

Evaluating Oregon's Community Corrections Act

2021–23



Oregon Department of Corrections





Oregon Department of Corrections

Mission

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

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Foreword

We are pleased to present the 2021–23 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 provide an evaluation of community corrections policy and assess the effectiveness of local revocation options. This biennium's report contains the most current data pertaining to adults 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 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. This has been one of the most challenging biennia on record for our state and our profession. A history of strong partnerships between DOC and county community corrections agencies statewide have proven essential.

Oregon's Community Corrections Partnership Act was established in 1997 and is governed by ORS 423.505. The purpose of this act is to provide and promote the use of the most effective criminal sanctions necessary to promote public safety, administer punishment, and rehabilitate adults on supervision. Because community corrections in Oregon is a function of state government operated in partnership with local, county-operated community corrections agencies, this act also targets the enhancement of state and county partnerships. It encourages 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 supervision in Oregon's communities would not be possible.

We hope you find this report both engaging and educational. As always, please don't hesitate to contact us should you have any questions or need additional information.

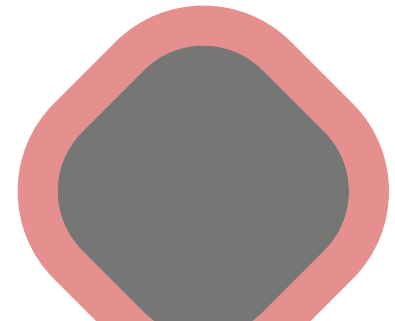
Sincerely,




Heidi Steward
Acting Director,
Department of Corrections




Jeremiah Stromberg
Assistant Director,
Community Corrections
Division





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 agencies 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 services for adults on supervision

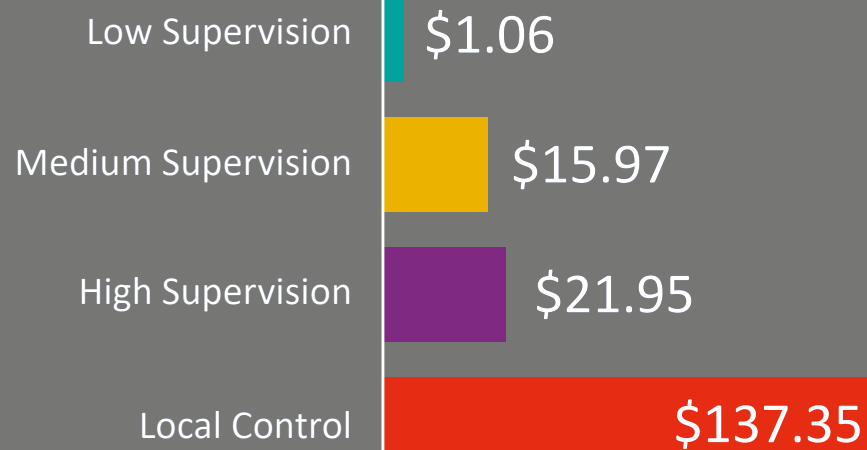
Community Corrections

(A BALANCE OF SUPERVISION, SERVICES, AND SANCTIONS)

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

Each component of community corrections—supervision, sanctions, and services—is an important part of holding adults on supervision accountable for their criminal behavior while protecting the

Cost Per Day (2021–2023)



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 adults on supervision pose to the community. The greatest efforts are concentrated on those determined to be at the highest risk to commit a new crime

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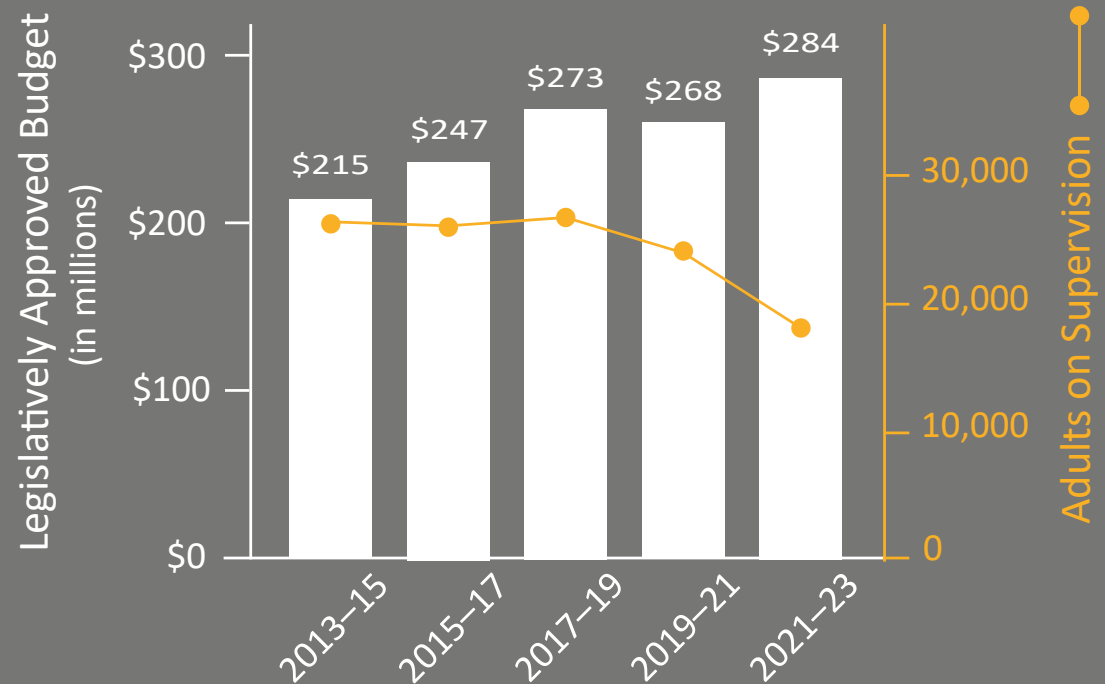
and those whose behavior and compliance with the orders of the court or BOPPPS is less than desirable. These populations have the highest amount of contact with POs, whether through scheduled office visits, home visits, or employment checks, as well as with other agencies including law

enforcement and social service programs. Adults on supervision 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 accountability for adults on supervision, and a reduction in the likelihood they will commit new crimes.

Community Corrections Funding

(Budget vs Adults on Supervision)





WORK/RESTITUTION CENTER: Structured housing in which adults on supervision are allowed to leave for work or other approved activities.

JAIL: Secure custody, including sanction and SB 1145(1995) beds.

ELECTRONIC HOUSE ARREST: Adults on supervision spend most time at home with a small transmitter attached to wrist or ankle.

DAY REPORTING: Requires adults on supervision 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: Adults on supervision are assigned to work for government or private non-profit agencies.

PRE-TRIAL SERVICES: Selection and supervised release of pre-trial detainees to free up secure custody beds for higher risk adults on supervision.

Sanctions





Treatment and Services



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 adults on supervision charged with drug offenses.

MENTAL HEALTH TREATMENT: Includes general counseling, evaluations, and services for mentally ill adults on supervision.

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 adults on supervision think 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.



Other Services

EMPLOYMENT: Assist adults on supervision in getting and keeping jobs.

EDUCATION: Assist adults on supervision in obtaining Basic Education or GED.

TRANSITION SERVICES: Services to assist adults on supervision 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 for sex offenders 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 adults on supervision for housing, food, transportation, work clothing, etc.

Jackson County

The Collaborative

In May 2022, The Collaborative opened its doors in Jackson County. Jackson County Community Justice (JCCJ) Parole and Probation has partnered with the Oregon Department of Human Services (ODHS) Child Welfare, ODHS Self Sufficiency Program and The Pathfinder Network (TPN) to provide services to women and gender diverse individuals. Participants at The Collaborative are community members as well as justice involved individuals. Parole and Probation Officers (POs), ODHS and TPN are all housed together in one building with a mission to cultivate a space for transformation and collaboration in service of women and gender diverse individuals so families can thrive in our community.

The Collaborative is rooted in the idea to co-create pathways to holistic, integrated, and responsive services and supports. It is a space meant for collaboration. Efforts are focused on alleviating the impacts of trauma and decreasing stigma and social isolation. The Collaborative works to put participants first and focus on strengths leading to success. This, in turn, will have a positive community impact and increase public safety.

The environment is one that is warm and welcoming. The environment was set up so that participants feel calm,

comfortable and safe. When a participant first walks into The Collaborative they are greeted by a Navigator and enter the living room where they speak with the Navigator about their needs. The Navigator will assess their needs and connect them to the appropriate agencies for resources. Participants are provided the opportunity to get one on one evidence-based support and services with all the agencies at The Collaborative.



In one visit to The Collaborative, participants can engage and communicate with their PO in either the shared PO space or one of the private meeting rooms. Participants can work with ODHS Self Sufficiency to get their food stamps and OHP set up. They can work with ODHS Child Welfare and ask questions, voice concerns, and connect with a case worker in regard to their case, obtaining visitation and other services they offer. Then they can hop over to TPN and work with a Peer to connect with someone who has lived experience and get aid in community resources, peer support and go to one of their cognitive behavioral skills groups.

Since opening on May 16th, The Collaborative has provided services and engagement to 801 participants. All services provided span across all three agencies. Parole and



Probation Officers have completed 580 office visits while using gender responsive and trauma informed approaches. With each month that The Collaborative has been open there has been more and more engagement. Staff at The Collaborative say that we are creating an environment of safety, and participants want to engage. They are showing up early and wanting to engage with their PO, TPN Peers and ODHS services.

