



COFFEE CREEK CORRECTIONAL FACILITY GIPA RESPONSE PROGRESS REPORT FEBRUARY 19, 2025

The Oregon Department of Corrections (DOC) is committed to using the Gender-Informed Practices Assessment (GIPA) as a roadmap to making transformative changes in the lives of the adults in custody (AIC) and the staff at the Coffee Creek Correctional Facility (CCCF). This work is challenging, and DOC is committed to this endeavor and has made notable strides in several key areas. Remarkably, many of these accomplishments have been achieved without securing extra funding, underscoring the dedication, ingenuity and partnership between the AICs and the staff.

This document details the primary initiatives designed to improve safety, communication, programming, and the overall quality of life for the women in custody at CCCF and the staff working there. Among these efforts are initiatives to strengthen leadership, increase AIC engagement, enhance facility conditions, broaden access to legal and reentry services, and promote staff wellness.

Collectively, these efforts highlight DOC's steadfast commitment to gender-responsive corrections and meaningful reform. While not all-encompassing, this overview captures the collaborative progress that continues to drive positive change at CCCF.

PROGRAMS AND SERVICES

- **Legal Services Pilot Program:**

- A new contract has been established with the Portland Community College (PCC) Legal Resource Center to provide essential legal assistance to AICs. This program offers support for issues such as set-asides, reduced fines, and driver's license matters. Monthly legal clinics began in June 2024, providing AICs with more accessible legal resources. For further details, please visit the [PCC Legal Resource Center](#).

- **U-Pact Pre-Apprenticeship Program:**

- Focused on empowering women, this trades training program offers specialized instruction in ironwork, cement work, and bricklaying. Developed by female leaders in the trades and approved by the Oregon Bureau of Labor & Industries, the program supports AICs in acquiring marketable skills. The inaugural cohort graduated in July 2023, and further insights into the program can be seen in this [KGW news video](#). This program creates opportunities for immediate, living-wage employment upon release.



- **Expanded Volunteer and Reentry Programs:**
 - CCCF has reinvigorated its volunteer and reentry programs by welcoming back various community volunteers. These programs now include Alcoholics Anonymous/Narcotics Anonymous (AA/NA) support, religious services, book clubs, theater, music appreciation, yoga sessions, and a running club. Additionally, the Life Skills section now supervises clubs and special interest groups, offering a range of activities to support personal development. A comprehensive list of active clubs and special interest groups is available on DOC's [website](#).
- **WorkSource Grant Pilot:**
 - This transition preparation program is designed to assist AICs as they prepare for reintegration into the community. In collaboration with community partners, the program provides access to computer-based assessments and other essential resources to facilitate a smooth transition.
- **Women's Risk Needs Assessment (WRNA)**
 - The WRNA Collection Journals, from the Change Company, cover a variety of topics from parenting to anger management. Each topic has a facilitator guide which the Correctional Counselors have been trained to use with clients. There are a few of these curricula which have also been facilitated in a group setting by AIC Peer Wellness Specialists.

Access to legal services beyond those mandated by law empowers AICs to navigate complex legal issues, supporting rehabilitation and successful reintegration. Apprenticeship and training programs equip AICs with valuable skills, increasing employment opportunities post-release. Active volunteers provide crucial guidance, mentorship, and legal help, fostering personal growth and accountability. These combined efforts create a more just and rehabilitative system, reducing recidivism and enhancing community safety.

FACILITY AND QUALITY OF LIFE IMPROVEMENTS

- **Family Opportunities**
 - Activities that bring families together have increased. Last year, CCCF was able to host Christmas gifts for kids in partnership with AGAPE. In addition, families of graduates of many of the programs (such as U-PACT, Hair Design, Eyeglass, Puppy Matriculation, and GED) were invited to attend the ceremony in person.
- **Recreational Equipment Upgrades:**
 - New indoor and outdoor recreational equipment has been installed in all housing units, enhancing opportunities for physical activity and overall well-being.
 - Security Staff Recreational Liaisons have been assigned to ensure these new resources are used safely and effectively.

