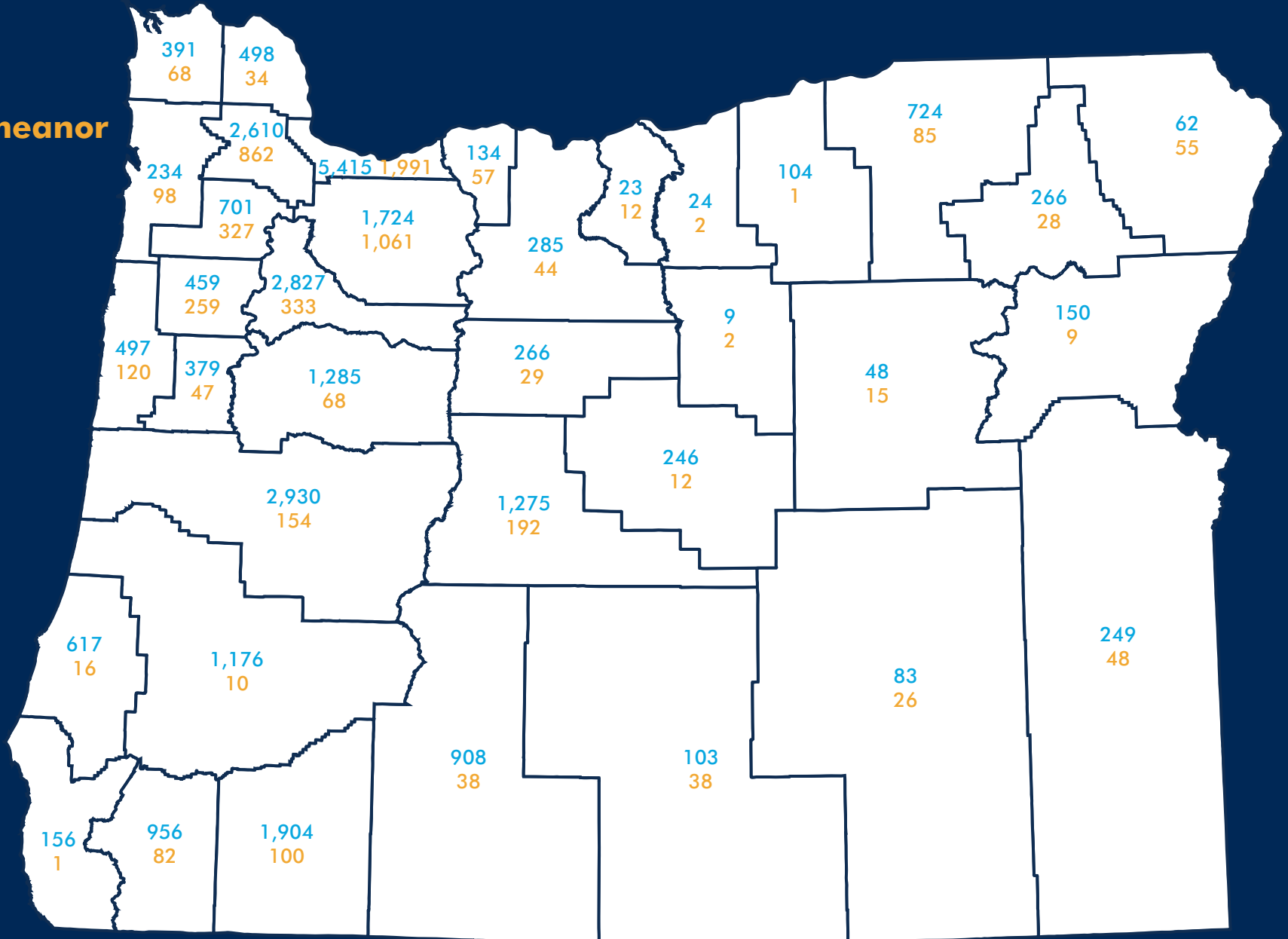
Community risk level is based on the Public Safety Checklist (PSC) score. The PSC is a static, automated risk assessment tool that was developed to predict the likelihood of a new felony conviction within three years of release from incarceration or imposition of probation. The PSC uses criminal history and demographic data to calculate a risk to recidivate score. Community corrections agencies in Oregon started using the PSC in 2012 as an initial triage tool and have decided upon cut-off scores to define low, medium, and high risk to recidivate

populations. Low risk to recidivate is defined as a score less than 25 percent. Medium risk to recidivate is defined as a score greater than or equal to 25 percent and less than 42 percent. High risk to recidivate is defined as a score greater than or equal to 42 percent. Historical data has been used to calculate the PSC score for those released from incarceration or sentenced to probation for the cohorts from 1998 to 2013.



# Offender Population by County

**Felony**  
**Misdemeanor**



**Note:** This reflects the offender populations for the snapshot date of 7/1/2018. Due to inconsistent data entry practices, caution should be used when interpreting the misdemeanor population counts.





# Jackson County Community Justice Transition Center Fire Program - Giving Back to the Community

In response to the catastrophic wildfire that marred the summer of 2018, Jackson County Community Justice (JCCJ) continued its longstanding partnership to provide valuable resources for state firefighting efforts while preparing local citizens on supervision for the workforce.

Working with the Oregon Department of Forestry (ODF), JCCJ provides training for clients on supervision. This training provides them with the skills and awareness to fight fires for community justice-led crews as engine resources throughout the fire season.

The engine resources were led by JCCJ Engine Bosses whose extraordinary leadership and skill set kept clients safe while

helping ODF officials meet fire suppression objectives as well as reduce the damage and risk of wildfires. The partnership created a valuable firefighting resource, a sustainable correctional intervention, and a job training program aimed at changing lives.

ODF praised the work of the crews and crew leaders and acknowledged that the safe and responsive services were a tremendous help in this record-setting year. JCCJ crews provided over 1,300 hours of fire-fighting resources this year in southern Oregon.





# Revocations

In Oregon, a revocation is the termination of supervision for one of two reasons: (1) the result of violating behavior or (2) a determination by the sentencing court, Board of Parole and Post-Prison Supervision, or local supervisory authority that the purposes of an offender’s supervision are not being

served. Through the use of intermediate sanctioning, risk and need models that focus on problem-solving, and diversion strategies, community corrections agencies in Oregon are able to ensure only the most high-risk offenders are being revoked and re-incarcerated.

## Revocation Rates

2 <sup>nd</sup> Half 2016	1 <sup>st</sup> Half 2017	2 <sup>nd</sup> Half 2017	1 <sup>st</sup> Half 2018
8.2%	9.0%	8.1%	8.1%

## How Local Control Sentences Are Served (New Crimes and Revocations)

How Served	1/1/17	7/1/17	1/1/18	7/1/18
Jail	84.2%	81.1%	82.1%	83.8%
Restricted Community	13.1%	15.8%	14.2%	11.7%
Community	.8%	.7%	1.2%	1.2%
Other Criminal Justice Responses	1.9%	2.3%	2.5%	3.2%

**Restricted Community:** Electronic home detention; restitution/work center; or inpatient substance abuse treatment.

**Community:** Community service work; non-electronic house arrest; intensive supervision; or day reporting.

**Other:** Non-standard coding used, so unable to determine category.

## Average Length of Stay for Local Control Sentences (New Crimes and Revocations)

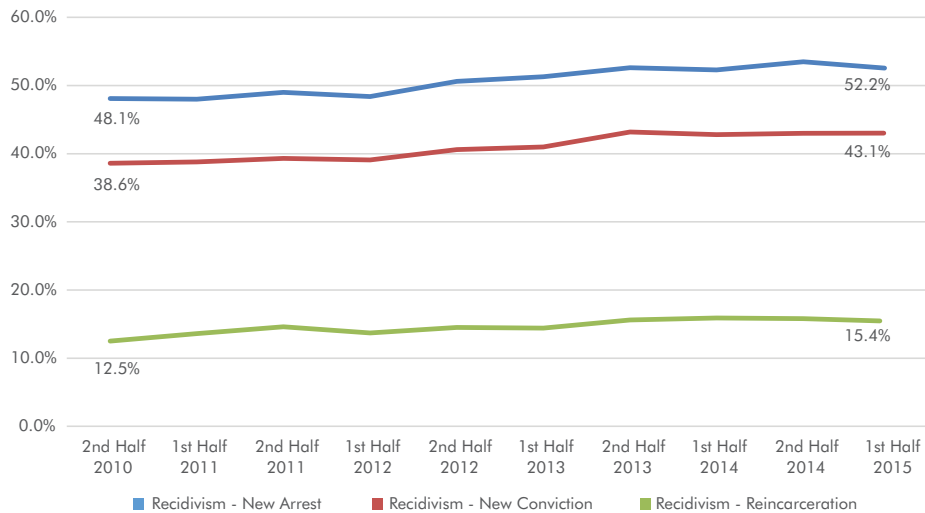
2 <sup>nd</sup> Half 2016	1 <sup>st</sup> Half 2017	2 <sup>nd</sup> Half 2017	1 <sup>st</sup> Half 2018
57 days	52 days	58 days	65 days

# Community Corrections Performance Measures

Central to the work of community corrections is the ability to accurately measure outcomes related to offenders on supervision. The primary outcome measure for consideration is recidivism, as the ultimate goal of any correctional system should be that no new crimes are committed while on supervision or upon completion of supervision.

## Recidivism:

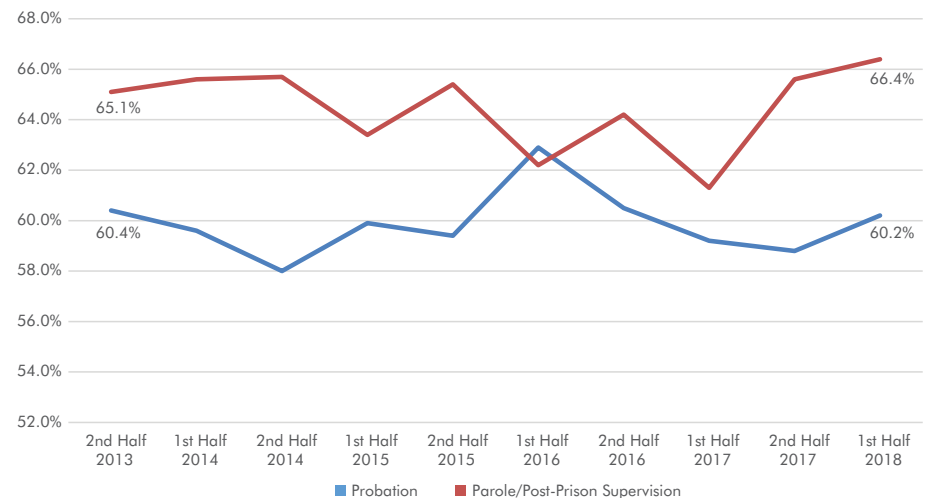
Reduce recidivism, as measured by arrest, conviction, or incarceration for a new crime within three years from initial admission to supervision. The most recent data available is for those offenders beginning probation or releasing from jail/prison to supervision in the first half of 2015.



There are also a number of other correlating measures of great importance, including successful completion of supervision, payment of restitution, completion of community service work, participation in treatment, and employment.

## Restitution/Compensatory Fine Collection and Community Service Work Completion:

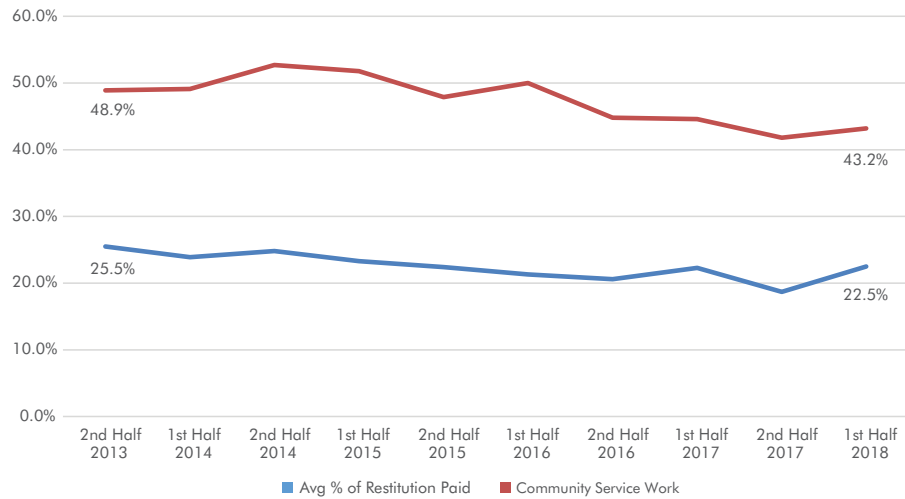
Increase the percentage of restitution/compensatory fines collected (that is owed to victims) and hours of community service provided by offenders at the time of supervision completion.