Looking to the future, JCCJ is excited to continue partnering with ODHS and TPN. We plan to have a food pantry and clothing closet available, as well as partner with local health services to provide mobile medical services. We are excited to continue to build an environment of inclusion, safety and change for participants.



Community Corrections Populations and Demographics

(A PROFILE OF ADULTS ON SUPERVISIONS)

	1/1/21	7/1/21	1/1/22	7/1/22
Probation*	12628	11241	10503	10485
Parole/Post-Prison Supervision	12132	11840	10902	10478
Transitional Leave	531	292	400	383
Local Control	241	256	188	284
Total Community Corrections Population	25532	23619	21993	21630

* Includes Felony, Designated Drug-Related Misdemeanor (HB2355), and Designated Person Misdemeanor (SB497) Adults on Supervision



Probation:
On supervision in the community
under the jurisdiction of the court.

51%

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

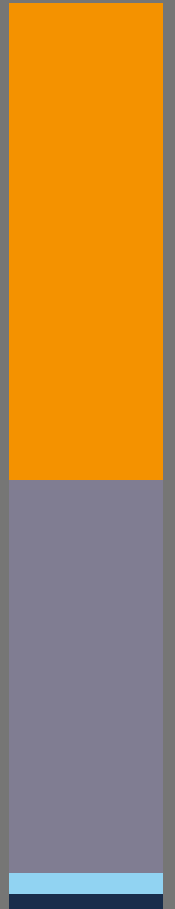
46%

Transitional Leave:
On supervision in the community
for a period of 30 to 120 days while
remaining under the jurisdiction of
DOC until they reach their earliest
projected release date.

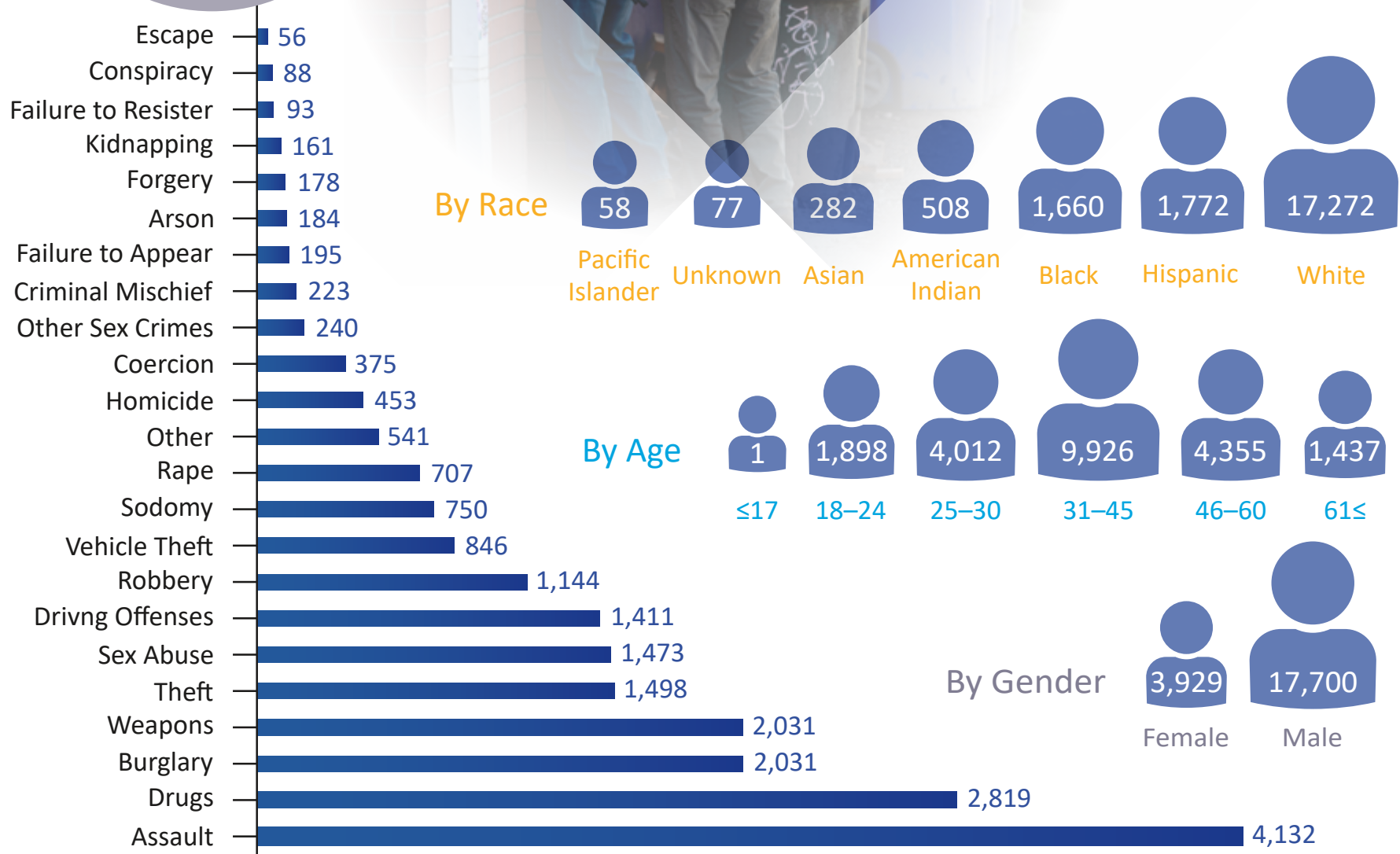
2%

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

1%



Types of Cases Supervised



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 identified appropriate cut-off scores to define low, medium, and high risk to recidivate populations. Low risk to recidivate is defined as a PSC score less than 25 percent. Medium risk to recidivate is defined as a PSC score greater than or equal to 25 percent and less than 42 percent. High risk to recidivate is defined as a PSC 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.



Population of Adults on Supervision by County

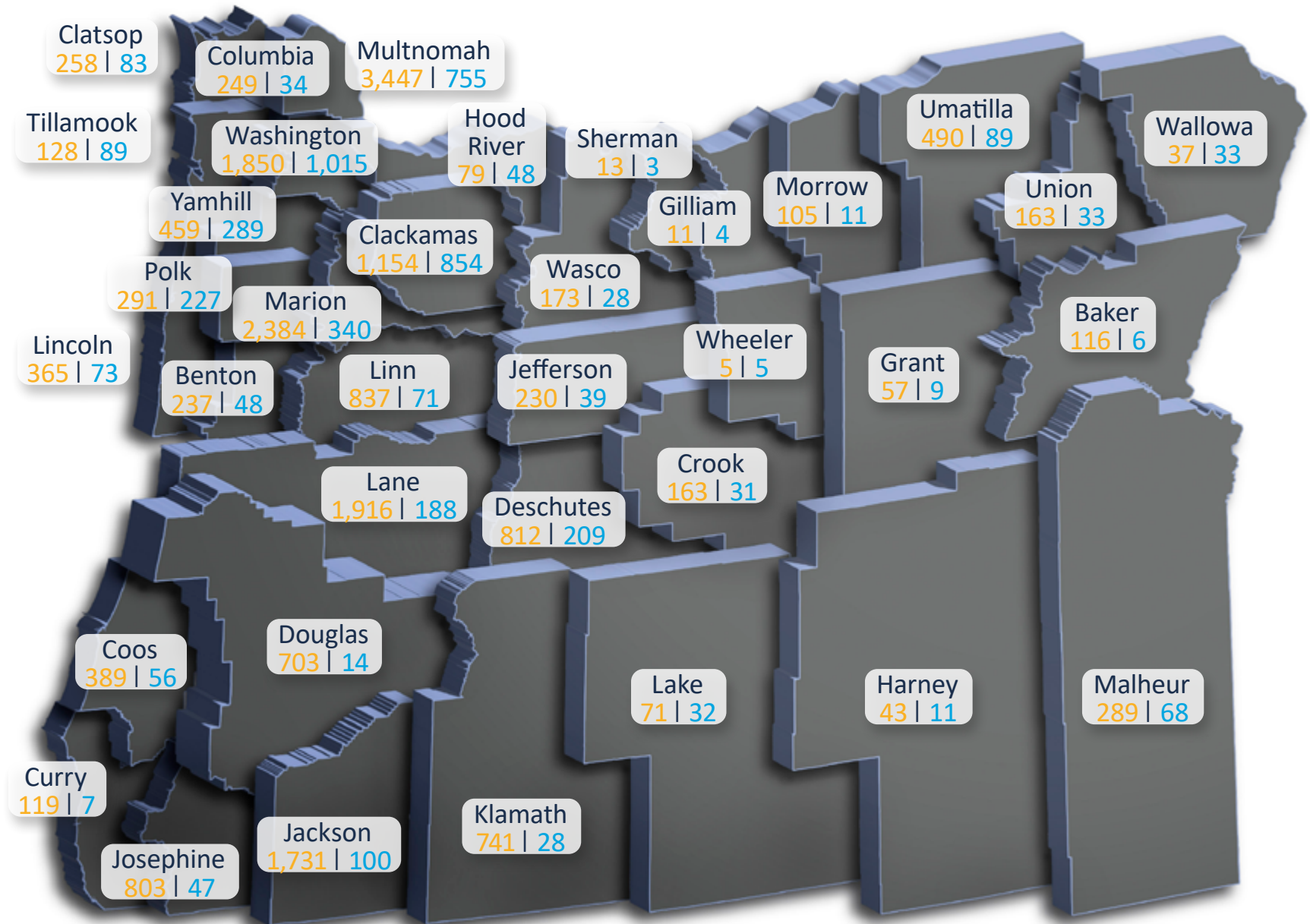
Note: Data reflects population snapshots taken 7/1/2022 and includes those supervised out of state. Due to inconsistent data entry practices, caution should be used when interpreting misdemeanor population counts.

