



# Oregon Department of Corrections Coffee Creek Correctional Facility

## Gender Informed Practices Assessment Six-Month Update Report



May 3, 2024

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# Oregon

Tina Kotek, Governor

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May 2, 2024

Governor Tina Kotek  
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Dear Governor Kotek,

The Oregon Department of Corrections (DOC) is pleased to present the Gender Informed Practices Assessment (GIPA) Six-Month Update Report for your review. The findings of the November 2023 GIPA report were taken to heart and in the half-year since its publication, staff from Coffee Creek Correctional Facility (CCCF), DOC, your office, and many volunteers have made significant progress to ensure the women we incarcerate have the tools they need to be successful during their incarceration and when they transition back to Oregon's communities.

After reviewing the GIPA report, we adopted a near-term and long-term approach to prioritize and implement its findings. This progress report outlines those items DOC identified as 'near-term' and not requiring a significant budget expenditure six months ago.

The longer-term work will be published in the upcoming GIPA Strategic Plan. As you know, it is being built with the input of your Advisory Panel on Gender Responsive Practices in Corrections, CCCF Executive Team and staff, DOC GIPA domain leads, and adults in custody (AICs) at CCCF. This coordinated listening and prioritization exercise will culminate in our next report to you in June 2024. The GIPA Strategic Plan will detail our multi-year approach to address the more comprehensive set of priorities from 2023 GIPA report, including several items with budgetary impacts that will require legislative approval.

We hope this report provides you with the assurance that positive change is underway at CCCF. We will continue to provide updates to your office as we advance through the remaining short-term recommendations and continue to develop the long-term GIPA Strategic Plan.

We appreciate your leadership and personal involvement with this important work.

Sincerely,

Mike Reese  
Director

Heidi Steward  
Deputy Director

# I Executive Summary

As stewards of public safety and advocates for the successful rehabilitation of adults in custody (AICs), the Oregon Department of Corrections (DOC) is dedicated to evaluating and improving practices within our prisons. A pivotal aspect of this effort lies in integrating gender-informed practices, acknowledging and addressing the unique needs and realities of incarcerated women.

This report is a snapshot of DOC's progress in a multi-year effort to improve the operational practices at Coffee Creek Correctional Facility (CCCF), Oregon's only all-female correctional facility. In 2019, DOC was an active member of a workgroup that recommended the legislature fund a comprehensive Gender Informed Practices Assessment (GIPA), which was approved in 2022. The resulting 2023 GIPA gave DOC a baseline measure of how closely agency policies and practices align with prevailing research on gender-informed approaches.

Based on recommendations of the 2023 GIPA report, DOC addressed the findings with immediate, near-term, and long-term plans. This report focuses on those items falling in the immediate six-month implementation timeline.

We are especially excited about these major improvements:

- Efforts to identify and reduce the backlog of Prison Rape Elimination Act (PREA) investigations are under way at CCCF. This is an urgent issue, and employees have implemented a collaborative strategy, leveraging staff from across the agency and partnering with the Oregon State Police to expedite the process and improve safety for both AICs and staff at CCCF. The institution is in the process of hiring two unfunded positions – a full-time Sexual Assault Liaison and a full-time support person to help track and report data and timelines.
- Maternity Support: As CCCF is DOC's only female facility, its services include maternity support for pregnant AICs. The progress made to implement a doula program by June 2024 and update internal staff policies and training to support this change has been made possible due to the significant efforts of DOC employees as well as representatives from the Governor's Office, Oregon Legislature, AICs and former AICs, trained doulas, and subject matter experts from the Minnesota Prison Doula Project and the Ostara Initiative. These changes ensure pregnant and post-partum AICs receive the support they need.
- Substance Use Disorder (SUD) Treatment: Peer Recovery Mentors are an important element of DOC's design to expand SUD treatment to the Medium facility and increase overall access. Peer Recovery Mentors have been recruited and their training has begun in order to improve the accessibility of qualified help to AICs in need. The peer-to-peer aspect of SUD program design will become operational in June 2024, after their two months of on-the-job training is complete.
- Preparing Women for Successful Release: Wraparound support services include trade certification, life coaching, skills development, and working with the Portland Community College Legal Resource Center to reduce the barriers to housing and employment posed by expungable crime convictions and housing evictions, court fines and fees, and driver license revocations.