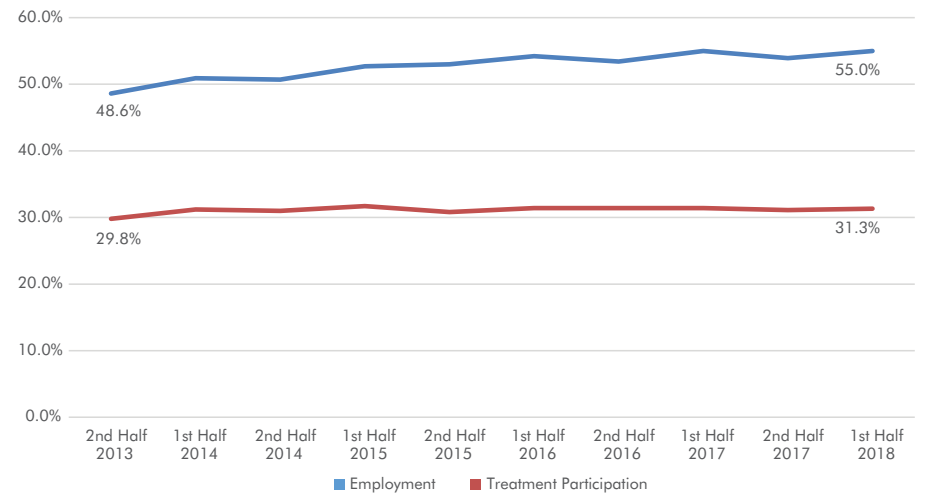
### Successful Completion:

Increase the percentage of positive case closures for offenders on supervision.



### Employment and Treatment Participation:

Increase the percentage of offenders that are employed or those participating in treatment while on supervision.





# Where Has the Time Gone?

## Oregon's 2017 Statewide Time Study

As with any profession, the work of offender supervision, sanctions, and services has evolved over time. In Oregon's case, the evolution has resulted in the state becoming one of the nation's leaders at embracing and applying evidence-based principles, practices, and tools to offender supervision. Of course, following the evidence requires willingness, even courage, to change direction, and in some cases abandon familiar longstanding practices in pursuit of better outcomes. New evidenced-based approaches to traditional practices such as offender assessment, case management and sanctioning mean that community corrections professionals are spending their time differently, a finding clearly demonstrated

in community corrections statewide time study results over the years.

Preparation and planning for the 2017 Statewide Time Study (STS) began in July of 2016. The purpose of the STS is to determine the amount of time required to manage offenders in the community. Case management work, which varies based on offender case type, is the responsibility of Parole/ Probation Officers (POs), PO Techs, Case Aides, and other community corrections staff in each of Oregon's 36 counties. The results of this intensive study are incorporated as the largest and most critical component of the statutorily required Actual Cost Study (ORS 423.486(1)) that is conducted every 6 years.



Successful completion of the 2017 STS required extensive collaboration between the Oregon Department of Corrections (DOC) and the Oregon Association of Community Corrections Directors. The 2017 STS planning and implementation workgroup was made up of 20 stakeholders representing 13 counties around the state and included Community Corrections Directors, PO Supervisors, and POs. DOC staff, tasked with coordinating the statewide effort, included members of the Research Unit who ensured randomized sample sizes were statically significant. The planning and implementation workgroup met monthly for over a year to plan for the most robust community corrections time study ever conducted in Oregon.

Although the STS Workgroup was careful to design the 2017 study in such a way that enabled comparison to previous studies (2006, 1993, et al.), the group also incorporated a number of process improvements in an effort to improve study accuracy. Improvements included:

- Offender-centric rather than PO-centric – A statistically significant sample of offender

cases were randomly selected in each of the categories studied by DOC's Research Unit. Previous time studies involved counties hand-picking POs whose caseloads were studied.

- Incorporated all case management work – The work of modern day offender case management is a collaborative effort between management, POs, PO Techs, Case Aides, and support staff. While not all tasks constitute case management work and therefore inclusion in the study, all stakeholders are responsible for individual pieces of the case management process.
- Use of electronic data tracking and collection – Time study data was collected and compiled electronically for the first time in 2017, significantly improving efficiency and data integrity. Previous studies involved the use of paper tracking instruments.
- Statewide, face-to-face training – Recognizing one of the keys to good data collection in a study of this size is clear and consistent instruction, a training group was



formed for the purpose of developing and delivering in-person training to over 700 community corrections staff statewide.

- Weekly troubleshooting – Weekly statewide phone meetings were held throughout the study for the purpose of staffing unforeseen questions or concerns and ensuring statewide consistency in the response.
- Painstaking data validation – Individual county data was compiled and reviewed by DOC before being distributed to each county on a weekly basis for additional review and correction.

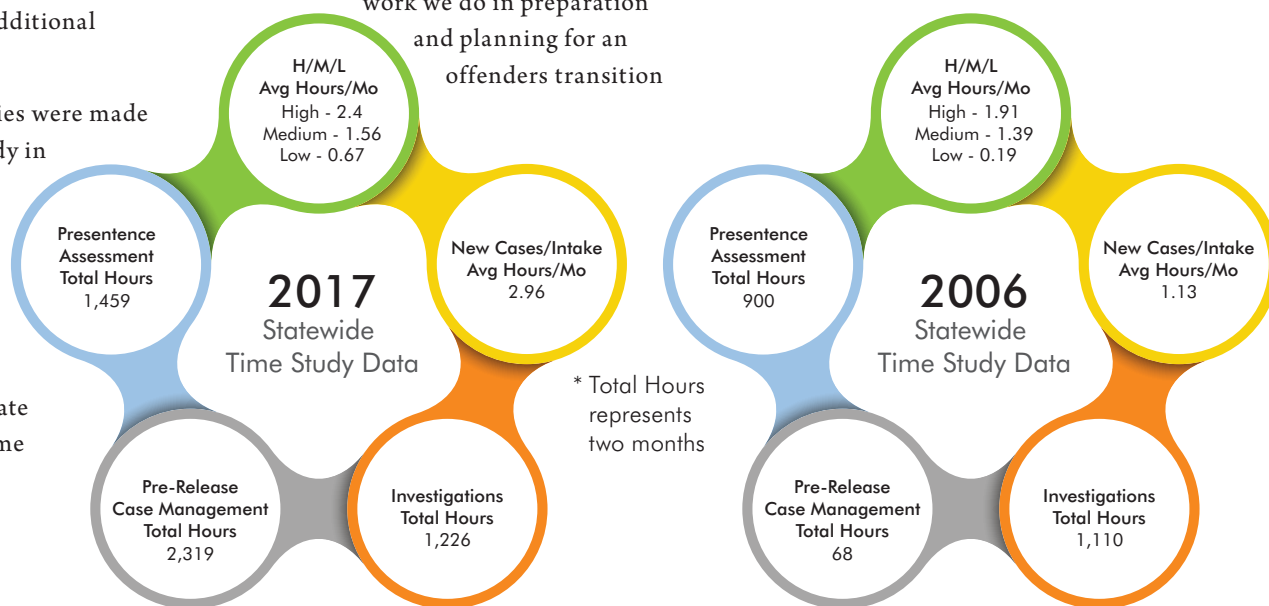
Almost 50k individual case entries were made statewide during the 9 week study in 2017. Individual State ID (SID) numbers for all offender cases involved in the study were monitored by DOC to ensure appropriate entries were made on a weekly basis. An incredible 92% weekly average data entry rate was achieved statewide, with some

counties reaching a 100% entry rate for all 9 weeks of the study. The coordinated efforts of community corrections staff around the state resulted in a time study that far exceeded the quality and accuracy of previous such studies in Oregon.

As we expected, the time necessary for effective offender case management has increased over time. The 2017 STS showed marked increases in all categories that were studied; the largest increase coming in the work we do in preparation and planning for an offenders transition

from incarceration back out to our local communities. This, undoubtedly, is a direct result of the great work being done by the Governor’s Re-entry Council as well as services provided by our community partners and other stakeholders.

DOC is very excited to have the opportunity to present Oregon’s time study process and outcomes to our peers around the nation at the American Parole and Probation Association’s Winter Training Institute in March 2019.



# 2018 Actual Cost Study



ORS 423.486 requires the Oregon Department of Corrections (DOC) to conduct a statewide study every six years to determine the actual costs of providing management, support services, supervision and sanctions for offenders described in ORS 423.478(2). Outcomes of this study, known as the Actual Cost Study (ACS), are used to reestablish baseline expectations of time required to manage community corrections cases of various types and reset rates used to determine the budgeted costs of managing the community corrections population for the next three biennia.

Successful completion of the 2018 ACS required more than a year of planning, active participation of community corrections partners in all 36 counties, and statewide coordination and leadership from DOC. The 2018 ACS Planning and Implementation Workgroup, made up of Community Corrections Directors, Parole & Probation Officers, and support staff representing ten county community corrections agencies, in addition to representatives of DOC's Community Corrections Division and Research Unit, began meeting in September 2016.

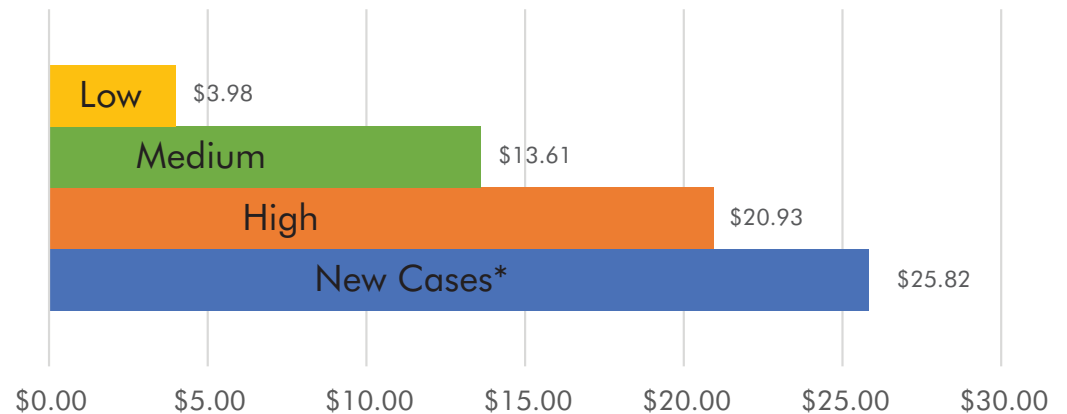
There are two components to an ACS: *time study*

and *financial study*. The *time study* component, completed in 2017, included tracking time spent managing a randomly selected group of offenders on supervision in each of Oregon's 36 counties for a period of nine weeks. The time study was broken out into five categories, capturing offenders involved in pre-sentence assessment, intake, high/medium/low supervision, investigation, and pre-release planning. Time was recorded electronically and reported to DOC on a weekly basis. Each county's data was then compiled by DOC and returned for validation before being used in the overall time study calculation.

The *financial study*, considerably less time-intensive than the time study, involved gathering and compiling Fiscal Year 2018 budget detail by funding source (state grant-in-aid, county general fund, grants, etc.) from all 36 county community corrections agencies. Costs were broken out into four categories: supervision, sanctions, services, and treatment.

The data and information gathered from these two components of the ACS were then used by DOC to establish the current actual cost to provide case management services to Oregon's more than 30,000 offenders on supervision.

### Current Actual Cost Per Supervision Level



\*New Cases are funded at this level for the first 60 days upon admission to supervision.



# Release LANe County - RLAN

## Investing in a Seamless Transition

In 2015, Lane County Parole and Probation, Sponsors Inc., Lane County Sheriff's Office, and Oregon Department of Corrections partnered to facilitate the release of individuals from prison 60-days prior to their short-term transitional leave (STTL) or their projected release date, whichever is sooner. Qualifying individuals transition to the Lane County Community Corrections Center/ Residential Reentry Center (CCC/RRC) where they are

still considered "in-custody."

While residing at the CCC/RRC, individuals report to

Sponsors Inc. daily to receive needed treatment services as identified via their required risk and

needs assessments.

This programming may include cognitive behavioral treatment, chemical dependency treatment, prosocial mentors, employment

readiness and other programming as required.

Persons successfully completing their 60 days at the CCC/RRC are guaranteed Sponsors Inc. transitional housing at the start of their Post-Prison Supervision. The program has been incredibly successful. As of October 2018, RLAN has screened 157 high to very high risk individuals into the program, consisting of 143 men and 14 women. With a total of 7 individuals failing to complete the program, RLAN carries a 95% success rate. In addition



to significantly jumpstarting treatment services for individuals releasing to the community, Lane County assists in reducing our statewide prison population. Outside of STTL, it is estimated that RLAN has saved the Department of Corrections over 9,000 prison days. Individuals completing the RLAN program appear much more adjusted and treatment ready at the start of their Post-Prison Supervision.

"RLAN carries a 95% success rate."





# Short-Term Transitional Leave

Short-Term Transitional Leave (STTL) is a program designed to provide adults in custody with transitional opportunities that promote successful reintegration into the community. STTL helps adults in custody secure housing, find employment, and become engaged with treatment prior to the beginning of their post-prison supervision. During STTL, offenders are given an opportunity to

become acquainted with their POs and to reintegrate with their support networks. Offenders are still under the jurisdiction of DOC while on STTL and may be returned to prison if they are found to be out of compliance with the rules and conditions of STTL.