Map Legend

■ Felony ■ Misdemeanor

Totals

■ 20,918
■ 4,995



Josephine County

The Community Correctional Counseling Program

We serve approximately 80 Justice Involved Individuals (JII's), all of whom are high risk, using the latest evidence based and validated risk assessment tools. We have gender specific programing that uses trauma informed practices to identify criminal drivers in female populations while enhancing capacity for self-efficacy. Additionally, we operate a jail bed treatment program that serves approximately 100 of the highest risk JII's annually. The program provides significant Cognitive Behavioral Therapy (CBT) dosage to those incarcerated, while treatment planning and post-release continuum of care are emphasized through partnership with various community organizations.

- We believe thoughts, attitudes, and personal beliefs lead to behavior, good or bad.
- We believe behavioral outcomes can be adjusted through cognitive intervention.
- We believe that chemical dependency requires holistic treatment to the fullest extent of available resources, including working with clients and their families to address recovery in every major area of their life, including the domains identified in the Level of Services Case Management Inventory (LSCMI) or the Women's Risk Needs Assessment (WRNA).



- We believe treatment is most effective in a structured, but supportive, encouraging, and compassionate environment.

Our APPROACH:

Josephine County Community Correctional Counseling Program (JCCC) deploys CBT, targeting maladaptive cognitions, poor emotional regulation, and disruptive interpersonal communication patterns. Additionally, JCCC provides interventions specifically designed for sexually related offenses and interpersonal violence through our Batterer Intervention Program (BIP).

Our MISSION:

JCCC Program is a nurturing and educational therapeutic environment that promotes personal growth and healing for individuals with a history or criminal thinking or emotional problems, that have led to their involvement in the criminal justice system as well as the development of substance use disorders. We create safe, structured, positive, and consistent places of opportunity, which foster integrity, self-respect, and responsible community living.

Our OBJECTIVES:

The overall goal of the JCCC Program is to prevent and reduce the impact of criminal thinking and addiction, and its contribution to criminal behavior and lifestyle, and to meet the long-term goals of decreased recidivism, substance use disorder, and prevention of

Please visit our video:

[Josephine Community Corrections —
Changing Lives with What Works—YouTube](#)



dysfunctional family patterns. By focusing on communication, human interaction, conflict resolution, choice, and personal life vision, JCCC Program prepares individuals to build/acquire assets that enable them to take action and control of their lives.

During the treatment process, individuals learn how to incorporate valuable tools into their lives including emotional responsibility, communication, empowerment, self-esteem, personal balance and vision. Clients who have graduated from JCCC Program have learned and acquired personal empowerment skills that enabled them to achieve the following:

1. Identify and seek out healthy advocates and allies,
2. Develop an ability to generate empowered states (i.e., create healthy boundaries),
3. Identify goals and take steps to achieve those goals,
4. Develop a “how to” approach to attain tools for personal resource development,
5. Strengthen their ability to perceive and make life-affirming choices.

It is our intention that individuals who participate in our program will be able to receive counseling support that will result in them being able to:

- Demonstrate an ability to progress through the Stages of Change—from Pre-Contemplation to Action, thereby becoming empowered to be positive, proactive, agents of change in their lives, rather than feel they are a victim of the ‘system’.
- Discover a way that fits for them, individually, to restore relationships (e.g., familial, personal, work, and community) to such a degree they KNOW they are a productive and positive influence on those around them!
- By providing clinical support and re-education, stress reduction and healthy coping skills, individuals are less likely to relapse into substance use disorders, become perpetrators of child abuse, or to continue destructive relationship patterns that lead to further involvement in the criminal justice system.



Revocations

In Oregon, a revocation is defined as 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 supervision are not being served. Using 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 highest risk adults on supervision are being revoked and re-incarcerated.

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

	1/1/21	7/1/21	1/1/22	7/1/22
Jail	89.2%	89.8%	93.1%	90.1%
Restricted Community *	6.6%	7.0%	2.7%	7.7%
Community **	1.2%	1.2%	1.1%	1.1%
Other Criminal Justice Responses ***	2.9%	2.0%	3.2%	1.1%

* Electronic home detention, restitution/work center, or inpatient substance abuse treatment.

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

*** Non-standard coding used. Unable to determine category.

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

61	56	58	57
Revocation Rates			
4.8%	5.3%	5.7%	5.8%
2nd Half 2020	1st Half 2021	2nd Half 2021	1st Half 2022



Marion County

The Sheriff's Office Transition Center Work Crews

The Marion County Transition Center provides housing for up to 144 minimum risk Adults in Custody (AICs). The mission of the Transition Center is to provide just and humane care for persons incarcerated at the center by providing a positive and rehabilitative environment. To accomplish this mission, staff utilize Core Correctional Practices (CCP) to assist AICs by building rapport, holding them accountable, and teaching them basic prosocial skills to assist in their successful transition back into the community.

Throughout the years of service, Marion County Work Crews have provided an intricate and wide variety of work to an array of vendors to include the National Forest Service, Oregon State Parks, Oregon Fish and Wildlife, surrounding state and city programs, as well as our own Marion County Public Works. Work has included transient camp clean-ups, complete cabin constructions, trail work, building information kiosks, special community projects, emergency response to extreme weather damage, etc.

In 2021, the work crews leaders and their Work Crews completed 24,461 hours of work in our community. Daily duties consist of a wide variety of jobs to include total park builds and construction, general park landscaping and make-overs, wood fence builds, clearing of hazard trees and debris, and special projects with Oregon Dept of Fish and Wildlife to transient camp clean-ups and weather-related emergency assistance.

Work crew leaders pride themselves in producing a product that the vendors/contractors are happy with. They are also excited to serve as role models to the AICs who are working with them. The work conducted by AICs provides both an educational and learning experience for all involved. Furthermore, the work displayed while in the public has dispelled many of the stereotypes associated with work crews; especially when community members see crews working and interacting



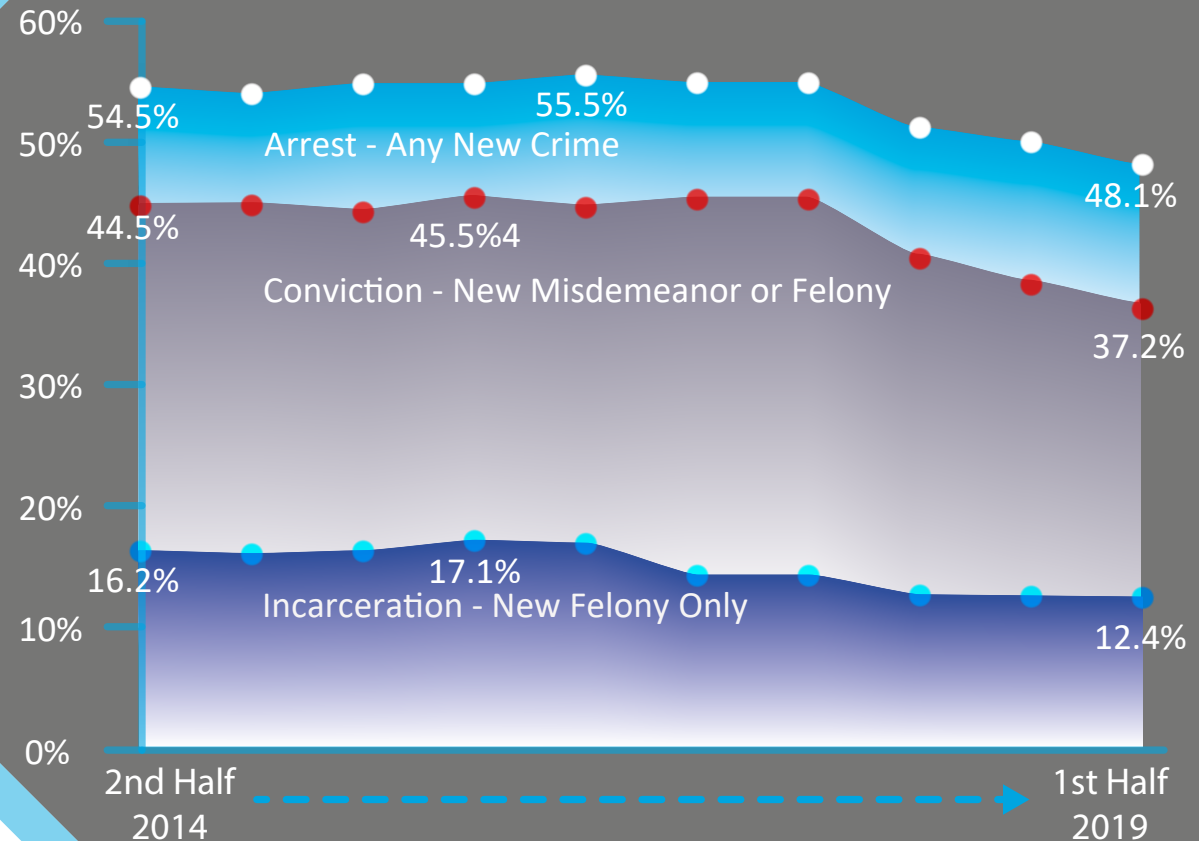
with deputies. Safety, training, and public perception are top priorities, and in some cases, AICs have been given great job opportunities by vendors/contractors upon release from custody. This is all due to their work performance and work ethic.