These projects and other important GIPA-related work are ongoing; DOC is committed to continuously evaluating and enhancing our practices and reporting the results on a regular basis. By recognizing and addressing the needs of incarcerated individuals based on gender, DOC prisons are enhancing

rehabilitation outcomes, reducing recidivism, and making both CCCF and the communities we protect safer and healthier.

## 2 GIPA-Response Actions with a Six-Month Target Date

### 2.1 Cameras

Over 400 new security cameras were purchased for installation throughout the facility and surrounding perimeter. This measure will substantially enhance safety and security by improving the visibility of both staff and AIC movements. The minimum-custody facility camera installation is complete. In April 2024, DOC staff began replacing some existing cameras in the parking lot and in the medium-custody facility.

In order to install the cameras in the medium facility, significant infrastructure improvements are underway and expected to be completed by September 2024. CCCF Physical Plant and DOC Facilities Services meet regularly to resolve issues and ensure this work continues to move forward.

**Status: In Progress      Target Date: September 2024**

### 2.2 Town Hall Meetings

Institution town hall meetings are an avenue for staff to meet with AICs to share concerns, challenges, and opportunities. While town hall style meetings occurred regularly at CCCF, they ceased during the COVID-19 crisis. Monthly town hall meetings were restarted December 2023. The AIC GIPA Council is collaborating with CCCF Assistant Superintendents to create a forum where AICs can share ideas and have meaningful dialogue with staff.

At the suggestion of AICs, a reoccurring future topic for town hall meetings will be healthcare. DOC's Pharmacy Services staff have committed to providing a quarterly presentation on medications. The first presentation will be made at the May 8, 2024, town hall meeting, and a female pharmacist will be in attendance to answer questions.

**Status: Complete**

### 2.3 Special Housing Unit (SHU)

Special Housing post orders, rules, and polices.

When AICs need to be separated from the general population, they are placed in a SHU. They can be placed there for several reasons: disciplinary, programming, treatment, and the safety of themselves and others. At CCCF, Special Housing is located in two small units within the medium facility.

The following changes have been made in Special Housing:

- After training, de-escalation processes used to redirect inappropriate AIC behavior in Special Housing has been improved. There is an expectation to attempt to de-escalate every situation and contact Behavioral Health Services (BHS) before any planned use of force event. A team comprised

of staff from around the state has been onsite at CCCF to provide training and mentoring in this area.

- BHS and security staff are collaborating to improve behavior-improvement plans (BIP) and increase staff awareness of effective interventions with AICs who are frequently involved in use-of-force incidents or staff assaults. This increase in communication increases understanding of specific AIC needs and will improve outcomes for AICs.
- The Special Housing post orders have been updated after being reviewed for opportunities to implement more effective gender- and trauma-informed practices.
- Develop and distribute communications to staff regarding procedure for using the SHU nature imagery room, or “Blue Room.” The room has been painted and a rocking chair placed in the room. Installation of the electrical and cable connections for the screen has been completed, and the painting of a mural on one of the Blue Room walls is forthcoming.

#### AIC Band and Yoga in Special Housing

CCCF AICs have formed a musical band that performs at the institution and during special events at the institution. The idea of having the band play in Special Housing was considered and ultimately an alternative plan will be implemented. This change is based on a therapeutic concern for the negative outcome for those AICs requiring an environment with lower stimuli. Music will be made available to Special Housing residents through the dayroom unit and Blue Room televisions.

Similarly, yoga was put on hold due to over-stimulation concerns. The architectural design in Special Housing makes it difficult to conduct yoga classes without it impacting those who are not engaged. As dedicated space becomes available for yoga, this will be reevaluated.

#### Video Phone Calls

AICs now have access to video interactive phone calls while housed in Special Housing.

#### Televisions in Special Housing

CCCF’s Special Housing now have televisions for the AICs to watch during the day. Nature imagery and quiet music will play during the late evening and early morning hours,.

## **2.4 Training**

The CCCF Executive Team participated in the ASCENT Promise of Leadership Training which began early 2023 and was completed in December 2023. Additionally, the Executive Team took part in Shared Leadership Development Training with Beth Doolittle over the course of several sessions in 2023. CCCF’s integration of GIPA report findings was a significant topic in both leadership courses.

DOC has scheduled the FBI's "The Color of Law" Prison Rape Elimination Act (PREA) training, slated to be delivered to the statewide leadership team in August 2024. CCCF is working with the instructor’s schedule to roll it out with CCCF as soon as practicable.