STTL authorizes eligible adults a period of leave up to 120 days prior

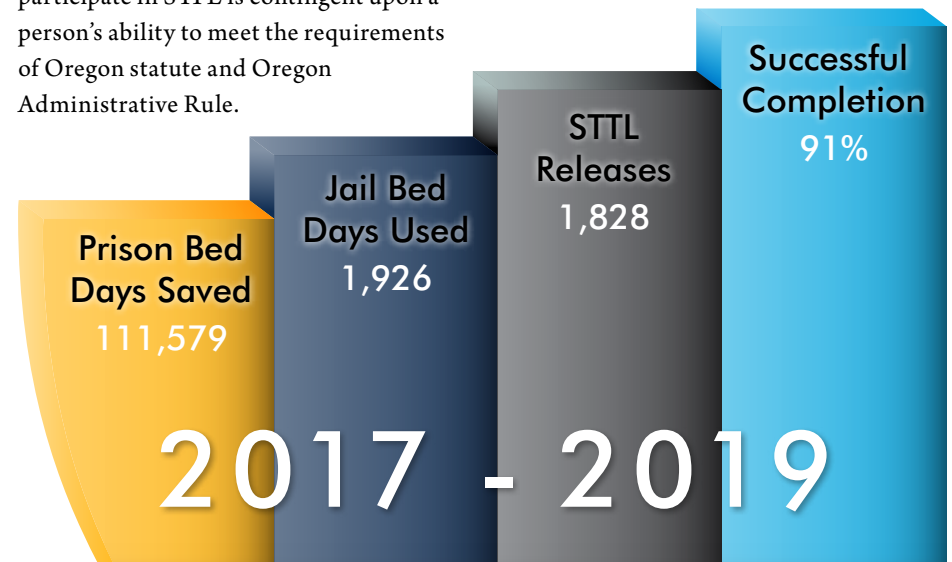
to their projected release date. What is referred to as STTL today is actually an expanded version that originally provided eligible adults in custody an opportunity to release up to 30 days early. Passage of the Justice Reinvestment Act (HB 3194) in July 2013 resulted in expanding the amount of potential leave from 30 to 90 days. Due to the overall success of the program; stemming from the low rate of STTL failures, cost savings to the State of Oregon, and the postponement of additional prison construction; the program was again expanded in 2018 to 120 days through the passage of House Bill 3078.

Eligible adults in custody who were sentenced prior to August 1, 2013, may receive up to 30 days transitional leave; those sentenced on or after August 1, 2013 may receive up to 90 days; and those sentenced on or after January 1, 2018 may receive up to 120 days. Eligibility to participate in STTL is contingent upon a person's ability to meet the requirements of Oregon statute and Oregon Administrative Rule.

The Short-Term Transitional Leave program recently reached the milestone of bed-savings amounting to 1,000 years. STTL continues to have a high degree of success, with 92% of participants completing the program. Additionally, the Oregon Criminal Justice Commission has conducted a recidivism study

**"The Short-Term Transitional Leave program recently reached the milestone of bed-savings amounting to 1,000 years."**

which showed that STTL offenders have a statistically significant lower recidivism rate than matched pairs who did not receive STTL. This speaks to the thoughtful work being done by the institutions and by the county community corrections agencies in identifying appropriate program participants.





## Women's Risk Needs Assessment (WRNA)

The Oregon Department of Corrections (DOC) and our partner community corrections agencies adopted the Women's Risk Needs Assessment (WRNA) a little over two years ago. Since implementation, the tool has been automated and DOC has conducted various train-the-trainer trainings and provided training opportunities to

several hundred community corrections staff.

While the training of staff will continue to be an ongoing process, the vast majority of community corrections staff are currently utilizing the tool. In the near future the DOC, in collaboration with the Criminal Justice Commission, will conduct a norming process to formally set Oregon cutoffs

for the instrument. However, the utilization of the tool has already led to changes in how women are supervised, what interventions look like, and the role of community corrections staff in working with female offenders. The WRNA is an integral building block in the community's continuing drive to reduce female recidivism and incarceration.



# Jackson County Community Justice

## FSAPP PO Receives DOC Award

Tira Hubbard, Jackson County Community Justice Senior Deputy Parole/Probation Officer, was nominated for, and received the Oregon Department of Corrections Community Corrections Outstanding Services Award.

Tira was nominated based on her outstanding work with the Family Sentencing Alternative Pilot Program. Since taking on the role of the FSAPP PO, Tira has designed a supervision and management strategy which includes close collaboration with DHS and local treatment agencies. Tira was an early adopter of a model of supervision emphasizing community contacts with her caseload and their children. As a result of this model, Tira has significantly reduced the rate of abscond from supervision while, at the same time, creating an atmosphere of trust and rapport building with at-risk families. Tira realized early that treatment

services in Jackson County were not gender specific and has championed the adoption of gender specific curriculums and a trauma informed approach. Tira volunteered to become a trainer in the Women's Risk Needs Assessment (WRNA) and has travelled the state training staff on its implementation. Tira has also represented community corrections on several occasions with the Oregon Legislature and has been a consistent champion for justice involved women.

Tira is an outstanding PO and an example of what can be accomplished with passion and perseverance





# Family Sentencing Alternative Pilot Program

House Bill 3503 (2015) established the Family Sentencing Alternative Pilot Program (FSAPP) in partnership with a variety of stakeholders, including DOC, the Department of Human Services, county community corrections agencies, and circuit courts. The five counties participating in the pilot are Deschutes, Jackson, Marion, Multnomah, and Washington. FSAPP is a community-based program in which eligible non-violent primary parents facing prison sentences are able to continue their parenting role by being diverted from

prison. This collaborative effort promotes the reunification of families, prevents children from entering the foster care system, and reduces the chances offenders and their children will become involved in the criminal justice system in the future.

In addition to more intensive supervision, FSAPP participants receive a variety of services and support geared toward parenting and families. POs are actively engaged in skill building with parents in areas such as budgeting, cooking healthy

meals, and the creation of reading schedules and chore charts for their children. Offenders and their children participate in interactive family craft nights, educational field trips, family hikes, and more. A number of partnerships have also been developed between pilot counties and local non-profit organizations resulting in access to cognitive and parenting programs such as *Parenting Inside Out*, *Caring Dads*, and *Moving On*. Some of the pilot counties have been able to establish transitional houses specifically for FSAPP mothers and their children.

**Total Program Participants**

**154**

**Current Participants**

**93**

**Successful Completions**

**36**

## Earned Discharge



Earned discharge, as established by HB 3194, allows for the termination of an offender's felony probation or local control post-prison supervision for compliance with the conditions of their supervision. The maximum reduction earned may not exceed 50 percent of the period of supervision imposed and may not be used to shorten

the period of supervision to less than six months. This provision became effective when rules were adopted in May 2014 and applies to anyone sentenced to felony probation or a local control sentence on or after August 1, 2013.

**3,828**  
Earned Discharges

**95%**  
Offenders with no new misdemeanor or felony convictions



## Evidence-Based Programs in Community Corrections

Since 2005, the DOC Community Corrections Division has been tasked with evaluating program compliance with Evidence Based Practices (EBP). To date, several hundred assessments have been conducted on different types of programs, ranging from sex offender to alcohol and drug. The evaluation process utilizes the Correctional Program Checklist

(CPC) and involves on-site interviews, reviews, and follow up. Progress has been made in multiple areas, including significant movement in the utilization of the Principles of Effective Intervention: the right person (Risk), in the right kind of program (Need), delivered in an evidenced based way (Responsivity). Progress has also been made in the utilization of

evidence-based curriculums with fidelity. The DOC continues to work collaboratively with its community partners to make available quality services to meet the needs of the ever changing populations that we serve.





# Josephine County Community Corrections

## Improving Work with Justice Involved Women

Female prison usage is growing at an alarming rate nationally, statewide, and locally in Southern Oregon. Public safety leadership in Josephine County has studied local trends regarding female convictions and sentences, and is working collaboratively to implement a number of programs and services specific to justice-involved women.

Efforts are not only aimed at reducing female prison usage, but bringing meaningful, gender informed help to a population showing significant risk to recidivate.

One example of Josephine County's efforts in this area include the creation and implementation of Defendant Assessment Reports. These reports, based in part on the Women's Risk Needs Assessment (WRNA), provide courts and attorneys with comprehensive evidence-based recommendations regarding individual sentences, including the use of downward dispositional departures when appropriate. Following sentencing, Josephine County Parole & Probation Officers utilize the principles of trauma-informed care and the results of female specific risk assessments to

generate realistic and effective case plans. To ensure continuity throughout delivery of services, all supervising personnel were provided with appropriate training in the effective use of these research-backed practices and tools. Female specific caseloads and cognitive behavioral therapy were also incorporated in an effort to ensure proper treatment dosage and discern how best to navigate client trauma and resulting consequences, and other barriers to rehabilitation.

In October 2018, Josephine County also began its first Secure Treatment program

specifically designed to serve female offenders. This program includes delivery of cognitive behavioral therapy and the use of Carey Guides for a population who otherwise were not receiving treatment in jail. Female transitional housing for those releasing from secure treatment also became available in October 2018.

It is the hope of Southern Oregon public safety officials that these female specific programs and services will help reduce prison usage, likelihood of recidivism, and help justice-involved women make the changes necessary for success.



## Evidence-Based Structured Sanctions Grid

ORS 137.595 requires the Department of Corrections to “...establish a system of structured, intermediate probation violation sanctions that may be imposed...” Since the imposition of structured sanctions in 1993, the department has periodically revised the structured sanctions grid to match local resources and evidence based practices in sanctioning offenders.

This last year, the department, in collaboration with the Bureau of Justice Assistance, Board of

Parole and Post-Prison Supervision, Criminal Justice Commission, and local community corrections agencies, implemented a new sanctions grid that supports the concepts described above. It is the desire of the DOC, that the new grid will ensure counties utilize a broad range of responses to violations, reserving jail, which is the most expensive and restrictive option, for those who present the greatest risk to the community.

In addition, an Incentive Grid was created

to recognize positive behavior and accomplishments in a more systematic and consistent manner. This is in line with national best practices which supports a 4:1 ratio of positive reinforcement to corrective action. Moving forward, the DOC hopes to be able to capture the use of incentives and the impact on successful completion of supervision. To do this, the DOC will need a modern IT system, designed for today's case management strategies and practices.





# Interstate Compact for Adult Offender Supervision

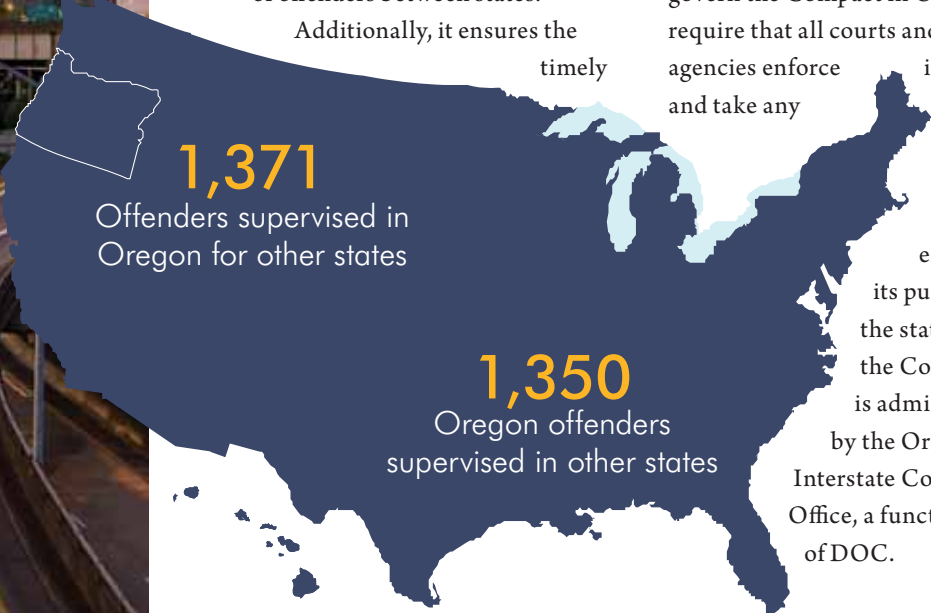
The Interstate Compact for Adult Offender Supervision (ICAOS) regulates the movement and transfer of community supervision of offenders between states.

Additionally, it ensures the timely

notification to victims and jurisdictions where offenders are authorized to travel and relocate. ORS 144.600 and OAR 291-180 govern the Compact in Oregon and require that all courts and executive agencies enforce its rules and take any

The Interstate Commission on Adult Offender Supervision (Commission) is a quasi-governmental administrative body created by the ICAOS to oversee the operations of the Compact nationally, enforce its provisions on the member states, and resolve any disputes that may arise between states.