Community Corrections Performance Measures

Central to the work of community corrections is the ability to accurately measure outcomes related to adults on supervision. The primary outcome measure for consideration is recidivism, as the primary goal of any correctional system should be that no new crimes are committed while on supervision or upon completion of supervision. There are also several other correlating measures of great importance, including successful completion of supervision, payment of restitution, completion of community service work, participation in treatment, and employment.

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 reflects those who began probation or released from jail/prison to supervision during the first half of 2019.

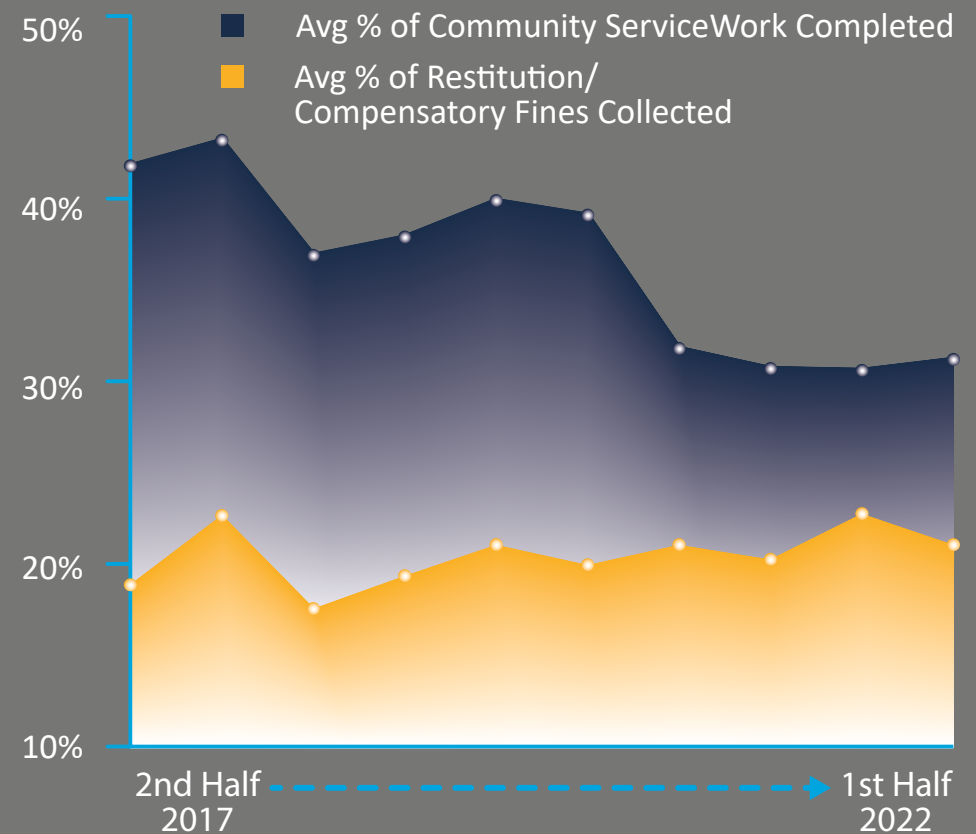
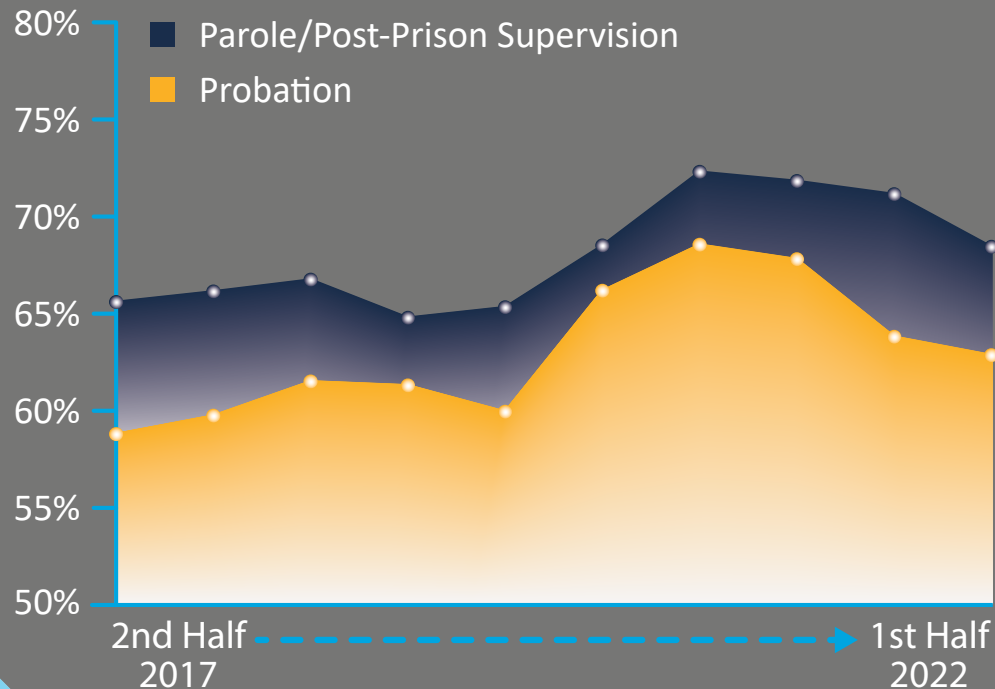


**Restitution/
Compensatory
Fine Collection
and Community
Service Work
Completion:**

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

**Successful
Completion:**

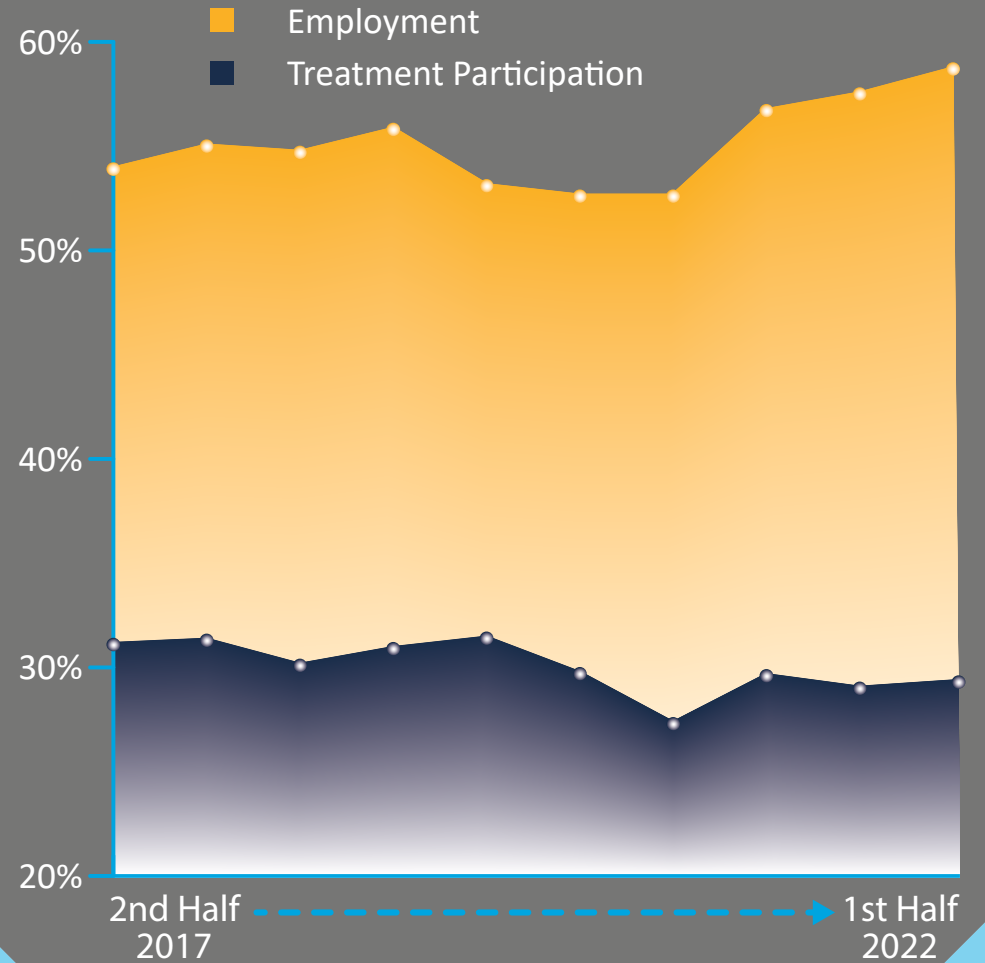
Increase the percentage of positive
case closures for adults on supervision.





Employment and Treatment Participation:

Increase the percentage of adults on supervision who are employed or those participating in treatment while on supervision.



Justice Reinvestment Initiative

What is Oregon's Justice Reinvestment Initiative?

Between 2000 and 2010, Oregon's prison population increased by nearly 50 percent and was projected to grow by an additional 2,300 people by 2022 with a potential cost of \$600 million. A 2011 report from the Oregon Commission on Public Safety found that Oregon would need an additional 2,300 prison beds by 2021. It also estimated that the state would need to invest an additional \$571 million to accommodate the growing population, including the construction of a new men's prison.