- **Expanded Special Housing Privileges:**
 - AICs on loss-of-privilege status now retain access to phones and showers, helping them maintain essential family and community ties even during disciplinary measures.
 - In addition, tablet access and other incentives have been introduced to encourage improved behavior and promote increased out-of-cell time.
- **Transition Unit at CCCM:**
 - A housing unit has been repurposed into a reentry-focused transition unit, allowing AICs to begin their gradual reintegration into society.
 - This transitional unit simulates community-based transition homes and includes peer mentors and support services to guide AICs through the process.
- **Enhanced Canteen Offerings:**
 - The canteen/commissary operation has expanded its inventory to include women-specific items such as vitamin supplements, collagen, and other wellness products.
 - Furthermore, AICs on intake status now have immediate access to canteen purchases.
- **Uniform and Apparel Changes:**
 - New options for women's apparel are now available through Oregon Corrections Enterprises (OCE), including women's-cut t-shirts and jeans.
 - Additionally, AICs are permitted to wear shirts untucked, aligning the uniform policy for women with that of male AICs.
- **Craft and Leisure Program Expansion:**
 - A broader array of prosocial activities is now offered, including HIIT, CrossFit, Zumba, and game nights, providing AICs with more opportunities for engagement, physical fitness, and community-building.



Facility upgrades and more normal day-to-day living conditions play a vital role in an AIC's rehabilitation by fostering a sense of dignity, stability, and personal responsibility. Improved living spaces, access to natural light, and recreational areas contribute to mental well-being, reducing stress and conflict. A structured yet humane environment better prepares AICs for reintegration by promoting positive social behaviors and responsibility. When facilities mirror real-world conditions, they support rehabilitation efforts, lower recidivism rates, and create a safer, more constructive correctional setting for both AICs and staff.

SUBSTANCE USE DISORDER (SUD) TREATMENT EXPANSION:

- **Enhanced SUD Services:** SUD treatment services are now available in both medium and minimum custody units, ensuring broader access to essential care.
- **Peer Recovery Specialists:** AIC Peer Recovery Specialists have been trained and certified for post-release employment as recovery mentors, aiding in the transition and reintegration process by providing valuable peer support.

A robust SUD program reduces recidivism, improves mental and physical health, and supports rehabilitation. It equips AICs with coping skills, fosters accountability, and enhances reintegration success. Effective SUD treatment creates safer facilities and healthier communities by addressing root causes of addiction and promoting long-term recovery.

AIC ENGAGEMENT AND COMMUNICATIONS

- **Community Council Meetings:**
 - The Community Council now meets monthly to enhance communication between AICs and leadership. This council plays a vital role in providing feedback on the agency's mission and GIPA-related projects, ensuring the perspectives of those in custody directly influence decision-making and operational improvements.
- **Town Hall Meetings:**
 - Town Hall Meetings are held quarterly and serve as a direct forum for AICs to voice their concerns and suggestions. Topics for these meetings are derived from AIC Communication Forms (kytes) submitted by AICs, and sessions include an open forum for questions.



Open communication channels between AICs, staff, and administrators are essential for fostering trust, addressing concerns, and implementing timely, relevant changes. Transparent dialogue ensures issues are identified early, reducing misunderstandings, and improving institutional safety. When AICs feel heard, morale and rehabilitation efforts improve—while staff and administrators gain valuable insights to enhance policies and procedures. A culture of open communication promotes accountability, responsiveness, and collaboration, leading to a more effective and humane correctional environment.

STAFFING AND LEADERSHIP ENHANCEMENTS

To further strengthen operations and support the facility's ongoing reforms, CCCF has implemented several new positions, practices, and training programs:

- **New Positions Hired:**

- *Full-time Prison Rape Elimination Act (PREA) Compliance Manager and Sexual Abuse Liaison:* These roles enable more direct connections between staff and AICs, ensuring clearer navigation of PREA requirements and more effective follow-up processes.
- *Full-time Human Resources Assistant:* Dedicated solely to CCCF, this position assists applicants in managing the complex process of submitting their information for background checks and evaluations. This allows for candidates to move through the hiring process at an accelerated rate.

- **Incident Command at Agency Level:**

- CCCF now benefits from agency-wide support for recruitment and operations. The Incident Command is authorized to grant faster access to critical resources when needed.

- **Leadership Development:**

- A significant number of CCCF leaders have participated in specialized seminars led by Doctor D.I. Lee, Vice President for Education and Training at the Institute for Diversity Certification. Doctor Lee's innovative train-the-trainer program—outlined in detail at [DEIA Train-the-Trainer Learning Lab](#)—is focused on transforming organizations by naturally integrating policies and practices that promote diversity, equity, inclusion, and accessibility. His work aims to reshape organizational cultures, so these vital goals are embedded into everyday practices, ultimately fostering more responsive and adaptive leadership. Other training included Creating Regulation & Resilience (CR2) and Mental Health First Aid training by the National Institute of Corrections (NIC).