The Commission is represented by all 50 states, Washington D.C., Puerto Rico, and the U.S. Virgin Islands. As a member state, Oregon receives yearly audits conducted by the Commission to ensure its compliance to the national standards. During the 2017-19 biennium, Oregon passed both of its annual audits.



**1,371**  
Offenders supervised in Oregon for other states

**1,350**  
Oregon offenders supervised in other states

and all necessary actions to effectuate its purposes. At the state level, the Compact is administered by the Oregon Interstate Compact Office, a functional unit of DOC.

## Oregon ICAOS Commissioner Selected to Lead National Organization



At the October 2018 ICAOS Annual Business Meeting, Oregon's ICAOS Commissioner, Jeremiah Stromberg, was chosen from amongst his peers as the newest Chair of the ICAOS Executive Committee. This is a first for both Oregon and the West Region States.





# Justice Reinvestment

Oregon's Justice Reinvestment Initiative (JRI) is in its fifth year of operation. In July 2013, the Oregon Legislature passed HB 3194, known as the Justice Reinvestment Act, in response to a nearly 50 percent increase in Oregon's rate of incarceration between 2000 and 2010. Justice Reinvestment is an approach to spending resources more effectively and has been implemented, in different versions, in more than 30 states. In Oregon, the goals of the program are to (1) decrease prison use, (2) reduce recidivism, (3) increase public safety, and (4) hold offenders accountable. The program depends on funding for county Justice Reinvestment programs every biennium in order to operate.

Oregon's Justice Reinvestment Program is currently composed of two grant programs (the Formula Grant and the Supplemental Grant, discussed below), Short-Term Transitional Leave, and some minor sentencing changes. The 2016 Task Force on Public Safety's report to the legislature reviewed the impact of the Grant Program, Short-Term Transitional Leave, and the sentencing changes from HB 3194 in great detail and can be found on the Criminal Justice Commission's (CJC) website.<sup>1</sup> This report was updated in September 2018.<sup>2</sup>

## Grants Program

In the 2013-15 biennium, \$15 million was distributed among all 36 counties to begin their

Justice Reinvestment programs. For the 2015-17

biennium, the Grants Program was funded in the amount of \$38.7 million. In the 2017-19 biennium, the Grants Program was funded at \$40.1 million, and an additional grant program was created in HB 3078. HB 3078 set aside \$7 million in supplemental grant funding for counties to be used for downward departure prison diversion programs as part of the greater Justice Reinvestment Program. For clarity, this \$7 million grant became known as the Supplemental Grant, and the \$40.1 million original grant became known as the Formula Grant. Twelve counties received the Supplemental Grant to create or enhance downward departure prison diversion programs.

Counties spend their Justice Reinvestment Grant funds

<sup>1</sup><https://www.oregon.gov/cjc/Documents/TaskForceonPublicSafetyJusticeReinvestmentReporttotheLegislature.pdf>

<sup>2</sup>[https://www.oregon.gov/cjc/justicereinvestment/Documents/psff/2018\\_09\\_15\\_PublicSafetyTaskForceReport.pdf](https://www.oregon.gov/cjc/justicereinvestment/Documents/psff/2018_09_15_PublicSafetyTaskForceReport.pdf)

Oregon Male Prison Population Forecasts Showing Impacts of HB 3194 and HB 3078

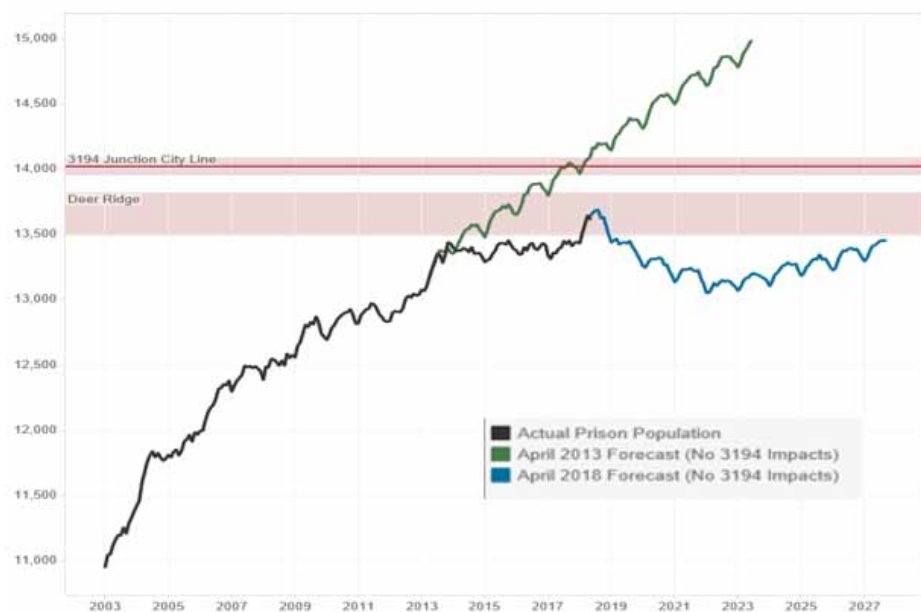


Figure 1

on a wide variety of treatment, personnel, supervision and sanction options as well as other materials and services. For both the Formula and Supplemental Grants, 10 percent of the grant funds are reserved for the funding of crime victims’ services. The CJC tracks how counties spend these funds for both the Formula and Supplemental Grants and the 10-percent reserved for crime victims’ services on the CJC website.<sup>3</sup>

Up to three percent of the Justice Reinvestment Grant funds may be used to study county programs. There are currently eight studies underway through CJC which are funded by Grants Program funds in the 2015-17 and 2017-19 biennia.

In figure 1, the green line represents the April 2013

Male Prison Population Forecast, before the Justice Reinvestment Act was passed. The black line is the actual prison population up to the writing of this report. The blue line is the most recent Male Prison Population Forecast, from April 2018. The April 2018 Forecast includes projected prison bed savings from HB 3194 and HB 3078. The red horizontal line represents the point at which Oregon will need a new Junction City facility to be built and operational.

In figure 2, the green line represents the April 2013 Female Prison Population Forecast, before the Justice Reinvestment Act was passed. The black line is the actual prison population up to the writing of this report. The blue line is the most recent Female Prison Population

Oregon Female Prison Population Forecasts Showing Impacts of HB 3194 and HB 3078



Figure 2

Forecast, from April 2018. The April 2018 Forecast includes projected prison bed savings from HB 3194 and HB 3078. The red dotted horizontal line represents the point at which Oregon will be over capacity at the single female prison facility currently in use in Oregon, Coffee Creek.

CJC tracks prison-use by county for property, drug, and driving crimes as part of administering the Justice Reinvestment Grants Program as well as recidivism and reported crime. This data is available on CJC’s website in the form of data dashboards.

<sup>3</sup><https://www.oregon.gov/cjc/data/Pages/jri.aspx>





# Lane County Parole and Probation Health and Wellness Initiative

In 2015, Lane County Parole & Probation integrated an optional physical fitness training program into their recurrent in-service training schedule for sworn officers. This fitness and conditioning program was created to bridge a fitness training gap that existed between the basic academy and the field, and utilizes research-based exercise techniques in an effort to contribute to improved employee health and wellness. Fitness classes are typically held multiple times a month in local gym facilities or outdoor spaces, weather permitting. In 2017, instructors from Lane County Parole & Probation were selected to present information and data collected from the fitness program at the American Parole and Probation Association annual institute in New York City. Lane County Parole & Probation's fitness program continues to operate today as a component of the agency's Survival Skills training curriculum.

The implementation and operation of Lane County Parole & Probation's fitness program happened to coincide with numerous county-wide health and wellness programs launched following Lane County's transition to a self-funded employee health care program. It was revealed at the Fitbit Captivate conference in Chicago in September of 2018 that Lane County had been named the 40th healthiest employer in the United States, and the 3rd healthiest government entity, as a direct result of organization-wide wellness efforts and programs.

To further increase the overall health of staff, performance, productivity, and alignment with ongoing county-wide wellness initiatives, Lane County Parole and Probation announced to their staff in October of 2018 the details of a planned rollout of the following evidence-based health and wellness education and training components:

- Self-regulated breathing techniques that are proven to reduce heart rate and contribute to stress regulation
- Nutrition concepts to improve wellness and ensure that officers are properly fueling their bodies for a potential use-of-force encounter that may or may not occur within their scheduled shift
- Mindfulness
- Sleep maximization
- Elements of sports psychology that have been proven to work in athletics and correlate to an officer's performance of certain physical tasks
- Injury prevention

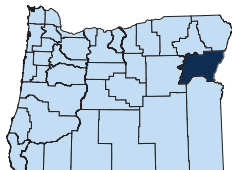
In addition to announcing these future training topics, the department is currently having preliminary discussions around steps that can be taken to build a larger culture of health and wellness within the organization, with a goal of establishing these concepts as core agency values for the foreseeable future.



# Community Corrections County News

## Baker County

Director: Undersheriff Jef VanArsdall  
Number of Staff: 5.5



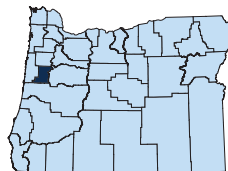
The Baker County Sheriff's Office Parole and Probation Division implemented a community service work crew program in 2017 for offenders placed on supervision. At that time, crews were supervised by either a corrections deputy or a probation deputy, depending on availability. In 2018, a .5 FTE work crew supervisor was hired to lead the program. This position handles administrative duties related to the program, such as submitting completion forms and data entry, as well as providing oversight while in the field. The program has garnered positive reactions throughout the community of Baker City, as well as outlying areas, as citizens are seeing the benefit of the work being done. Community service projects have included: setting up for the annual Easter egg hunt, highway litter patrol, building playground equipment for an elementary school, and sidewalk landscape maintenance.

Not only has this program beautified the community, but it has also built and enhanced existing relationships with local businesses. Baker Sanitary Service agreed to allow crews to dispose of garbage collected, free of charge, and also donated a portable toilet to be used at work sites. D&B Supply offered a significant discount to the program for the purchase of a trailer and two string trimmers.

Operating a community service work crew within the Parole and Probation Division has been a benefit to offenders by simplifying the process and offering them the opportunity to complete their community service hours by reporting to one location.

## Benton County

Director: Capt. Justin Carley  
Number of Staff: 13.3



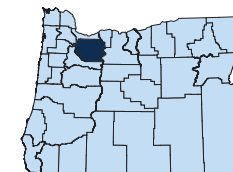
We are fortunate to have a professional staff of Parole & Probation Officers (PO's) in the Benton County Sheriff's Office. They play many different roles in our community, ranging from a law enforcement role to a counselor role. PO's respect the worth and dignity of all individuals while holding offenders accountable for their behavior. Our PO's use a validated risk assessment tool to address offender risk and need. They prioritize limited resources based on the highest risk to the community and use evidence-based programs and community partnerships to make the most effective use of our resources. They provide the supervision, guidance, and accountability each offender needs to be successful.

Benton County Community Corrections continues to operate the Transition Program, which is designed to enhance public safety through effective transitioning of offenders from state and local custody to the community. Our Transition Team is responsible

for identifying all persons incarcerated in Oregon Department of Corrections institutions, including structured transitional leave programs, who are scheduled to be released to Benton County on parole or post-prison supervision. The Transition Team facilitates a reach-in process that consists of targeted client interaction to prepare releasing inmates from state prisons for long term and productive life change in the community. One of the purposes is to engage offenders prior to release and provide them with realistic information pertaining to the various facets of re-entry into the community. Participants in the reach-in process are educated on evidence-based principles related to risk assessments, available services and other community resources.

## Clackamas County

Director: Cpt. Jenna Morrison  
Number of Staff: 106



During the 2017-2019 biennium, Clackamas County Community Corrections (CCCC) was awarded a JRI grant which allowed for an increase in the number of treatment beds at the Corrections Substance Abuse Program (CSAP), from 24 to 34 beds for women and from 32 to 50 beds for men. A partnership with local public health allowed for a pilot program, integrating the use of Vivitrol in combination with the CSAP program. The one year recidivism data for graduates of CSAP is 85.71% for men and 100% for women.

Recidivism is measured by no arrest for a new crime within twelve months of graduating CSAP. This grant has also helped to continue to utilize a 10-bed dorm for our Short Term Transitional Leave population.

In February 2018, CCCC opened Pretrial Services, which was also funded by the JRI grant. This program assesses adults in custody, providing the courts with information related to risk of failure to appear and public safety risk. It aides the courts in release decisions, reducing forced releases, increasing court appearances, and public safety. From February through June 2018, 1,167 individuals have been screened for Pretrial Services, of which 34% were released to pretrial, with an 89% appearance rate, 91% reporting rate, 98.23% safety rate, and a 68.01% success rate.

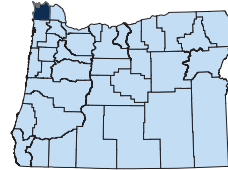
The Transition Center continues to provide justice involved individuals or those at risk with community resources. The Transition Center has begun providing Narcan to individuals that are at a high risk for overdosing.