In response to the dramatic and costly growth in prison usage, 2013's House Bill 3194, the Justice Reinvestment Act, created Oregon's Justice Reinvestment Initiative (JRI). The Justice Reinvestment Initiative is an approach to spending resources more effectively with the goals of reducing recidivism and decreasing prison use while protecting the public and holding individuals accountable. The landmark legislation created

the Justice Reinvestment Grant Program, made various sentencing changes, and expanded short-term transitional leave. To date, the Justice Reinvestment Initiative has resulted in a net cost avoidance of more than \$560 million.

As part of Oregon's Justice Reinvestment Initiative, the Justice Reinvestment Grant Program funds local programs which aid counties in meeting the goals of JRI. Counties use these grant funds to enhance the capacity of their local public safety systems by funding evidence-based community programs. These program types range from pretrial programs to expanded community supervision programs for non-violent adults both on probation and as part of the Oregon Department of Corrections Short-Term Transitional Leave (STTL) program. Much of this funding goes to treatment, services and other interventions designed to address the root causes that drive criminal behavior for this population.

In addition to the formula-based grant created in 2013, the

legislature created a competitive grant in 2017 that allows counties to apply for additional funding to support downward departure prison diversion programs. For both the formula grant and the competitive grant, 10 percent of the grant funds are reserved for the funding of locally based nonprofit crime victims' services. To date, the combined funding from the formula and competitive grants has provided counties more than \$200 million to support local programs. House Bill 3078 (2017) expanded STTL, which allows qualifying adults in custody to transition to community supervision early, from 90 days to 120 days. It also brought additional sentencing changes which further reduced prison usage while protecting public safety.

In 2021, the Justice Reinvestment Initiative expanded with the addition of the Justice Reinvestment Equity Program (JREP). In addition to having goals of reducing recidivism and decreasing imprisonment, JREP's goals include reducing racial disparities and promoting a new equitable vision for community safety. JREP will be administered by the Northwest Health Foundation and funds will support culturally responsive services and culturally specific providers. JREP will be evaluated by the Criminal Justice Commission.

2023 will mark ten years since the creation of Oregon's Justice Reinvestment Initiative. While JRI eliminated the acute concerns that launched the Justice Reinvestment Initiative,



namely the need to construct a new prison, there is much work yet to be done to meet the broader goals of reducing prison usage and recidivism while holding individuals accountable and ensuring public safety.

Where JRI is headed next?

The most recent prison forecast, released in October 2022, anticipates Oregon's prison population will include 13,611 adults in custody in ten years, a dramatic drop from the 16,395 adults in custody estimated ten years out from the April 2013 forecast. One of the two principal goals of JRI, a reduction in prison usage, is being met although it is less clear if these changes are being felt equally throughout Oregon and by all Oregonians. In 2020, with the assistance of a legislatively created Equity Advisory Committee, the Criminal Justice Commission undertook an evaluation of how JRI funds are distributed to ensure "that funds are effectively serving: (A) Racial and ethnic minorities; (B) Women; (C) Lesbian, gay, bisexual, transgender, queer and other minority gender identity communities; and (D) Other historically underserved communities." The committee's report is serving as a roadmap for the agency to imbed equity throughout Oregon's JRI. In the coming years, JRI will build on its prior success while working to improve the equitable distribution of its funded programs.

Lane County

The Way Home

Lane County has closely collaborated with Sponsors Inc. to provide supportive housing to individuals sentenced to community supervision and rehabilitation services for close to 25 years. Sponsors is nationally recognized for its work in supportive housing and operates more than 20 buildings on 8 sites with 245+ units of housing.

As a true measure of partnership and collaboration, Lane County Parole & Probation has Parole/Probation Officers (POs) stationed at multiple Sponsors properties. This is often misconstrued as an accountability and/or policing measure. In fact, the opposite is true. Through this unique partnership, POs and Sponsors Reentry Navigators have forged innovation in joint collaborative case planning efforts through which risk, needs and barriers are strategically prioritized and addressed with a shared goal to achieve the best outcomes for program participants. While designed with a lens toward the success of our program participants, the program is simultaneously improving the overall quality of life for many in our Lane County Community.

Aesthetically, all of Sponsors properties are designed to be warm and welcoming. The facilities are well built with rich landscaping and are beautifully maintained. Residents regularly comment on how grateful they are to be housed in properties

that demonstrate dignity and respect, regardless of one's past. They are the antithesis of institutional.

Lane County believes in utilizing a vertical housing integration model. As such, Sponsors plays a critical role in supporting participants in navigating the many hurdles one faces when releasing from custody as homeless and indigent. A valued partner in our Lane County System, Sponsors works closely with individuals to achieve self-sufficiency and work their way up the housing ladder. In this effort, Sponsors has closely collaborated with Homes for Good, Lane County's Public Housing Agency. In addition to acting as the developer on numerous Sponsors housing projects, Homes for Good has created a local preference for people with conviction histories who are referred by Sponsors to their Section 8 program.

In 2016, Sponsors, Homes for Good, Lane County Parole & Probation and Third Sector applied for a HUD/DOJ grant to prevent and end homelessness among justice-involved individuals. Lane County was one of seven in the country to be selected for funding and was awarded \$1.3 million. Being rich in innovation and collaboration, our aim was to explore and expand limited funding opportunities that may serve high risk



populations through a sustainable pay for success or outcome oriented contracting model.

This gave way to a pilot known as ‘The Way Home’ in April of 2017, and a formal project launch in September 2018. Over the course of three years, Lane County set out to serve 125 individuals formerly incarcerated in DOC who are homeless with a high risk of recidivating. As a learning organization that assesses effectiveness through rigid program evaluation, Lane County established the following outcomes for The Way Home:

- Reduce Recidivism
Metric: Days incarcerated due to a new felony conviction.
- Reduce Homelessness
Metric: Days of stable housing validated by a lease.
- Increase appropriate use of healthcare services
Metric: Number of emergency department visits, inpatient stays, primary care utilization, and prescription coverage.

The Way Home is an expansion of a traditional Housing First Permanent Supportive Housing model. Equipped with 100 housing units, The Way Home offers:

- Individualized Housing First Case Management.
- Cognitive Behavioral Therapy groups.
- Family self-sufficiency programming.
- Section 8 housing liaison services.
- Community Supervision Services.
- Based on identified need, added support services to include mentors, education and employment search support, substance abuse treatment, behavioral health support, childcare, victim services, assistance with basic needs and more.

In the spirit of innovation and collaboration, The Way Home pushes the envelope in evidence-based practices that promote lasting community safety. The initiative is superbly held up and carried out by competent and committed staff to include Lane County PO Evan Loock, Sponsors Reentry Navigator Angelo Zarta and other important team members. The Initiative operates off a collaborative system-wide case plan that incorporates not only the client, but every service provider involved with the client.

Through validated assessments, a system-wide focus is established to address individual barriers and identified criminogenic needs in reducing risk effectively and strategically. The Way Home aspires to not only track and meet prescribed dosage benchmarks (hours of cognitive behavioral interventions aimed at drivers of criminal behavior) but incorporates intensity and duration to ensure that dosage is captured with remaining time to practice learned skills while on supervision. In addition, and in preparation for life beyond community supervision and services, participants work with their PO and Sponsors Reentry Navigator to identify a minimum of four prosocial supports (friends or family) and a minimum of three organized community activities aimed to anchor long term support in the community.

As of July 1, 2022, the program has been operational for 46 months and has placed 170 high risk to recidivate individuals in permanent supportive housing. Program outcomes have exceeded target benchmarks. To date, 92 percent of program participants remain stably housed, and fewer than 7 percent have been convicted of a new felony offense. This is an amazing accomplishment in improving the lives and well-being of a high-risk population and is proving to be a promising practice worthy of future replication.

Family Sentencing Alternative Pilot Program

287

Total Program Participants

89

Current Participants

130

Successful Completions

Impacted Children
487+

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 currently participating in the pilot are Columbia, Jackson, Marion, Multnomah, and Washington. FSAPP is a community-based program in which eligible non-violent primary parents facing prison sentences can be diverted from prison and continue their parenting responsibilities. This collaborative effort promotes the reunification of families, prevents children from entering the foster care system, and reduces the chances adults on supervision 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. Parole/ Probation Officers 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. Adults on supervision and their children participate in interactive family craft nights, educational field trips, family hikes, and more. Several 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.