DOC applied for assistance through the National Institute of Corrections (NIC) to deliver training to CCCF staff on gender-responsive leadership, trauma-informed care, and critical incident response. When DOC applied to NIC for technical assistance, NIC recommended the Mental Health and First Aid (MHFA) training based on the identified training needs for CCCF’s population. DOC has already submitted and

received approval of its request, and up to 90 CCCF staff will be provided the MHFA eight-hour training scheduled for July 30 through August 1, 2024.

DOC has a contract with CORE Group of Colorado to provide Creating Regulation and Resiliency (CR/2™) training for 300 CCCF staff this summer. CR/2™ is an innovative criminal justice staff training and communication model designed to foster productive interactions with AICs. The contract will include a train-the-trainer certification for eight staff to ensure CR/2™ training can continue to be provided to new staff.

CCCF security staff are currently in the process of completing in-service training required to maintain their Department of Public Safety Standards and Training (DPSST) certifications. Therefore, GIPA-specific training has, for the most part, been intentionally scheduled to occur after that block of training concludes in June 2024.

**Status: In Progress      Target Date: August 2024**

## **2.5 Provide Expanded Phone Validation Assistance**

Maintaining connections to family and friends is important during incarceration to provide emotional support. Positive family and friend communication can play a significant role in an AIC's rehabilitation and successful reintegration into society. DOC has long required phone number validation as part of our overall safety and security protocols. During the pandemic, validation was paused to compensate for the cessation of in-person visitation. As we restarted in-person visitations, AICs and their family and friends have needed to go through a validation process, which has frustrated many who were unaware of the temporary lifting of this protocol during COVID.

On November 22, 2023, DOC set up a hotline to help with phone validation. DOC posted information about the hotline in both English and Spanish on our Website and on the AIC kiosks. DOC learned of a policy by T-Mobile to block all calls from prisons, so we reached out to T-Mobile corporate to change this policy, which proved to be unsuccessful. As a result, DOC published a workaround guide specific to T-Mobile customers. As of April 24, 2024, there have been 465 friends and family members who were provided the opportunity for one-on-one phone validation assistance by our vendor's customer service team.

An in-person event at CCCF was held on December 21, 2023, to assist family and friends with the phone validation process. Staff will host another event at the Oregon State Penitentiary June 6, 2024, and incorporate feedback from our partners regarding the December event to improve the engagement of family and friends.

Currently if there is an issue with the phones, tablets, or video calls, DOC and its vendor act quickly to communicate with AICs and external partners about the issue and provide a timeline for a solution. The agency has taken the following actions to assist with phone validation:

- Offered in-person assistance at CCCF.
- Simplified validation instructions for the public who use this system.
- Established a customer-service phone number dedicated to citizens having issues validating their phones to receive calls from AICs.



- Communicated help options to all AICs (in English and Spanish) via AIC newsletters, kiosks, and tablets.
- Hung informative fliers in housing units.
- Added help information and a help email and phone number on the DOC website.

Currently successful usage of the communications system continues to increase at CCCF and across DOC's other facilities. The verification system is an important deterrent against criminal behavior that puts the safety of AICs and the community at risk. DOC is dedicated to ongoing enhancements, striving to offer a service that meets the needs of all stakeholders.

**Status: Ongoing**

## 2.6 Prosocial Leisure Activities

Intramural sports, crafts, physical disciplines (e.g., yoga, 5k runs, and Zumba), and other leisure activities offer a holistic approach to rehabilitation by addressing physical, emotional, social, and cognitive aspects of well-being. Research indicates that providing opportunities for personal growth, skill development, and positive social connections can play a vital role in promoting rehabilitation and reducing recidivism. Additionally, they offer a constructive way to cope with the challenges of incarceration by alleviating stress, anxiety, and depression by being an outlet for emotions and energy.

Within the constraints of the total space CCCF has available and the housing units that AICs reside in, the following activities have been added:

- Intramural sports (basketball, ping pong, shuffleboard, and pickleball).
- Yoga and Zumba on the housing units via DVDs.
- Craft program.
- Quilting program.
- 5k runs (minimum facility).
- Bingo (medium facility).
- Coffee Creek band ("Unbroken") concerts.

The physical space available for activities was identified as a barrier to implementing additional leisure activities, so CCCF leadership worked with the Life Skills Team to redefine the process for reserving AIC use space, such as classrooms. A special events calendar has been created for AICs to request to reserve space. Correctional Rehabilitation Coordinators check the request against existing reservations and approve, disapprove, or suggest alternative space based on the event request.