The Community Service Program continues to offer an opportunity for justice involved clients to give back to the community. Most recently, the program is taking aim at graffiti removal within the county to discourage repeat vandalism.

The Victim Services Program provides outreach, support, safety planning, advocacy and victim notification services to survivors and victims of crime.

## Clatsop County

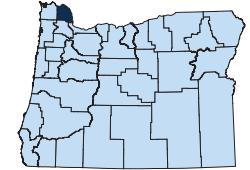
Director: Lt. Kristin Hanthorn  
Number of Staff: 11



Clatsop County supervises over 430 felony and misdemeanor offenders placed on parole, post-prison supervision, probation and offenders serving sentences in the custody of the Local Supervisory Authority. Clatsop County Parole and Probation is a division of the Clatsop County Sheriff's Office. Our greatest asset is our dedicated staff. Over the next year, Clatsop County will be training and implementing the Effective Practices in Community Supervision (EPICS) Model. The EPICS model helps translate the risk, needs, and responsivity principles into practice. Our Parole and Probation Officers (PO's) will be taught how to increase dosage to higher risk offenders, stay focused on criminogenic needs, especially the thought-behavior link, and to use a social learning, cognitive behavioral approach to their interactions with their offenders. We are transitioning staff from a referee mindset, where the PO reacts to and reports violations to a 'coaching' mindset. Our staff will spend more time teaching offenders how to do the things they don't know how to do. Clatsop County is dedicated to proving our staff with the knowledge and training necessary to implement best practices which, it is our hope, will improve our outcomes.

## Columbia County

Director: Janet Evans  
Number of Staff: 17

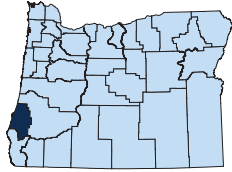


The Columbia County Department of Community Justice uses an evidence-based model in coordination with the continuum of criminal justice agencies. Columbia County's Justice Reinvestment Initiative (JRI) program is a collaboration between probation, pretrial, the District Attorney's Office, the Sheriff's office, courts, and treatment. The goal of the JRI program is to assess individuals, utilize case planning that targets risk to re-offend, and align appropriate services in an effort to ensure community safety.

The JRI collaborative relationship is unique. Each potential case is assessed, screened, and monitored in a team format. Additionally, in-house treatment is providing cognitive classes with a mindfulness component that encourages clients to address issues at a deeper, more personal level. The goal is to effectuate permanent change, not change just while in the program.

## Coos County

Director: Mike Crim  
Number of Staff: 18



Through a grant from the Criminal Justice Commission, Coos County chose to add a Deputy District Attorney (DDA) to work with the team. We view the embedded prosecutor model as an innovative approach and we are the first in Oregon to add this important position. Having a DDA in the office has been highly successful and we view the embedded prosecutor model as a best practice for community corrections.

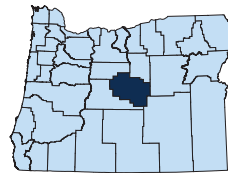
While we have had some challenges, including offenders that do not engage in positive change, we have witnessed significant turn-arounds in offenders' lives. We have been there to encourage offenders and celebrate their successes. For example, a recent graduate of the Justice Reinvestment Initiative (JRI) program is a young man who got off to a rough start on his program. He was a heroin addict in a very toxic relationship with his wife, the mother of his four children. At the time he absconded supervision to New Mexico, he was testing positive for numerous controlled substances and was associating with other addicts. After being in New Mexico for a year and divorcing his wife, he learned that his children were in DHS custody and returned to Oregon to turn himself in. The Probation Officer recommended revocation of this individual's probation and that he serve a prison sentence. The offender convinced the judge that he had changed and deserved another chance. The offender

came out of court with a new and positive attitude. He went into residential treatment, followed by outpatient treatment. He resided at Bay Area First Step (BAFS), a local clean and sober living environment. He obtained the assistance of a BAFS peer mentor and became actively involved with Child Services, participating in all of their requirements. Eventually, he got a job, moved to an Oxford House, had his children returned to him, and arranged for childcare. He developed a good support system which included his children's foster parents. He is now off of supervision, has obtained a new job with good pay and benefits, and has been able to move into his own place with his four children.

In early 2018, we implemented a Treatment Transition Program that focuses on Measure 57 and JRI offenders. The 9 to 12 month incentive and reward program consists of a treatment transition team that reviews each offender every two weeks. The program can be extended up to 12 months, if additional time is needed for the individual to make progress.

## Crook County

Director: Brett Lind  
Number of Staff: 8



Crook County Community Corrections is located in the center of the state, in Prineville, Oregon, and is a division of the Crook County Sheriff's Office under Sheriff John Gautney. The Division consists of the Director who supervises a staff of four certified Parole and Probation Deputies, a Parole and Probation

Technician, and a Community Service Supervisor. It is the mission of the Community Corrections Division to enhance public safety and ensure public confidence in the local corrections system. At any given time, the Division supervises approximately 230-250 cases. The Division supervises felony probation cases, Board Parole and Post-Prison cases, and Local Control Post-Prison cases. The only misdemeanor cases being supervised by the Division are misdemeanor drug sentences and sex offenders. The remaining cases range from felony Driving While Suspended to Murder. The length of supervision for an offender can range from six months to life.

The Division runs a successful work crew program which provides services to the Crook County community ranging from daily county road cleanup services to clearing and removing brush in the flood control district in order to decrease the chances of summer wildfires.

The Division currently supervises two specialized caseloads. The first supervises sex offenders and domestic violence offenders. The second supervises a very successful Drug Court program in addition to supervising all downward departure cases and Short-Term Transitional Leave cases.

Future plans for the Division are to staff a full-time Parole and Probation Deputy who will be dual certified at the new Crook County Jail, slated to open in late-spring 2019. This Deputy will assist offenders in custody by running cognitive skills programs, assisting with job skills, and working towards a smoother transition for offenders returning to the community from custody. In addition, there are plans to establish a Mental Health Program in conjunction with the Court. This program will work with participants from initial

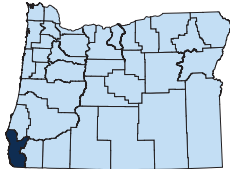


incarceration to transition back to the community in an effort to decrease recidivism. The program will also involve establishing sober-living houses for both male and female offenders and a transition house program for every level of supervision.

Crook County Community Corrections staff will continue to pursue the restoration of losses to victims and communities. Community Corrections will also continue to provide effective services, sanctions, and supervision to help offenders become law-abiding citizens. As an active partner with our local law enforcement agencies, courts, and district attorney's office, Community Corrections is committed to actively participate with the community in providing creative public safety strategies and strive to reduce recidivism.

## Curry County

Director: Sgt. Dave Denney  
Number of Staff: 4



With a staff of four, Curry County Parole & Probation supervises, on average, 155 offenders in addition to 25 individuals on deferred sentences; 42% of those offenders are classified at high or medium risk to recidivate. Our agency also assists our Circuit Court in the monitoring of individuals ordered to complete community service.

The JRI grant has helped Curry County Parole and Probation partner with Columbia Care, a business that helps individuals become self-sufficient through rental

assistance programs, peer support, and supported employment. Since January, we have been able to provide housing assistance for four (a fifth is currently going through the application process) medium to high risk offenders who would otherwise be homeless. Of the participants in this program, one high risk offender was able to re-unite with his minor daughter who was in the custody of DHS. Another high risk individual has remained off the streets and was able to obtain and keep a full-time job.

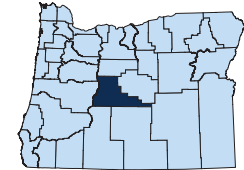
The JRI has also continued to fund the operation of the cognitive behavioral change program, Thinking for Change (T4C), which targets our medium and high risk individuals. Since the first class of four graduated in September 2017, the six-month long program has graduated another two classes and six students. Of all those who have graduated, none have been arrested for a new crime.

Curry County Parole and Probation was approved to assist with a resource center in the community. Our office will partner with a number of local service providers. The center will provide OHP assisters, SNAP applications, medical care, and vocational rehabilitation to provide access to employment services. Curry Public Transit Inc. and Accurate Taxi will be used for transportation services. Curry County's Peer Advisory Council will provide street outreach and support services for people experiencing homelessness, addiction, and behavioral health needs.

Looking forward, we are excited to be launching an evidence-based parenting class. We anticipate that this program will be successful and hope to eventually offer this three-month long program to parents not in the criminal justice system.

## Deschutes County

Director: Ken Hales  
Number of Staff: 37.75

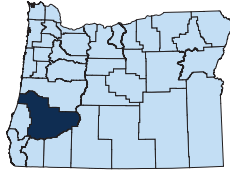


Deschutes County Adult Parole and Probation Division's mission statement is "To protect the public, repair harm, hold offenders accountable and facilitate pro-social thinking." The County has 23 parole and probation officers on staff along with three field supervisors, at four locations. It also has 3.75 FTE parole and probation specialists who deliver programming and assessment work and 5 FTE administrative support staff who provide data entry and customer service work. The division has several specialized caseloads that include the Deschutes County Family Drug Court program, a mental health caseload, a reduced supervision caseload, sex offender and domestic violence caseloads, street crimes caseloads, JRI and Family Sentencing Alternative Program caseloads, and a Measure 57 caseload.

Deschutes' focus for the 17-19 Biennium has continued to be its work with the JRI population to affect JRI outcomes. The division has instituted a Risk Assessment Unit to provide assessments in a timely manner to all intakes, as a precursor to evidence-based supervision practices. The division also has begun offering gender specific cognitive curriculum, Moving On, for its female population. The division continues to maintain sex offender and domestic violence caseloads where a mix of offender treatment and accountability are kept at the forefront of case management.

## Douglas County

Director: Joe Garcia  
Number of Staff: 27



Douglas County Community Corrections (DCCC) operates under the Oregon Department of Corrections (ODOC). In keeping with our department's shared vision, "Destination 2026", DCCC has focused its energy and efforts in three of the five essentials areas of Destination 2026: Strength (Employee Wellness), Protect (Corrections Outcomes), and Serve (Re-Entry & Supervision).

During the 2017-2019 biennium, DCCC opened a 5,400 sq. ft. facility, referred to as our "Wellness Center". Half of the Wellness Center will be devoted to improving Corrections Outcomes and Re-Entry & Supervision success by creating and expanding programs and services for our offenders. DCCC provides Moral Reconciliation Therapy (MRT) gender specific groups. MRT provides systematic treatment strategies through cognitive-behavioral approaches in order to reduce recidivism.

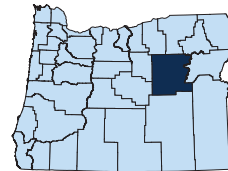
The Wellness Center will also provide additional office space for our staff to deliver additional services to our offender population, such as employment, life skills, parenting and other pro-social classes. DCCC has also invested in second-chance employment opportunities for its population. Douglas County hosted an Oregon 2nd Chance Tour that was sponsored by Dave's Killer Bread Foundation, Oregon Department of Corrections, and the Oregon Judicial Department.

The goal of the tour was to increase awareness, identify barriers, and develop solutions to increase 2nd chance employment opportunities for the justice-involved population. DCCC has also partnered with Umpqua Training & Employment and several local transportation businesses to create a mentorship/scholarship opportunity for offenders to attend Umpqua Community Colleges Truck Driving School. Upon successful completion of the program, offenders will have the opportunity to be employed with the transportation company that sponsored their education.

DCCC is committed to developing ways to help cultivate a workforce with healthy minds and bodies, while striving for all employees to be well in eight dimensions. Keeping that goal in mind, the second half of the Wellness Center is devoted to employee health and wellness and provides staff with a training and physical fitness facility.

## Grant County

Director: Todd McKinley  
Number of Staff: 4



During the 2017-2019 biennium, the Grant County Community Corrections office was fortunate to be awarded funding through the Justice Reinvestment Initiative (JRI) program. These funds have given our local victim centered non-profit, Heart of Grant County, the ability to provide housing and transportation to victims in need in this remote and limited service area. These funds have helped many

victims of crime by giving them the support and voice they need at their most trying of times.

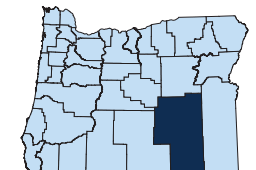
We were also able to fund a position that provides in-house Moral Reconciliation Therapy (MRT) to our justice-involved individuals, providing an additional tool for our judges to use at sentencing. This position also serves as our Community Service Coordinator, resulting in a labor pool that helps, in a very public way, clean up roadways and assist other non-profits in the area with much needed assistance.

Historically, Grant County has lacked transitional housing. Through the utilization of the JRI funding, Grant County was able to acquire a rental. This rental has saved thousands of dollars that would have otherwise been used for various motel room stays. With the need for housing so prevalent, and being an identified limiting factor for success in our geographical area, transitional housing will remain a priority for this office.

With continued funding and other options to explore, Grant County Community Corrections will continue to provide tailored services to justice-involved individuals in our area. We strive to make Oregon a safe place and will do our part to achieve that here in Grant County.