2,094

STTL Releases

92%

Successful Completions

163,591

Prison Bed Days Saved

1,696

Jail Bed Days Used

Data Represents most recent 2 years

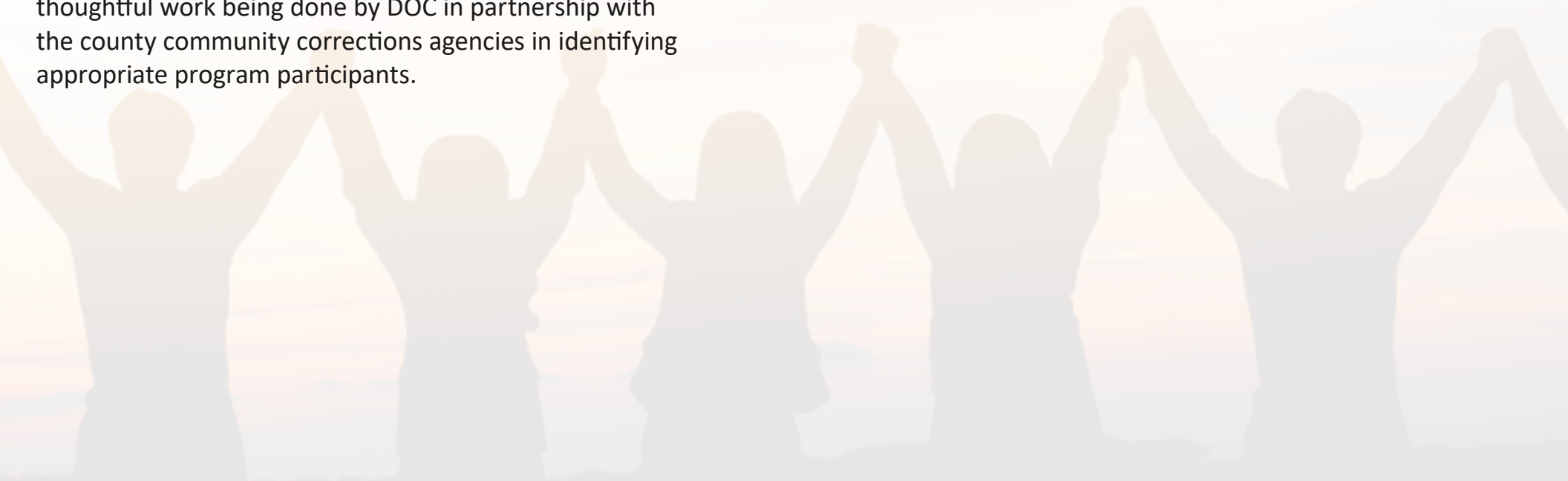
Short-Term Transitional Leave

Short-Term Transitional Leave (STTL) is a program designed to provide adults in custody (AIC) with transitional opportunities that promote successful reintegration into the community. STTL allows AICs to secure housing, find employment, and become engaged with treatment prior to beginning their post-prison supervision period. During transitional leave, participants are given an opportunity to become acquainted with their PO and to reintegrate with their support networks. These individuals 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 department rules or assigned release conditions.

What is referred to as STTL today is an expanded version of the original program that provided eligible AICs 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 low rate of STTL failures, substantial 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 AICs 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 statute and administrative rule. STTL continues to have a high degree of success, with 90 percent of participants completing the program. Additionally, the Oregon Criminal Justice Commission has conducted a long-term recidivism study showing that STTL participants have lower recidivism rates that are statistically significant when compared to matched pairs who did not receive STTL. This speaks to the thoughtful work being done by DOC in partnership with the county community corrections agencies in identifying appropriate program participants.



Earned Discharge

Earned discharge, as established by HB 3194, allows for the termination of an adult's felony probation or local control post-prison supervision for compliance 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.

In the 2021 legislative session, House Bill 2172 was passed expanding the eligibility for earned reduction in supervision to include individuals on post-prison supervision who are not serving

a sentence for a disqualifying crime. The bill also amended current restitution payment requirements for compliance with terms of probation or post-prison supervision to be limited to demonstrating a commitment to pay to the extent the person is able. The passage of HB 2172 will result in approximately 2,500 additional individuals per year being eligible to have their supervision terminated early, provided they meet criteria.

8,898

Earned Discharges

90%

Earned Discharge participants with no new misdemeanor or felony convictions



Interstate Compact for Adult Offender Supervision

1,253

Adults supervised
in Oregon for
other states

1,226

Oregon adults
supervised in
other states

Executive Director Award: Mark Patterson (OR), DCA

During the ICAOS Annual Business Meeting, Oregon's Deputy Compact Administrator Mark Patterson was awarded the Executive Directors Award. This award recognizes individuals who represent the Commission's values and mission, and personify the spirit of the Compact. Mark is known for seeking solutions that support client success and currently serves as the West Region DCA Chair.

The Interstate Compact for Adult Offender Supervision (ICAOS) regulates the movement and transfer of community supervision between states. Additionally, it ensures timely notification to victims and jurisdictions where adults on supervision 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 all necessary actions to effectuate its purposes. At the state level, the Compact, as it's known, is administered by the Oregon Interstate Compact Office, a functional unit of the Community Corrections Division of DOC.

The Interstate Commission for Adult Offender Supervision (Commission)

is a quasi-governmental administrative body created by the ICAOS to oversee 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. ICAOS celebrated its 20th anniversary at the September 2022 annual business meeting in New York City. As part of the celebration, ICAOS with the support of NIC, released a documentary giving a glimpse into the important work being done by the commission. See link to view. →



The Road Home
Full movie

Washington County

The Criminal Justice Long Game

Washington County Community Corrections (WCCC) in Hillsboro, has always sought to provide cutting edge community corrections services. While WCCC provides similar supervision, services and sanctions as other community corrections agencies, it also strives to adopt and implement broader practices that go beyond compliance monitoring, to encourage deeper growth and positive change. This article will highlight three areas of practice that are unique to WCCC: arming policy, the Counseling & Victims' Services Program, and Employee Wellbeing and Engagement project.


Arming

WCCC is only one of two Oregon counties where parole/probation officers (POs) do not carry firearms. The department has been unarmed since its inception, with no intention of changing this policy. Washington County leadership believes that POs are safer and more potent as change agents when they do not confuse their role with that



of law enforcement first-responders or police officers, focusing instead on relationship-building, safety-planning, rehabilitation, and positive behavior change. In the history of WCCC, there have been no gun-related accidents, incidents, injuries, or fatalities associated with community corrections which suggests non-armed safety strategies are quite effective.


WCCC has proven over decades that PO work can be done safely, effectively, and sustainably without firearms. Further, WCCC can identify no situation in the history of the department where a better outcome could have been produced by having a gun. For WCCC staff, safety is enhanced through the application of strategic behaviors, situational awareness, and the utilization of local law enforcement. POs focus intently on the quality of the professional alliances built with those they supervise and apply advanced interpersonal skills that build rapport, reduce reactivity, and deescalate tense situations. POs learn and practice an array of defensive skills that they apply as needed, most importantly the skills of situational awareness, planning, and avoiding and/or exiting potentially violent situations. Finally, the department actively fosters positive relationships with local law enforcement/police agencies and engages a police presence when enhanced security is warranted.



WCCC acknowledges the science that most justice-involved individuals (JIIs) have experienced violence/trauma and seeks to minimize further traumatization and/or trauma reactions for JIIs. Many JIIs (particularly people of color and those of low socioeconomic status) have experienced interactions with law enforcement officers that evoke reactivity and fear, or even PTSD, that creates a barrier to being open to the help and influence of POs. By minimizing a police persona and amplifying a change-agent persona, POs can boost trust and help JIIs minimize potential reactivity they might have for those who are or look like police. This change-agent persona is also more community friendly for children, families, and neighbors. WCCC views its role as a “criminal justice long game” where the goal is to promote positive behavior change and assist JIIs and the community in prosocial behavior, ultimately assisting people to exit the criminal justice system and integrate into the community.

Counseling & Victims’ Services Program (CVS)

In addition to providing relationship-based and preventative supervision of JIIs, WCCC has a strong commitment to community wellbeing and the reparation of harm for those who have been victimized by crime. In the year 2000, WCCC opened



the doors of the Counseling & Victims' Services Program (CVS), providing free community counseling and victims' advocacy to the local community. WCCC is the only community corrections department in Oregon that offers an internal community counseling program where any members of the community may obtain mental health, family, career, and couples counseling. CVS therapists are masters and doctoral-level students who provide excellent counseling services and graduates of the CVS internship program go on to serve the community with an advanced understanding of the criminal justice system, criminality, and the impacts of trauma on individuals, families, and communities.

Within the CVS program, WCCC also provides dedicated victim advocates who assist individuals and families to navigate issues specific to post-conviction situations. CVS victim advocates work closely with POs, DA's Office staff, law enforcement and community providers to help crime victims understand their rights, obtain services and supports available to them in the community, and better understand the status of their case as it relates to JIs on community supervision. Not only do CVS advocates work closely with crime victims, but they also promote knowledge and awareness for the community on crime victims' issues. They often present or participate in trainings for POs, educational settings, and community groups. Further,

they work closely with POs to help them better understand the unique needs of crime victims and to help empower victims and survivors to heal and recover from their experiences.

The CVS program is intended to provide prevention and restoration services that WCCC believes ultimately contribute to a safer and more supportive community.

Employee Wellbeing


Like most community corrections agencies, WCCC strives to apply evidence-based practices (EBPs) that have been proven by science to make the most impact on community safety. Research in criminality and behavior change is well-established and WCCC applies a wide array of interventions that have been shown to reduce recidivism and assist JIs to transition out of the criminal justice system and become productive community members.

At the same time, WCCC acknowledges that EBPs specific to working with JIs are only as strong as the wellbeing and engagement of community corrections staff and practitioners. Research in organizational development, behavioral health, leadership, and many other areas of practice, consistently supports the reality that front-line helpers do their best work and adopt EBPs only when they are supported by evidence-based leadership and organizational health.



In 2015, WCCC embarked on a project to develop and implement a department-wide practice model that communicated and promoted effective EBPs across the agency. While the original intent was to build a model specific to working with JILs, it became clear during the project that the department had the need to be evidence-based in all aspects of the organization including the development of EBPs for organizational development, leadership, and staff wellbeing. Since that time, WCCC has adopted strategies and approaches that keep organizational wellness at the forefront of EBPs.