**Status: Ongoing**

## 2.7 Undergarments

The selected vendor will send traditional bras for several AICs to conduct a fit and wear test to determine whether they will meet all needed criteria. Clothing room staff will distribute the bra samples to a test group so the AICs can conduct the wear test over the course of several weeks. If testing is successful, DOC will move forward with procurement.

This sampling, testing, and procurement process has already been completed for sports bras; they are currently being manufactured by Oregon Corrections Enterprises (OCE).

**Status: In progress**      **Target Date: June 2024**

## **2.8 Elimination of Automatic Loss of Privileges (LOP) Restrictions**

DOC has a rule that outlines an administrative hearings process used when an AIC engages in misconduct. An AIC found in violation of a rule may be given a sanction that includes Loss of Privileges (LOP) as an alternative or supplement to a disciplinary segregation sanction. Institutions have the ability to define LOP based on their architecture and operational needs.

CCCF has reviewed the local application of LOP and has developed a proposal to allow AICs to access phones, video interaction phones, and tablets during their LOP sanction. The ability to communicate, even while on LOP, is intended to sustain and strengthen communication to family and friends, including children. Exceptions to this level of access will be based on individualized risk assessments, such as when misconduct is directly tied to misuse or abuse of these privileges.

**Status: Complete**      **Target Date: April 2024**

## **2.9 Women’s Risk Need Assessment (WRNA) Curricula**

The Women Risk Needs Assessment (WRNA) was specifically designed for system-impacted women who cycle in and out of the criminal justice system. The WRNA not only measures women's specific criminogenic needs, but also their strengths, to drive a comprehensive, holistic case-plan designed to work alongside women and their gender- and trauma-responsive treatment and supervision.

The Change Companies’ WRNA Collection is a collection of gender-responsive curriculum interventions that directly align with the WRNA domains. Endorsed by Dr. Emily Salisbury, one of the WRNA’s original creators, this collection can help professionals collaboratively develop comprehensive, individualized service plans that effectively address the unique needs of the women they serve.

The WRNA journals are onsite and will soon be available for use. These journals will enhance DOC case management resources and be used by trained personnel to assist identified AICs of all Automated Criminal Risk Score (ACRS) in working through issues related to their highest risk needs as identified by the WRNA.

Counselor training on use of the WRNA journals will take 13 weeks – one week for each WRNA journal. WRNA journal training began April 4, 2024, and is scheduled to conclude June 26, 2024.

The WRNA journals are designed to be written in by AICs and cannot be reused. Permanent additional funding will be requested each biennium to replenish the materials.

**Status: In progress**      **Target Date: June 2024**

### 3 Recruitment and Retention Challenges

CCCF continues to experience challenges with the recruitment of new staff and the retention of existing staff. Historically, CCCF's turnover rate for Security-series staff is approximately 22% per year. As of April 18, 2024, CCCF has 208 Correctional Officer positions. Of those, 37 were vacant (17.9%). Not included in those vacancy calculations are "ghost" vacancies – positions that are technically filled, but the person filling them is unable to come to work for a protected reason, such as for military deployment or medical leave. As of April 18, 2024, CCCF had a total of 14 Security-series staff that were in this category, bringing the actual vacancy percentage to approximately 24.5%.

High vacancy rates in a 24/7 operation that requires mandatory coverage leads to an increase in overtime to cover those shifts (as those positions cannot be permanently filled by other staff or new hires). The increases in overtime result in employee burn-out, which in turn leads to a higher turnover rate than we see at other facilities. Since July of 2023, CCCF has averaged 7,500 hours of overtime per month, approximately 16.3% of the total hours worked by Security-series staff.

DOC has received feedback that the total compensation package is not competitive with similar jobs in this region. To mitigate this challenge, negotiations between DOC and the Correctional Officer's union (AFSCME) in April 2024 resulted in a more competitive starting wage through the elimination of four "steps" in new hire pay scale. Additionally, DOC has launched a pilot program to allow for "Temporary Hires," a classification that has not existed within DOC previously. DOC's recruitment team has an increased presence at local recruitment events and is developing a robust marketing campaign to bring more applicants to the table.

### 4 Future Work

#### Partnering for Reentry Success

Through federal grant funding, DOC was able to partner with the Portland Community College (PCC) CLEAR Clinic to provide free set-aside services to its minimum facility students participating in DOC's "Big Machines, Big Opportunities" U.S. Department of Justice, Bureau of Justice Assistance, federal grant program in November 2023. PCC provided a significant portion of its staff time as an in-kind contribution to be able to conduct the clinics within DOC's grant budget restraints.