## Harney County

Director: Lodi Presley  
Number of Staff: 4



For Harney County Community Corrections, the 2017-

2019 biennium has been a continuation of big changes that were made in the 2015-2017 biennium. Harney County had been without a Director for some time and did not have clerical staff. These two positions were added in 2015. Programs that were added in the previous biennium include employment support, electronic monitoring, and transitional housing.

JRI funding was used to purchase, furnish, and begin utilizing transitional housing which has made a significant impact on offenders in our community. To date, 14 offenders have entered the Transitional Housing Program (two entered the program twice and five were terminated due to overall lack of compliance/continued substance use/absconding). Of the 14 offenders, 10 had jobs as they transitioned into their own places. The next step for this biennium is to get our Reentry program off the ground which will be happening very soon.

Employment support was added as a program to help offenders eliminate barriers to employment. This includes obtaining a valid ID/driver's license, a GED, appropriate clothing for interviews or job specific clothing, and any other employment related needs.

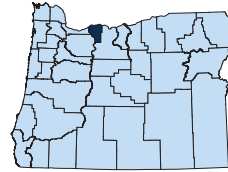
Electronic monitoring has been used regularly both as a sanction and as pretrial release in lieu of jail. The pretrial use has been very beneficial and successful so far. It is also helping to free up jail space that had been mostly overcrowded due to pretrial inmates. Electronic monitoring as a sanction has also been beneficial as it has allowed offenders to continue treatment or maintain employment.

In 2016, we had some events take place that briefly hindered the momentum moving forward, such as unexpectedly looking for new office space. While we continue to mold our new office to fit our needs, we

look forward to new projects and continued positive change.

## Hood River County

Director: Cmdr. Jamie Hepner  
Number of Staff: 6



During the 2015-2017 biennium, Hood River County Sheriff's Office Parole and Probation Division identified a gap in services and found that our office was not identifying some offenders being released from custody to aid in a smooth transition into treatment. In an effort to fill the void, the Local Public Safety Coordinating Council voted and approved for the 2017-2019 biennium to contract with Mid-Columbia Center for Living for the use of a Support Specialist, who will be housed in our office, to work with people on supervision. This additional support and supervision will fill a necessary service gap in the community, thus reducing recidivism and increasing public safety.

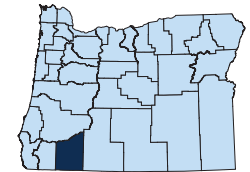
On May 1, 2018, Marie Parker, our Peer Support Specialist, began working in our office. In the short time since Marie has started, she has been able to educate mentees about resources available in the community and connect those in need to services. These resources include, but are not limited to, housing programs, food assistance, parenting courses, counseling, education, behavioral health, job placement agencies, and life skills. Marie also encourages offenders to maintain a lifestyle necessary for successfully completing supervision and reintegrating into the community.

Transportation has proven to be a major barrier in Hood River County. Due to the high cost of living in the City of Hood River, many offenders on supervision live outside of town and do not have transportation to appointments and treatment. This results in missed appointments, wasted resources, and a lack of participation resulting in sanctions and/or revocation.

Marie has been able to assist with transportation to and from appointments and create opportunities for offenders that will assist them in moving into the recovery community and toward a lifestyle that is conducive to recovery. Marie has been able to connect with offenders whom in the past never reported to community corrections a second time. She has been able to provide a new perspective through her experiences that encourages offenders to become productive members of our community.

## Jackson County

Director: Eric Guyer  
Number of Staff: 95.74



The Transitional Care Program (TCP) is a residential treatment program funded through the JRI grant that is designed to provide corrections clients access to treatment services that focus on Cognitive Behavioral Interventions, mental health assistance, substance abuse counseling, employment services, and the ability to obtain sustainable housing. The TCP was designed for the medium/high risk supervised offender with a focus on those individuals transitioning from the Jackson County Jail or the Jackson County Transition



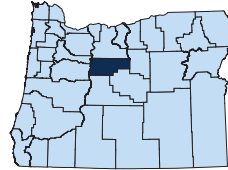
Center. Participants receive between 20-25 hours of cognitive behavioral groups and substance abuse groups per week, 6-12 hours of employment-based curriculum, as well as mental health services as needed. As participants move through the differing phases of the program, they begin to do directed job searches and work on individualized case planning.

All staff working with participants have been trained in the University of Cincinnati Core Correctional Practices. Participants work with designated staff throughout the entirety of the program. Staff and participants meet on a regular basis to discuss progress, positive and negative behavior, prepare short and long term goals, as well as coordinating court, probation, and Department of Human Services appointments. The employment specialists assist with obtaining identification, a social security card, birth certificate, food handler cards, resumes, directed job search, and housing assistance. The employment specialist also assists participants with health insurance and SNAP benefits. Participants also receive financial planning and budget assistance. The phases provide progressive reintegration to the community as the participants work with mentors with the intent of increasing community connections, participation in pro-social events, and additional support.

The TCP has been running since May 2016. In that time, it has produced 39 graduates of the program resulting in a 67% graduation rate. In the most recent cohort, 100% of the graduates obtained employment and appropriate housing.

## Jefferson County

Director: Kurt Symons  
Number of Staff: 12



Jefferson County Adult Community Corrections supervises approximately 300 people who have been placed on supervision by the Board of Parole and Post-Prison Supervision or by the Courts. We currently have nine full time staff which includes five Parole and Probation Officers (PO's), one work crew coordinator, two staff assistants, and a Director. With the successful funding of multiple grants as well as the Grant in Aid funding provided by the Department of Corrections (DOC), Jefferson County has been able to maintain a full level of staff to supervise both felony and misdemeanor offenders, run a successful work crew program, develop in-house training, incentivize local businesses to provide employment opportunities to our clientele, and subsidize a multitude of other services in order to help individuals be successful in our community. The JRI grant has provided the opportunity, combined with an additional grant through the District Attorney's office, to fund a full time PO. This officer specializes in the supervision of domestic violence and sex offenders whose crimes did not rise to the level of a felony, however, were serious enough to be placed on community supervision. When the grants end, we should have enough sustainability to continue this full time position and adequately supervise this population. Our work crew program is not only used as a sanction tool but also as a way for offenders to gain work experience and to pay off debt

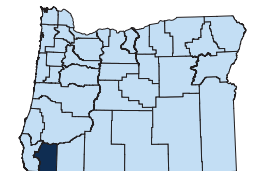
which they have incurred for supervision and treatment fees. Even though the program brings in some funding through contracts, it is the funding from DOC that helps sustain the program.

This biennium we are in the process of training a couple of our staff to become in-house trainers in areas which have proven to be difficult to find training in within our rural area. Again, without the proper funding and being fully staffed we would not be able to do this. Most recently, through the JRI grant we have developed an employment program that will subsidize local businesses in order to help incentivize the hiring and maintaining of employment for offenders on supervision.

Overall the 2017-19 biennium's funding in multiple areas has given our Community Corrections Division in Jefferson County the ability to provide services and opportunities for every single individual placed on supervision. No one we work with is restricted by a lack of funding. It is our job to responsibly spend the funding on what works locally and to move Jefferson County forward in a positive way.

## Josephine County

Director: Nate Gairan  
Number of Staff: 40



Josephine County Community Corrections has a vision to change lives with Core Correctional Practices (CCPs), supported by empirical evidence. Josephine County is the 11th largest County in Oregon, supervising over 1,000 justice-involved individuals

in the Southern Oregon community. The core values embraced by practitioners are shared throughout the organization rooted in respect, empathy, effectiveness, perseverance, compassion, character, relationships, and professionalism.

Josephine County Community Corrections has three primary divisions: Field Services (parole and probation supervision), Treatment, and Custody Alternative Programs.

Field Services deploys effective case supervision strategies to change offenders' criminal behavior, beliefs and thoughts to pro-social, culturally acceptable, and appropriate lifestyles as they reintegrate in the community as healthy and productive citizens.

The Treatment Division of Community Corrections is responsible for secure treatment in the jail, outpatient treatment in the community, DUII Services and Assessments, and Cognitive Behavioral Therapy, serving the highest risk population under the jurisdiction of Community Corrections.

The Custody Alternative Programs Division is responsible for offering non-custodial options to the offender populations, reducing the burden on jail overcrowding, while integrating offenders back into the community responsibly and safely. Home Detention, Community Service, and Work Crews are the primary programs to offer alternatives to jail custody.

Josephine County Community Corrections formulated an effective strategic plan, complete with specific long-term and short-term goals, and consistent with the vision of the Department. The Strategic Plan includes three themes embedded in the framework: People, Performance, and Resources. People on both

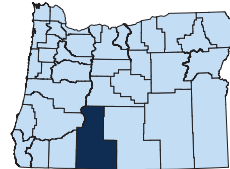
sides of the desk are a priority. As a result, lives are changed. Performance was achieved in CCPs, JRI grant program success, and exceeding professional standards. Resources like secure treatment, transitional housing, in-house outpatient treatment and the addition of a Downward Dispositional Departure Program, have been among the leading resources showing significant success. "Together, we are changing lives with what works."

Klamath County represents south central Oregon. Our department supervises probation and parole for felony and misdemeanor crimes.

Klamath County is a science of supervision leader in Oregon and continually strives to stay on the forefront of correctional practice.

## Klamath County

Director: Aaron Hartman  
Number of Staff: 41.5



Klamath County uses the latest in supervision science to provide supervision, services and sanctions for people on supervision in Klamath County and we continually strive to make our community safer for all citizens and visitors of our wonderful community. We are one of a few Effective Practices in Community Supervision (EPICS) counties in the State and we were one of the first counties to take on this model for supervision.

Klamath County utilizes pre-sentence risk assessment and sentence recommendation for our property, drug

and driving crimes as part of our JRI funded program. This program provides an alternative for qualifying individuals that can keep them from prison if they modify behavior and follow program rules. It also allows Klamath County to support less prison usage while still holding people accountable for their behavior.

As part of our commitment to positive lasting change, we operate four transitional housing properties. This provides temporary housing to people recently reentering society from incarceration or those experiencing a homeless event. We can support 30 plus individuals with this housing.

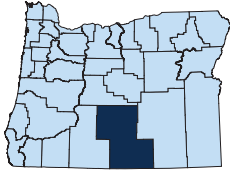
Klamath County works with many community partners and we invite them to provide their services on our campus to help alleviate some of the transportation barriers our people on supervision experience.

Klamath County has a multi-disciplinary team that assesses risk to reoffend, monitors behavior, and applies cognitive behavioral intervention services and sanctions to help those on supervision modify anti-social behavior and provide incentives to support pro-social change.

We are dedicated professionals supporting a better community for victims, families, and the citizens of Klamath County.

## Lake County

Director: Jake Greer  
Number of Staff: 6



Lake County was established on October 24, 1874 and is located in the south central high desert of Oregon. Lake County covers 8,275 square miles and has an estimated population of 7,829 residents. Within Lake County, there are two incorporated jurisdictions: Town of Lakeview and the City of Paisley. However, there are multiple unincorporated communities within Lake County as well: Plush, Adel, Silver Lake, Summer Lake, Christmas Valley and Fort Rock.

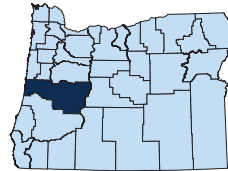
In 2013, utilizing the JRI grant funds made available to us, Lake County explored the creation of a hybrid treatment court. For nearly a year and a half, we looked at various specialty courts around the state to see which model would be the best fit. Our model is focused on downward departure cases and allows many case types to enter. We adhere to the National Drug Court Standards and are scheduled for a Federal Review of our Court Program in September 2018.

On April 1, 2015, we kicked off the Lake County Enhanced Supervision and Treatment Court Program with four participants. To date, we've had 44 participants enrolled with 36 participants having completed or are currently making successful progress towards program completion (82% success rate). Because we are a County with one Circuit Court Judge, we've been consistently meeting twice monthly since the inception.

Along with the JRI funding, Lake County was awarded a portion of the Supplemental JRI Funding in 2017. In an effort to enhance our program, we utilized our Supplemental Funds to hire a Deputy District Attorney (DDA). It's an accomplishment to say we've hired our DDA, Paul Charas, and he began August 2018. His main role will be working with our Treatment Court and making referrals to the program as charging documents come in.

## Lane County

Director: Donovan Dumire  
Number of Staff: 59



*Pay For Success* - Lane County was one of seven to be selected by US HUD and DOJ to develop a performance based funding project in the US. The goal is to end chronic homelessness and reduce the number of individuals that cycle between the criminal justice system and homelessness services. Third Sector, Sponsors Inc., Home for Good, and Lane County Parole and Probation have successfully launched a permanent supported housing initiative that incorporates individualized case management, behavioral health services, prevailing evidence-based supervision services, and additional support services related to employment, education and mentoring. The project pilot concluded on August 31st, 2018. Starting on September 1st, the program aims to serve 120 individuals over a 24-month period. The program will undergo thorough evaluation.