WCCC developed and implemented a Peer Support program that provides interventions and support for any employees who experience work-related traumatic events, barriers, or personal experiences that inhibit their abilities and wellbeing at work. Peer Support members provide one-to-one meetings, group debriefs, and a variety of prevention activities that seek to provide as much support as possible for the wellbeing of staff. Research and literature in community corrections, law enforcement, and related fields consistently shows that front-line helpers experience “costs of caring” that are inherent in the helping fields. These include burnout, compassion fatigue, and vicarious trauma. Further, many



community corrections front-line helpers also experience direct traumas such as client suicidality, assaults, or directly witnessing abusive events. WCCC believes that it is crucial to provide support for front-line helpers so that their wellbeing is prioritized and so that they are better enabled to help others.

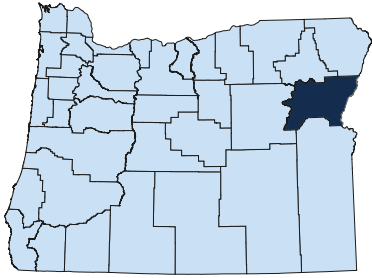
WCCC also implemented the Gallup Q12 Employee Engagement Survey (GQ12) in order to provide a method of measurement regarding staff engagement and wellbeing. The GQ12 was recommended by an external consultant as a highly vetted scientific tool for measuring employee wellness and WCCC's internal Steering Committee voted unanimously to implement the GQ12 project. WCCC conducts the GQ12 survey every 6 months and now has years of data on the department's employee engagement. The results of each survey cover the entire department, divisions, and individual teams and functional groups; giving a detailed window into how well WCCC and the larger Washington County organization meets the needs of staff.

The surveys and results serve as templates for in-depth conversations and goal setting. Most recently, the surveys helped justify deeper investment in leadership development and leadership team building in order to better enable supervisors

and senior managers to coach and develop staff. Regular surveys keep organizational wellness prioritized and help WCCC measure and understand staff engagement, barriers, and needs. Currently, WCCC results are compared against GQ12's database for related government/justice-related organizations. The results show that WCCC staff are more engaged than the national average and further justifies WCCC's innovative approach to supporting staff as much as WCCC supports the behavior change of JIIs.

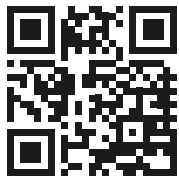
Conclusion

WCCC is committed to approaching community corrections work through innovative and evidence-based practices that go beyond traditional strategies. POs remain unarmed and intently focused on pro-social and equitable behavior change strategies. The CVS program applies restorative justice and community services to reduce the effects of criminal harm and promote individual and family wellbeing. The WCCC department is committed to promoting staff wellness, effective leadership, and measuring staff engagement, in order to intervene and establish evidence-based practices across all levels of the organization.



Director: Ryan Downing

Number of Staff: 5



Baker County

As a division of the Baker County Sheriff's Office, Baker County Parole and Probation provides services to approximately 200 justice-involved individuals (JII). The office is currently fully staffed, which consists of 1.0 FTE Lieutenant, 3.0 FTE Parole and Probation Deputies and a 1.0 FTE Office Manager.

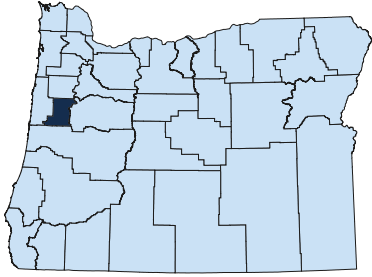
In early 2021, Baker County Parole and Probation vacated its long-standing office space, ultimately making the move into a new building with New Directions Northwest Behavioral Health and Wellness. This was a unique partnership, which has been of great benefit to all those we serve. Being co-located with behavioral health services provides justice-involved individuals the ability to manage their recovery and behavioral health appointments as well as complete their court ordered obligations in one convenient location. It has been extremely helpful for both treatment providers and parole and probation deputies to meet with clients simultaneously and create effective case plans.

The Justice Reinvestment Initiative funded community service work crew program continues to operate and is frequently used as an alternative to incarceration. Projects have included: cleaning up the Leo Adler Pathway, assisting with COVID-19 vaccination clinics, setting up for events such as the annual Easter Egg Hunt and the local fair, and

maintaining the historic Chinese Cemetery. Since its inception, the community service work crew program has cleaned up thousands of pounds of garbage and debris. This program is popular with participants and the community alike.

As we move forward, we will continue to prioritize the needs of those we serve while ensuring public safety. Maintaining successful collaborations with our community partners and developing unique and innovative programs will be key in accomplishing this.





Director: Justin Carley

Number of Staff: 13.3



Benton County

Benton County Community Corrections is located in Corvallis, Oregon with a population of approximately 96,000. Benton County Community Corrections is a Division of the Benton County Sheriff's Office. We are responsible for supervising adult justice-involved individuals (JII) on probation, parole, and post-prison supervision who reside in Benton County.

We are very fortunate to have a dedicated and professional Parole and Probation Staff. Benton County Community Corrections has 13.3 full-time staff, including two supervisors, seven Parole and Probation Officers, two Support Staff, Case Monitors, and a Director.

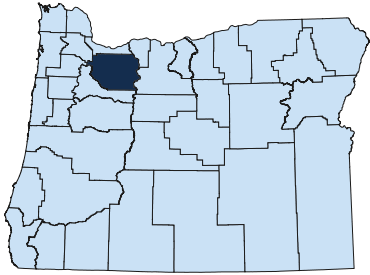
Benton County Community Corrections has several specialized caseloads and programs, including the Transition Program, Drug Treatment Court, Evidence-based Program, Work Crew Program, Sex Offender Supervision Program, and a Women's Caseload. Our POs provide supervision, guidance, and accountability to JII's and they use validated risk assessment tools to determine risk and need. Our staff 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 resources.

Benton County Community Corrections has developed excellent collaborations and

partnerships within the community, including the Oxford Houses (Men's and Women's), Community Outreach, Benton County Drug Treatment Court, Benton County District Attorney's Office, Sterling Management, Corvallis Police Department, Philomath Police Department, Benton County Health Department, and the Willamette Criminal Justice Council.

“Our staff prioritize limited resources based on the highest risk to the community...”

Moving forward, our goals include consistently adhering to the best-practices within the profession of Community Corrections. We will continue to prioritize our state allocated grant-in-aid dollars to focus on those JII's who pose the greatest risk to the community. And we will continue to work with our community partners to provide resources and services to JII's in Benton County.



Clackamas County

During the 2022–23 biennium, the Clackamas County Sheriff's Office Parole and Probation Division was awarded a second cycle of the Improving People's Access to Community-based Treatment, Supports and Services (IMPACTS) grant.

Clackamas County's program is unique : the only IMPACTS program housed in a Parole and Probation office.

Through the IMPACTS grant, we have been able to strengthen our mental health efforts by adding a contract with Clackamas County Behavioral Health, which brought a full-time senior mental health case manager into the Parole and Probation Office.

This senior case manager works directly with community supervision clients : providing a critical bridge between community supervision

and behavioral health services : and also serves as a consultant to probation officers who need help finding resources for our most vulnerable clients. The senior case manager also provides immediate access to a behavioral health professional for clients who show up at our office in urgent mental health crisis.

We also employ two dedicated mental health Parole and Probation officers (PPOs). One works with clients who are enrolled in Mental Health Court or have severe, persistent mental health needs. The other serves as the division's mental health stabilization PPO : temporarily taking over community supervision of clients identified as being in mental health crisis until their mental health stabilizes, at which point the clients can be transferred back to their original PPOs.

The IMPACTS team has been tireless in its pursuit of options to keep clients housed and safe, which can be especially challenging with this population. This often means providing clients with short-term stints in local motels, where our IMPACTS team continues to work with them while health and material resources work to find the clients longer-term housing.



Director: Malcolm McDonald

Number of Staff: 96

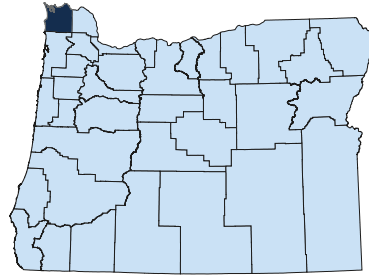


Clatsop County

How do we create an environment that builds agency and builds pathways forward for people to be successful?

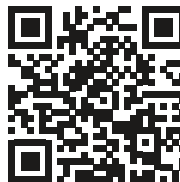
We asked ourselves this question while developing our priorities during our strategic planning process in 2020. A lack of in-house treatment services for supervised clients was identified as a barrier to client success. We worked with our local community mental health agency who agreed to provide a clinician, three days a week to work out of the community corrections offices. The clinician is available to meet with supervised clients to complete initial assessments and provide ongoing drug and alcohol treatment. This arrangement has shortened the time between treatment referral and treatment engagement for our clients.

Another new program we implemented during the 2021–2023 biennia was the establishment of a Gender Responsive Caseload for female justice involved individuals and those JII's who identify as female. Research has shown that these individuals often have different drivers that cause them to become involved in the criminal justice system such as family stressors, inability to



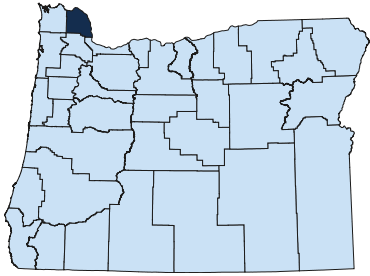
Director: Kristin Hanthorn

Number of Staff: 13



meet their needs, past trauma, and relationships. The PO assigned to this caseload has been trained in the risk and need areas specific to this population which enables them to implement trauma informed responses and supervision strategies. These responses and strategies are aimed at reducing barriers to success by helping the JII identify needed community resources, providing affirming support in a safe space, tailoring responses to violations to be as helpful as possible while still providing for consistent accountability, and provide group events that encourage connection and shared unity both with other members of the caseload and within the community.

