



# Oregon

Tina Kotek, Governor

Oregon Department of Corrections

Office of the Director

3723 Fairview Industrial Drive SE 200

Salem, OR 97302

(503) 945-9090

[DOC.Info@doc.Oregon.gov](mailto:DOC.Info@doc.Oregon.gov)



July 31, 2023

Dear Senators and Representatives,

In 2022, the Oregon State Legislature made the important decision to focus on incarcerated women and to ensure their incarceration not only holds them accountable for their crimes but is also trauma informed and provides services and programs designed for their unique history and needs. To that end, a budget note included in HB 5202-A (2022) required the Department of Administrative Services (DAS) to contract with a third-party organization and coordinate with the gender-responsive coordinator in the Governor's Office to assess and provide a report on gender-responsive practices at the Coffee Creek Correctional Facility (CCCF) in Wilsonville.

At the beginning of the year, CCCF engaged with a team of experts from the Women's Justice Institute and the Center for Effective Public Policy to bring Gender Informed Practices Assessment (GIPA) protocols to Oregon's women's facility. The initial meeting helped identify strengths, challenges, and opportunities for improvement regarding gender-responsive and evidence-based practices in all aspects of facility operations, management, and programs.

As part of their thorough review, the team toured both the medium and minimum custody facilities; observed facility operations and program offerings; conducted individual interviews with adults in custody (AICs); reviewed documentation ranging from policies and reports to program literature; and distributed, then collected, confidential surveys from both AICs and staff. In addition, some AICs and staff were invited to participate in either group or individual interviews.

The report includes an executive summary, which gives an overview of the 12 implementation priorities. These key findings range from partnering with community organizations to employee training to expanding program access. Leadership at CCCF and DOC's Executive Team are working to unpack the report.

I met with many of you during the 2023 session and shared that staffing was a theme. Staffing continues to be an important highlight of this report. Citing from the report, "Many staff are hardworking and dedicated...however, chronic under-staffing has led to low morale and frustration." CCCF's staffing levels are a significant challenge as mandatory overtime has become the norm. Issues contributing to recruitment and retention efforts at CCCF include nearby county corrections positions paying more and having equivalent or more robust benefits.

It is important to note I take our work at CCCF seriously. In prior roles I've held within DOC, I did extensive work around gender responsiveness for women. I am also a former Assistant Superintendent and Superintendent of CCCF. Oregon has been a national leader in gender responsiveness. Admittedly, we have fallen behind in this area; but not for long. We are excited the GIPA is complete and are actively working on next steps which will include contracting with a nationally recognized expert to review recommendations from the GIPA and develop the CCCF action plan. We are also hiring a position that will report directly to me to oversee the implementation of our plan.

I am happy to meet with you anytime to discuss the GIPA and our plan. Thank you for your consistent desire to help incarcerated women and the CCCF.

Sincerely,

A handwritten signature in blue ink that reads "Heidi Steward". The signature is written in a cursive, flowing style.

Heidi Steward  
Acting Director  
Oregon Department of Corrections

Attachment:

*GIPA Report of Findings & Opportunities, Coffee Creek Correctional Facility (CCCF)  
submitted by the Women's Justice Institution and the Center for Effective Public Policy*