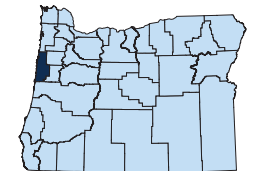
*416 Program* - This Program was developed to free

up prison beds for high-risk inmates who present the greatest threat to the community and allow for community supervision to impose swift and certain sanctions for lower level technical violations. In collaboration with the District Attorney's Office, Lane County has used validated assessments to identify 136 downward departure candidates for the SB 416 program. Of these cases, Lane County has diverted approximately 80 prison bound individuals to probation and programming. The 416 Program is finalizing a thorough evaluation and is setting a course to expand this program in the future.

*Justice Involved Women's Initiative* - To more effectively address the risks and needs of our justice involved women on community supervision, Lane County Parole and Probation is in the process of developing specialized and trauma informed officers, a separate reporting location for women which can accommodate children and provide gender specific assessments, curriculum, treatment and direct access to victim services. This initiative is expected to significantly improve the quality of life for women and their children in Lane County.

## Lincoln County

Director: Tony Campa  
Number of Staff: 18



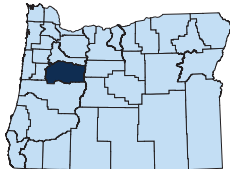
Lincoln County Community Justice's Transition and Programming Services (TAPS) program currently houses up to 22 men and 6 females in living units in which the individuals are offered programming



specified to their identified needs. The programming is open to all supervised offenders with the primary focus on those being released from prison or jail and transitioning back into the community. One full time Parole/Probation Officer (PO) and two Probation Techs oversee the day to day operations of the transition center buildings. The staff complete daily walk-throughs of all units and ensure the safety and security of the residents. Linn County has also added a Deputy District Attorney (DDA) who is embedded within the Parole/Probation Department. The DDA spends time up-front vetting cases for appropriateness of dispositional downward departures, which allows the program to focus on those offenders who are more likely to be successful in the community while avoiding the use of state prison beds. The downward departure program is a collaborative approach to focus more intensive supervision along with evidence-based protocols requiring more cooperation with all partners in the community and the justice system. The PO assigned the downward departure caseload supervises offenders on an intensive level with enhanced monitoring, more reports, and more frequent contacts than those on a general caseload.

## Linn County

Director: Maureen Robb  
Number of Staff: 29



Linn County Community Corrections believes an essential component to an offender's success relies, in part, on how an offender transitions from incarceration

to the community. Funding from the JRI grant has enabled us to build a Re-Entry Team approach for those releasing from prison on Short Term Transitional Leave (STTL).

Our Re-Entry Team has strong participation and collaboration from community partners such as DHS, Peer Recovery Mentors, subsidized housing providers, Linn County Mental Health, Alcohol and Drug and Developmental Disabilities. This group is led by a Parole and Probation Officer (PO) who conducts reach-ins with offenders who are incarcerated and are eligible for STTL.

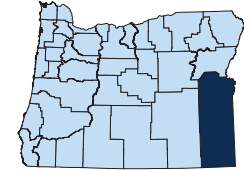
During a reach-in, an individual case plan is developed to identify and minimize barriers the offender may experience upon release. The PO staffs the offender's needs with the team who develops a transition plan for the offender, including immediate access to treatment upon release and housing.

JRI funding has enabled us to provide subsidized housing, transportation, and identification cards. In addition, we were able to add jail beds for sanctioning in order to keep offenders locally rather than return them to Department of Corrections custody. We were also able to increase our alcohol and drug treatment groups, allowing for groups to be gender-specific and to provide treatment capacity for additional offenders.

Linn County Community Corrections has been successful with our STTL population. From January 2014 through June 2018, we have accepted 304 STTL offenders. Our success rate is 92.1% and of those that were not successful, 2.6% were charged with a new crime. We believe a strong re-entry program contributes to a reduction in criminal behavior, thereby making our community a safer place to live.

## Malheur County

Director: Lt. Jim St. Michell  
Number of Staff: 9



Malheur County Community Corrections (MCCC) continues to utilize the drug court program along with a close relationship with treatment providers in the community. Throughout the past biennium, the drug court program continues to be a viable program and addresses the high risk and high needs clients with alcohol or drug (A/D) use issues. Over the past year, the drug court program in Malheur County has successfully graduated nine clients.

Access to services is an essential part of client successes. MCCC has incorporated the jail diversion program where clients have access to A/D and mental health assessments while incarcerated in jail. As part of the program, Lifeways, who is the treatment provider works with persons on community supervision, out of the community corrections office to provide mental health and A/D services to allow for a continuum of care. This service is funded through the JRI grant to include the use of incentives, housing, and additional resources needed in transitions. In addition to the jail diversion program, clients also have access to a weekly job search class and Moral Reconciliation Therapy classes offered through MCCC.

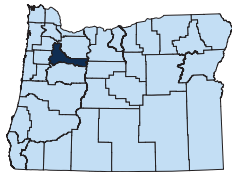
A local oxford house, Malheur Butte transitional house, has continued to be an asset to the community. Over the past Biennium, clients have successfully transitioned from jail, prison or residential treatment

into the oxford house and the community.

The parole and probation deputies in Malheur County continue to work diligently in protecting the community by holding offenders accountable for their crimes all while providing them the resources to reduce their risk to re-offend.

## Marion County

Director: Cmdr. Jeff Wood  
Number of Staff: 93



The Marion County Sheriff's Office has spent the last fifteen years focusing our resources toward evidence-based practices, with the goal of reducing recidivism within Marion County.

We have implemented prison diversion programs such as our Senate Bill 416 and Family Sentencing Alternative Program. Using a collaborative approach with our community partners, these programs divert non-violent offenders from prison to community supervision. Wrap around services are provided in a community setting with the goal of changing behavior while reducing further traumatic experiences for their families and prison bed usage. To date, Marion County has decreased our prison usage by over 10,000 months since 2014.

Additional focus has been placed on incarcerated clients returning to our community with our Marion County Reentry Initiative and our Transitional Services Unit. These programs connect with our clients while incarcerated and prepare them for release.

Once they are released, resources including housing, mentoring, employment, and treatment are provided to ensure a smooth transition.

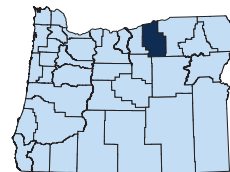
We have fully embraced the Effective Practices in Community Supervision (EPICS) model throughout the Community Corrections Division. Created by the University of Cincinnati, EPICS is designed to incorporate known evidence-based practices within a structured interview. These practices focus on the specific criminogenic needs of each client and provide a framework of targeted interventions to reduce their risk of future criminal activity.

Further, we have implemented Core Correctional Practices throughout the Marion County Sheriff's Office. This program provides a framework for all of our employees to interact with clients and community members with a focus on building collaborative relationships and using cognitive behavioral strategies to reduce criminal activity.

We are currently working with the Department of Corrections and the University of Cincinnati to bring evidence-based treatment and trainings to Marion County including intervention programs for employment, substance abuse, and sex offenders.

## Morrow County

Director: Lt. Dan Robbins  
Number of Staff: 4

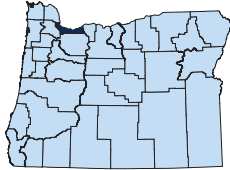


Morrow County is a smaller county, 2,049 square miles. The population is approximately 11,190.

Morrow County Parole and Probation is a division of the Morrow County Sheriff's Office. We are currently supervising 108 offenders. The county applied for and received JRI grant funds which was used to fund a full time parole and probation officer (PO). We currently have three staff in our division; the Community Corrections Director who serves in three capacities as Director, PO, and Support Staff and two full time PO's. We also have on staff a retired deputy working full time that runs our work crew program. Our PO's conduct random checks on the work crew location and conduct random UA's on offenders. Our work crew program is utilized to give offenders who were either ordered by the court or sanctioned to work crew the opportunity to complete those obligations. The work crew supervisor teaches good work skills and leads by example. This position, funded by the JRI grant will and has reduced the current amount of offenders on each caseload. It has enhanced public safety by allowing more offender contacts in the community, more office visits, more home visits, and it has allowed us to transport offenders to treatment, court dates, and check-ins with their PO's if they do not have their own transportation. This has removed the transportation barrier that previously existed. Aside from helping to teach good work ethics, the work crew program has allowed for more work crew sanctions rather than jail sanctions freeing up needed jail bed space.

## Multnomah County

Director: Erika Preuitt  
Number of Staff: 303.3



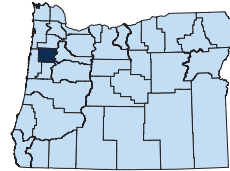
Multnomah County's Department of Community Justice (DCJ) Adult Services Division serves a vital role in protecting public safety and strengthening communities. DCJ provides supervision, sanctions, housing, employment, and treatment resources to adults to address the underlying problems that drive crime. DCJ's goal is to continue to build a solid foundation to serve those at highest risk for recidivism and provide services that reduce reliance on more costly options like prison and jail. DCJ routinely consults and makes use of evidence-based practices in our program and policy development and is committed to making data-informed decisions to guide smart investments of taxpayer dollars.

During the 2017-2019 biennium, we explored and implemented ways to increase our cultural responsiveness. We piloted and then continued to fund a new program called Elevate in partnership with the Portland's Opportunities Industrialization Center (POIC). This program, tailored to 17-25 year old African American males who have been convicted of felonies, provides direct case management, professional mentorship, life skills education, and participation in pro-social activities. DCJ continues to be a committed partner and leader in the Oregon's JRI initiative. Investment of resources and partner commitment continue to strengthen the Multnomah County Justice Reinvestment Program (MCJRP). Outcomes continue

to show most participants are receiving the services they need and not being sent to prison, and are instead staying in their communities and working towards rebuilding their lives. We have been an active partner in Multnomah County's overall effort to reduce reliance on jail beds and closely examined our use of jail beds used for sanctions and pre-trial services. As a result of revising a Violation Response Grid and working closely with the Sheriff's office in examining our Recog practices, in 2017, we reduced our monthly jail bed use by an average of 62 beds a day per month.

## Polk County

Director: Jodi Merritt  
Number of Staff: 19



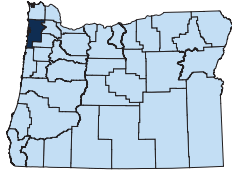
Polk County Community Corrections is focused on providing measurable change within our community through an array of services and programs designed to offer an avenue of support and success to our clientele. Through the use of evidence-based decision making tools and programs, we are continuing to focus on supporting our criminal population through treatment and cognitive support to enhance accountability, rehabilitation, and reduce recidivism. Through our JRI grant funding, community corrections has focused on offering various services within the probation office to further enhance client access to community resources. These services, at a minimum, include assistance with employment, access to the Oregon Health Plan, cognitive skills programming, and limited transitional housing services.

In addition, due to the increased number of individuals presenting with co-occurring substance and mental health disorders, Polk County has focused resources on a Mental Health Court program. This program is designed to provide a unique collaboration between the criminal justice and treatment systems; bringing together diverse organizations for the purpose of helping criminally involved individuals who present with untreated mental illness. This program offers a team approach that is essential in providing a supportive framework for program participants. The team is comprised of representatives from the Circuit Court (Judge), District Attorney, Defense, Community Corrections, Behavioral Health, Sheriff's Office, and a representative from the local housing authority. Through the efforts of this program, we have seen chronic, criminally active individuals, embrace their mental illness, stabilize on medication and overcome the urge to self-medicate with illicit substances. We have seen participants re-invent themselves, obtain employment, pay their debts, re-integrate positively into the community, obtain self-sufficient stable housing, re-establish relationships with family and obtain custody of their children. These measurable successes have bolstered our resolve and efforts to provide effective evidence-based programming and services to our clientele through this program. Overall, Polk County is working collaboratively to provide supportive services to this population while also maintaining client accountability, decreasing recidivism, and increasing public safety.



## Tillamook County

Director: Lt. Jim Horton  
Number of Staff: 7



We have experienced many changes in Tillamook County during the current biennium, primarily in terms of staffing for the entire Sheriff's Office. During this period there has been a management reorganization and responsibilities for the Community Corrections Division have been assigned to Lieutenant James Horton. Lieutenant Horton began his career with the Sheriff's Office in 1998 in the Community Corrections Division, eventually transferring to the Criminal Division where he worked a variety of patrol assignments including investigations. He was promoted to Detective Sergeant in 2015 then to Lieutenant in 2016 and assumed the additional role of Community Corrections Director in late 2016.

In 2017, Probation Officer Ahnie Seaholm was promoted to Sergeant in the Community Corrections Division and is currently supervising the day to day operations. Currently, Tillamook County Community Corrections is actively recruiting for a Parole and Probation Officer (PO) to fill an open position vacated last year. Recruiting has been challenging for Tillamook County as they are in the same position as other agencies throughout the state who are struggling with attracting qualified individuals.