This enhanced staffing and leadership framework not only complements existing initiatives but also sets a strong foundation for continued progress toward gender-responsive corrections and comprehensive reform at CCCF. Additional staff allow for more thorough investigations, the preservation of confidentiality, resources to seek out grant opportunities, and the ability to conduct off-year internal audits of PREA compliance.

TRAINING AND PROFESSIONAL DEVELOPMENT

- **Mental Health and Trauma-Informed Training:**
 - Staff have received Mental Health First Aid training provided by the National Institute of Corrections, equipping them with the skills necessary to respond effectively to mental health issues and trauma.
- **Regulation and Resilience Training:**
 - An 8-hour course has been introduced to foster self-regulation and communication skills among corrections staff, enhancing their capacity to manage challenging situations and build resilience.

HEALTH, WELLNESS, AND STAFF SUPPORT

- **Employee Wellness Enhancements:**
 - **Staff Events:** The CCCF Employee Wellness and Recreation Committees are actively hosting events to support and engage staff.
 - **Upgraded Spaces:** Enhanced break rooms and new staff wellness areas have been established to foster a healthier work environment.
 - **Medium Wellness Room Relaunch:** The CCCF Medium Facility wellness room has been relaunched with added amenities, including massage chairs and an ice/water machine, to provide staff with a space to relax and recharge.
 - **Outdoor Break Area:** In a collaborative effort, AICs and staff have created an outdoor break area for the CCCF Minimum Facility, offering a refreshing environment for all.
 - **Barista Service:** The facility's barista has been re-opened, serving both staff and AICs to boost morale and provide a community gathering spot.
 - **Walking Trail:** A new walking trail has been added at the facility entrance, offering an accessible option for exercise and relaxation.
 - **Critical Incident Stress Management (CISM)/Acute Stress Adaptive Protocol (ASAP) Training:** CISM and ASAP training enhance peer support by providing specific interventions designed to assist staff who experience traumatic stress.
 - **Psychologist Contract:** CCCF has contracted with Dr. Stephanie Conn, a renowned psychologist specializing in first responder stress. Dr. Conn is working with the CISM teams in offering one-on-one clinical support to employees impacted by critical incidents and supporting the CISM team in conducting debriefings.

Employee wellness is crucial for staff motivation, performance, and mental health. A healthy, supported workforce experiences less burnout, higher job satisfaction, and improved efficiency. Wellness programs reduce stress, enhance focus, and foster a positive workplace culture, leading to better decision-making and interactions with AICs. Prioritizing staff well-being strengthens retention, boosts morale, and ensures

a safer, more effective correctional environment, benefiting both employees and the institution as a whole.

- **2025 Staff Training Enhancements:**

- Dynamic security training now incorporates gender-responsive and trauma-informed concepts, reflecting the evolving needs and priorities of the facility.

- **Special Housing Staff Training:**

- The CCCF team has undergone specialized training in de-escalation techniques and alternatives to the use of force.
- This training is delivered through the Oregon Way program in conjunction with Resource Team training in California, ensuring staff are well-prepared to handle sensitive situations in special housing environments.

Trauma-informed, resilience, and specialized de-escalation training equip staff with tools to manage stress, conflict, and emotional triggers effectively. These programs enhance safety, reduce violence, and foster mutual respect by promoting understanding and self-regulation. Staff gain skills to handle crises with empathy, leading to a more stable, supportive, and rehabilitative correctional setting.

In summary, these comprehensive updates reflect DOC's steadfast commitment to enhancing every aspect of operations at CCCF. From staffing and leadership enhancements to improved AIC engagement and communication, and from the expanded programs and services offered to AICs to significant facility and quality of life improvements—each initiative plays a critical role in ongoing reform. The bolstering of health, wellness, and support for both AICs and staff—coupled with robust training and professional development programs—demonstrates DOC's dedication to fostering a safe, inclusive, and responsive environment. Each improvement, whether in security protocols, community engagement, or innovative service delivery, underscores the commitment to the highest standards of gender-informed practices.

The Department of Corrections remains devoted to making meaningful, evidence-based changes by implementing best practices and continually refining the agency's approach.

DOC extends sincere gratitude to the various committees, workgroups, staff members, AICs, and community partners for their invaluable input and support during this transformative process. Their collective contributions are instrumental in driving positive change. DOC looks forward to providing updates on further progress in the next scheduled update in August 2025.