PCC was able to provide services that remove barriers to housing and employment after release in 109 matters for 15 women including crime expungements, eviction expungements, reduced court fines and fees, and driver license revocations. DOC further piloted providing these services at two eastside men's institutions with similar positive results and a total of 306 matters.

The program participants expressed their appreciation many times over for these services and shared how impactful it is for them and their families to have these matters resolved before they return home as it mitigates so many barriers to their success in securing housing and employment.

PCC has proven to be a valuable and collaborative partner, and as part of DOC's GIPA-response strategy, DOC plans to enter into an agreement with PCC CLEAR Clinic to provide these services to AICs approaching their projected release dates. June 2024 is targeted as the start date.

### Oregon WorkSource Centers

DOC has been collaborating with the Oregon Workforce Partnership (local workforce boards) to secure grants to pilot and fund the expansion of onsite WorkSource centers in all DOC prisons. These will provide employment services and connections to community services and resources. A new grant will fund a WorkSource resource room inside the minimum facility, and residents will have assistance from the community in preparing for transition. The computer resource room will allow WorkSource to provide in-person services 60 to 90 days before release. This provides AICs the opportunity to engage in enhanced employment-preparation services across all institutions with the goal of preventing recidivism by securing meaningful employment prior to release or as quickly as possible after release. A room in the minimum facility has been committed for the WorkSource Center and it already has the furniture, outlets, and data ports prepared for the computers that are in the procurement process.

DOC Information Technology was able to allow partial access to the Oregon Employment Department and WorkSource Systems programs, permitting individuals to create profiles, conduct needs assessments, build resumés, and conduct job searches just as they would in the community and in advance of release. DOC is working with a new partner and will be adding an application called the Inside Out Network which will allow AICs to identify local reentry service providers based on the county of release and actively engage in need-based reentry planning with those entities before release and for continuation after release.

### Expanding Substance Use Disorder (SUD) Treatment

Behavioral Health Services (BHS) oversees Peer Recovery Mentors (also referred to as Certified Recovery Mentors, or simply Recovery Mentors) for BHS Substance Use Disorder (SUD) Treatment Services. They receive training and ongoing clinical supervision from appropriately credentialed staff as part of requirements under Oregon Administrative Rules. Recovery Mentors have been established in the CCCF minimum facility since 2022.

BHS SUD treatment expansion to the Medium facility is dependent upon the inclusion of these Recovery Mentors as they are a significant part of the program design, both from an evidence-based practice perspective, and from a scheduling and accessibility perspective.

BHS began training a new cohort of minimum facility Recovery Mentors in April 2024.

For the first time, Recovery Mentors will be trained for the medium facility as well. Recruitment began in April 2024 and initial training is set for May 2024. They will be taught how to run groups and then they will receive another two months of on-the-job training before taking on the full duties of their role. Recovery Mentors will begin performing limited intakes and building up caseloads by June 2024.

The primary remaining challenge is finding space in the institution for Recovery Mentor-run SUD group and individual sessions. BHS Management continues to work with the institution to identify and secure spaces for these peer programs.

### Peer-to-Peer AIC Survival Coach Training (Life Coaches)

DOC BHS staff has recruited three peer Life Coaches for the medium facility and two for the minimum facility. After developing a program overview and cost analysis, DOC began the recruitment process to fill the positions in early 2024.

Staff met with the new minimum AIC Life Coaches in March 2024, along with the medium Lead Life Coach, to set expectations and discuss on-the-job training and classes. The Lead Life Coach is responsible for facilitating classes on the topics of:

- New AIC orientation.
- Healthy Women’s Relationships.
- Suicide Prevention.

DOC BHS will provide continuing guidance and supervision for the Life Coaches. CCCF Life Coaches have full access to the minimum facility, and flyers have been posted on the units promoting sign-ups for upcoming classes.

## **5 Conclusion**

Since CCCF’s opening in 2001, research into – and the understanding of – women’s unique needs have evolved considerably. The Gender Informed Practices Assessment represents a step toward a more equitable and compassionate approach to incarceration. By recognizing the unique needs and experiences of women, we can transform our correctional facilities into environments that prioritize rehabilitation, support, and ultimately, reintegration into society.

Looking ahead, the implementation of these practices holds the promise of reducing recidivism rates, promoting mental and emotional well-being, and fostering a culture of respect and dignity for all individuals within the criminal justice system. DOC remains steadfast in its commitment to advancing gender-informed approaches in prisons.