Tillamook County continues to develop additional programs for offenders in conjunction with Adventist Health, Tillamook Family Counseling Center, and private therapists to provide a larger resource pool to

address offender needs. Tillamook County Community Corrections hosts an onsite sex offender treatment program that serves approximately 25 offenders. Additionally, a domestic violence intervention program and an outpatient alcohol and drug treatment program geared toward Measure 57 offenders are also offered on site at the Sheriff's Office facility.

Tillamook County was one of four counties placed on the JRI program provisional funding list in 2017. After outlining our program direction and plans to increase services to reduce prison usage, Tillamook County was granted full funding for the JRI program. Efforts are underway to expand the existing inmate work crew program so it can be used as an additional non-custody sanction tool for correctional offenders. Under this plan, the work crew program would be expanded to seven days per week from its current two day per week format. JRI funds would be used to fund a full-time work crew supervisor and associated materials needed for the program. The work crew program would be transferred from the Corrections Division (Jail) to Community Correction Division supervision.

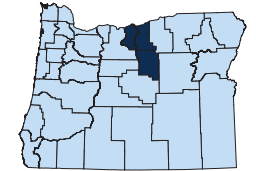
JRI funds are also being directed to secure additional transitional housing options for corrections offenders in the area. Tillamook County, like many other rural Oregon counties, is experiencing housing shortages approaching crisis levels. Stability is a strong factor in offender success and it is imperative that Tillamook County explores solutions to this dilemma if we are to increase the number of successful case closures.

Due to the rural environment and certain economic factors, Tillamook County has a finite number of resources available to address corrections offender needs which has had an impact on their success rate in the recent past. It is the goal of our administration to

direct our limited funds to areas which will augment resource options and availability.

## Tri-County (Gilliam, Sherman, Wheeler)

Director: Tina Potter  
Number of Staff: 2.75



Tri-County Community Corrections provides parole and probation services to Gilliam, Sherman and Wheeler Counties. Our office is located in the small town of Moro in Sherman County. We currently have one full time Director/Parole & Probation Officer and a three-quarters time Support Staff/CSW and Work Crew Coordinator.

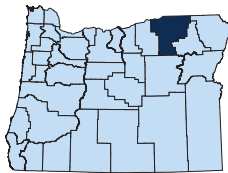
With Sherman County JRI grant funds, we have created a successful work crew program for offenders living within the county. This program serves those with court ordered community service hours and has also been used as a sanction alternative. In addition to community placement throughout the Tri-County area, we are using this program as an incentive alternative for those who are having financial difficulties as a way to work off supervision fees and/or court fines. Working with the District Attorney's and the Court's, we are able to convert court fines to community service hours. Many times we see those who are able to complete all other conditions of their supervision but come to a roadblock when it comes to the financial responsibilities. This program allows participants to be fully successful with all aspects of their supervision and to be discharged without financial burden.

Also with Sherman County JRI funds, we have purchased both GPS monitors and electronic alcohol ankle monitors. These have been used as a sanction alternative to jail for low risk offenders so that they may remain in the community and maintain their employment and continue with services. The alcohol monitors have proven to be very successful in helping those with alcohol addiction remain clean and sober.

Due to the rural nature of our area and the lack of resources available, future plans for our office include adding online options for completing various education classes that may be ordered by the Court or to help address an offender need as part of case planning. Possible classes will include Petty Theft/Theft Intervention, THC/Marijuana Education Class, Tobacco Awareness, Drug and Alcohol Education Class, Parenting Skills, Communication Skills, Conflict Management and Life Skills/Making Better Choices. We are looking forward to exploring the options available and implementing this program in the very near future!

## Umatilla County

Director: Dale Primmer  
Number of Staff: 27



In 2011, Umatilla County along with the Oregon Department of Corrections Research unit gathered data related to the belief that we could make a significant impact on recidivism and public safety if we were able to significantly impact the abscond rate among high and very high risk offenders. In this research, we pulled data related to all offenders that

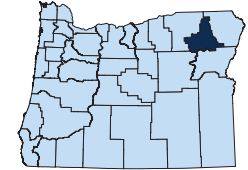
Umatilla County Community Corrections issued warrants for and closed to abscond. From 2006 to 2009, we closed out 238 offenders to abscond status. We learned that nearly half of those absconds occur within the first six months of supervision. We also learned that 58% of those absconders were charged with a new criminal offense in addition to the felony warrant being served.

Our reaction to this data was to develop a daily reporting system for High/Very High risk assessed individuals that demonstrate a lack of stability in the community or have a history of abscond. The program delivered cognitive behavioral therapy curriculum every morning to those referred. In addition, each offender was worked with to establish goals related to stability and entry into more standardized programming based on their criminogenic need. This frequent contact would not only allow us to better meet the needs of the client, but also allow us to respond more quickly should they abscond.

In 2016, we felt we were not being as successful as we could be as our time to track down and arrest absconders was limited. This resulted in discussions with the Umatilla County Sheriff to enter into a contract to imbed a criminal detective into the Community Corrections office for the purpose of tracking down and arresting absconders before their behavior escalates and causes law enforcement to interact with them based on their behavior. We have preliminary data for one full year and in that first year abscond arrests resulting in new criminal charge has been reduced from the 58% shown in 2006-2009 to 21% for calendar year 2017.

## Union County

Director: Travis Miller  
Number of Staff: 8



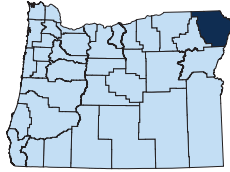
Union County Community Corrections is located in beautiful La Grande, Oregon. The population of Union County is 26,500 and the county covers 2,039 square miles. The Community Corrections office has eight full-time employees to include 6 full-time Parole/Probation Officers. Union County currently supervises 289 offenders. Some of the programs that are currently offered through our department are the daily reporting program, transitional housing, work crew, and in house cognitive classes to include Morale Recognition Therapy (MRT) for men and women, Thinking for a Change (T4C) and Moving On, which is a cognitive class for women only.

Through the JRI grant funds, Union County has been implementing the Defendant Assessment Report (DAR). The DAR is a collaborative effort between Community Corrections, the District Attorney's Office, Courts, and the Union County Sheriff's Office. The District Attorney's office makes referrals to the Community Corrections Department when they have an eligible repeat property or drug defendant that is eligible for a prison sentence. The Community Corrections Department generates a DAR based on a number of risk assessments and an interview with the defendant. This information is compiled into a report and shared with the district attorney, the defense attorney, and the sentencing judge. Information is provided to all parties on what services could be

provided to the defendant if they were to remain in the community and have their prison sentence suspended. In the last six months, Union County has conducted seven DARs and suspended a total of 318 months prison.

## Wallowa County

Director: Lt. Kyle Hacker  
Number of Staff: 2



With Wallowa County being rural and in a remote area, we have been utilizing JRI grant funds in numerous areas including supervision, alcohol and drug/mental health services, Work Crew, Transitional housing, and sex offender treatment assistance.

The funding being used for alcohol and drug/mental health assistance has been very positive; as it has been shown to decrease the amount of time it was taking for our offender population to receive immediate assessments and treatment. Offenders whom are truly indigent are now able to use these funds to pay for the initial assessment and treatment classes so they can immediately engage in treatment while obtaining insurance to support continued treatment. Being able to assist with some of the costs associated with assessments has increased our collaboration with the treatment provider and we now meet at least once a week to discuss program fidelity and offender compliance within the programs. We have repaired some bridges with our treatment provider and we now take a collaborated team effort in all treatment modules in order to provide the best level of service to the offender population.

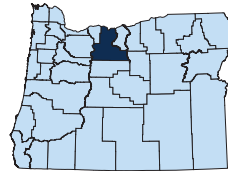
JRI funds has allowed Wallowa County to continue to build and operate a structured work crew program by utilizing a parole and probation officer one day a week. In addition, funds have also been used to help with tools, equipment, and vehicle maintenance. This program provides an alternative to jail and we have recognized a decline in the amount of money that was being used for jail purposes.

Currently, transitional housing has not been an option for Wallowa County. We are still working on transitional housing options for the county however the additional funding has allowed for some assistance with rent, motel usage, and other safe housing options.

Sex Offender treatment in Wallowa County means that all offenders engaged in treatment have to drive an hour and twenty minutes to the nearest town on a weekly basis to attend classes. The additional money provided from the grant has been used to provide sex offender counseling, class fee assistance, and transportation assistance. We have noticed an improvement in the attendance for this class.

## Wasco County

Director: Fritz Bachman  
Number of Staff: 10



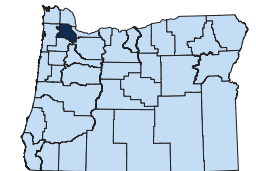
Wasco County Community Corrections has grown drastically over the past three years. We added two parole and probation officers (PO's) and a Case Specialist to properly balance our caseloads and focus staff efforts on the highest needs. We also brought

substance use disorder treatment in-house by hiring a fulltime counselor, providing assessments, one-on-one counseling, and facilitating groups for men and women. We have also partnered with the County to provide an active work crew four days a week; which we use for non-jail sanctions, to assist with working off fees from our office, and to complete sentence requirements.

Our JRI grant funding is primarily used for transitional services. With the help of Bridges to Change we opened our first men's house in April 2017 and have graduated an average of one resident per month from the program with huge corresponding reduction in recidivism. Because of this success, our contract with Bridges To Change has been expanded which allowed the opening of a transitional house for women and procuring an additional house for men. Complementing this program are four peer mentors employed by Bridges, whose jobs are dedicated to our supervised offenders. Peer mentors are one of the biggest supports we can provide to our clients, tackling various day-to-day life challenges and providing an approachable way for offenders to maintain a relationship with our office and the community.

## Washington County

Director: Steve Berger  
Number of Staff: 145



Washington County Community Corrections (WCCC) provides community supervision, services, and sanctions through three divisions: the 215 bed minimum-security Community Corrections Center,



Counseling & Victims Services Center, and Probation and Parole field supervision. Our guiding mission, We Enhance Community Safety by Promoting Positive Behavior Change, was crafted through a department wide effort with representation from each employee classification. The collaborative effort, to describe the manner in which we strive to deliver services, has evolved into a dynamic and innovative approach to the implementation of evidence-informed practices we believe will reduce recidivism and increase positive outcomes.

WCCC formed an Implementation Team and Steering Team to develop and implement a Practice Model specific for Washington County. We completed version 1.0 in 2016 and the 2017-2019 biennium plan provides the resources for testing and refining the model to further improve the work we do with offenders, victims, community, and each other.

The development of a specific model for Washington County enables us to implement evidence-informed practices for supervising offenders, and involves every facet of our work including: case management, organizational development/wellness, leadership, administrative support, and safety/security. Research shows improved outcomes occur if an organization provides enabling contexts and science-based implementation necessary for growth. Our model uniquely views effective leadership and organizational practices as equally critical to positive outcomes and direct services.

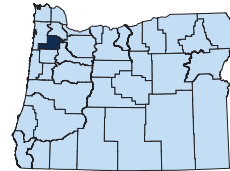
The refinement process for our model involves feedback and data from line staff “experts” doing the work, intentional coaching to support staff development, and ongoing attention to proven implementation drivers ensuring follow-through and consistency.

To guide our progress, we partnered with Multnomah County for a full-time data analyst developing data dashboards enabling us to monitor real time performance so we can adjust as necessary.

WCCC embodies the belief that change occurs through relationships and continuous learning; this is the essence of our practice.

## Yamhill County

Director: Jessica Beach  
Number of Staff: 55



In July 2018, Jessica Beach completed her first year as Director of Yamhill County Department of Community Justice. She continually expresses gratitude for the privilege of representing such a wonderful team of people who sincerely care about community safety and correctional clients’ potential for pro-social change.

Recently, Yamhill County moved into its third biennium of using state JRI grant funding to support local Pretrial Justice and SMART Sentencing Programs. Yamhill’s Pretrial Justice Program focuses primarily on the period of time between the initial arrest and case resolution. Every defendant booked into the Yamhill County Jail receives an individual interview and assessment. The Pretrial Services Officers then provide the Court with a jail release recommendation. Upon release, defendants’ adherence to release conditions are monitored and violations reported to the Court. This program’s goals are to

maximize court appearance, community safety, and jail release of the appropriate defendants into the community pending case resolution. Through these efforts, Yamhill has managed to maintain the pretrial jail population at 35 percent and maintain an average 96 percent court appearance rate.

With regard to Yamhill’s SMART Sentencing Program, a Defendant Analysis Report (DAR) is completed for referred non-person, presumptive prison cases. Following a battery of assessments with the defendant, Yamhill provides the Court with a recommendation of whether the individual should be sentenced to prison or could be safely managed in the community based on available resources. Since program inception in November 2013 through June 2018, Yamhill have saved a total of 2,481 prison months and diverted 101 individuals from prison. Overall, there have been 35 successful supervision completions while 43 probationers remain on active supervision.

Other local efforts focus on subsidy/transitional housing, female mentoring services, cognitive behavioral programming, and our continued efforts to use evidence-based practices to improve our local outcome measures.





Oregon Department of Corrections

Community Corrections Division

2575 Center Street NE

Salem, OR 97301