“...enables [POs] to implement trauma informed responses and supervision strategies.”

**Director: Erin Welch**

Number of Staff: 15

Columbia County

Over the 21–23 biennium, Columbia County Department of Community Justice has continued to utilize county specific programs to reduce recidivism and increase successful transitions for our clients returning to their community. These programs include: four specialty court programs: Columbia County Transitional Facility (CCTF), Columbia County Justice Reinvestment Program (CCJRP), the Work Crew program, and Pretrial Release services.

The CCJRP utilizes intensive supervision methods and interventions, assessments, and a collaborative approach to reduce recidivism and promote a safe and healthy community. Also involved in the CCJRP is an in-house Intervention Specialists who provides assistance and support to participants through treatment-based services including group sessions and mindfulness

techniques to facilitate better emotional regulation and coping. This is also a great way to have clients hold each other accountable and provide much needed support to one another.

The CCTF is a 20-bed transitional facility; a men's house with 12 beds, and a women's house with 8 beds. The facility is not meant to be a long-term housing option and has strictly enforced rules to increase optimal chances of returning to the community with the needed skills to succeed. Residents work with the CCTF Coordinator and their Parole and Probation Officer to develop a transition plan prior to acceptance into the program. This housing program is a unique and helpful service that Columbia County provides to offer those who need temporary housing the ability to get back on their feet until other housing becomes available through our community partners.

The Work Crew program provides services by having JILs work in, and give back to their community. Individuals participate in projects involving cleanup of illegal dump sites, restoration and maintenance of parks, and other projects assisting local government agencies. While on the Work Crew, participants get the opportunity to learn and build skills such as reporting on time for work, being respectful, being a team player, taking direction, and they gain pride in a job well done.



Participants learn and practice skills that relate well to securing employment. The Work Crew program receives referrals from Circuit and Municipal Courts throughout Columbia County as well as Parole and Probation Officers.

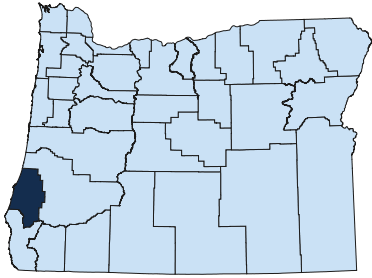
An essential piece of the criminal justice system in Columbia County is the Pretrial Release program. The goal of Pretrial Justice is to maximize jail releases and court appearances,

“These programs follow a team approach using best practices to guide our clients toward a more proactive, restorative, and law abiding lifestyle.”

while ensuring victim, and community safety. That goal is reached by utilizing evidence-based methods to assess detained individuals’ suitability to conduct themselves safely in the community. Those assessment results, along with other pertinent data are communicated to the Court through a recommendation given by our Pretrial Services Specialist, to assist judges in making informed release decisions. Participants who are released continue to receive appropriate referrals for support and services while their case is pending.

Columbia County DCJ also participates in Adult Drug Court, Behavioral Health Court, Veterans Court, and Family Dependency Court. These programs follow a team approach using best practices to guide our clients toward a more proactive, restorative, and law abiding lifestyle. These specialty courts give added support and structure to those on supervision.



**Director: Mike Crim**

Number of Staff: 19



Coos County

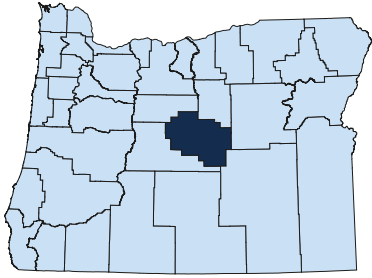
Coos County Community Corrections consists of sixteen fulltime staff and continues to deliver balanced correctional services with an emphasis on addressing criminogenic needs, enforcement, and utilizing effective Evidence Based Practice (EBP) tools that have proven to be successful in addressing criminality.

In Coos County, we value the comprehensive approach and view our greatest strength to be our partnerships. We recognize that by working together we can best serve the public and are able to fulfill our mandate to promote public safety, create an environment for positive change, and hold offenders accountable for their actions. We believe that risk/needs tools and case planning are essential to long term positive change with our goal being improved case outcomes and a greater impact on public safety through a validated approach. We continue to employ the innovative approach to criminality by utilizing evidence-based tools, swift response, effective interventions, and a continued

aggressive enforcement approach on the population that are involved in victimizing our community. In an effort to become more effective and to keep up with the latest approach to criminality, Coos County continues to evolve over time by focusing efforts towards better communication across disciplines, clean and sober housing, treatment, mentoring, employment, and programs designed to overcome the despair and rooted habits of drug and alcohol use, theft, sporadic employment, endless poverty and criminal thinking.

A program that we have found to be highly effective in accomplishing positive change is our Treatment Transition Program (TTP) modeled on the principles of drug court and focused on delivering the four to one positive to negative reinforcement model. The TTP program brings together all agencies involved with the JII and provides their basic needs, housing, treatment, support, mentoring and positive encouragement with logical incentives offered for positive behavior.

In Coos County we are proud of our system and are looking forward to the challenges of the future with optimism as we continue to refine our practices with enhanced community safety being our top priority.



Director: Aaron Boyce

Number of Staff: 9



Crook County

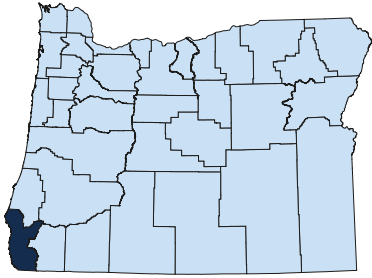
Crook County Community Corrections continues to evolve and have had many changes over the past 2 years. Crook County Community Corrections had 3 of our long time Parole and Probation Deputies retire in 2020. With the retirement came the hire of 3 new Parole and Probation Deputies. Also in April of 2022 Director Brett Lind left the Crook County Community Corrections Office to return to Arizona. With the Departure of Director Lind, Aaron Boyce was promoted to Director of Crook County Community Corrections. This has been an exciting change in the office and Crook County looks to grow our services within the community.

Crook County Community Corrections continues to have a very active Specialty Court Program with both justice involved individuals with underlying substance use disorders and underlying mental health disorders. Crook County has continued to see an increase in the population of justice involved individuals with underlying mental health concerns. To more adequately address this population we have hired a Parole and Probation Deputy with an extensive background in the mental health field. We have developed a mental health specific caseload and have seen success in stabilizing justice involved individuals with underlying mental health diagnoses.

Crook County Community Corrections also continues to be involved in the community and has participated in both the Crooked River Roundup Rodeo and annual Horse Races. Crook County Community Corrections also continues to participate in Halloween Trunk-or-Treat and our annual Shop with a Cop.

“...we have hired a Parole and Probation Deputy with an extensive background in the mental health field.”

That last two years have been challenging with COVID-19 and the ever-evolving landscape of community corrections in Oregon. The team at Crook County Community Corrections has banded together and is more dedicated to providing services to our community than ever.

**Director: Dave Denney**

Number of Staff: 4

Curry County

We are excited to report our Parole and Probation office has contracted services with an educator that is providing virtual classes for adults in custody at the Curry County Jail. The educator is committed to improving the health, welfare, and safety of the individuals in our community by providing intensive evidence-based life skills, and cognitive restructuring education services for individuals struggling with addiction barriers in our community.

Additionally, with the passage of SB 497, which provides funding for the supervision of misdemeanor Assault 4-Constituting Domestic Violence, Menacing-Constituting Domestic Violence and Sexual Abuse 3, our agency is now able to assist adults on supervision with these convictions with enrollment into treatment. Our county currently has only 1 part-time domestic violence treatment

provider who not only provides services to our clients but also those mandated by the court in other cases or those directed by DHS as part of their case plan for parents. To say the least, she is stretched thin. With this funding, we are considering contracting with 2 new providers (husband and wife team) and help subsidize the cost of treatment for those with financial barriers.

Finally, our North satellite Office has changed locations. We were meeting with our clients in a conference room located at the Port Orford City Hall. While we were appreciative to have somewhere to meet with our clients, so they did not have to travel ½ hour south to the main office, it had its challenges. In November of 2021, we began working with our new community partner in Port Orford, Coast Community Health. At the time, they were working on the final touches of their new building that would house local resources for north county citizens, such as medical services, homeless outreach support, and mental health and addiction counseling. It is at this new facility that our agency was offered an office. We are thankful to our community partner and glad to be able to refer our folks just down the hall for additional support.

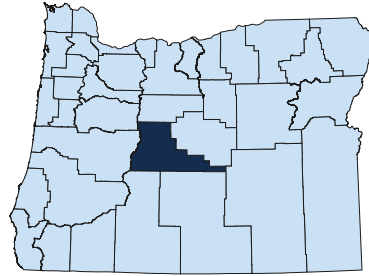


Deschutes County

Deschutes County Community Justice: Adult Parole and Probation provides supervision and services that protect the public, repair harm, hold adults on supervision accountable and facilitate pro-social thinking. To this mission in FY 21–23 we brought a focus on competency and innovation, understanding impact and enhancing equity, engaging with community members and public safety partners, and understanding community, client and staff wellness as part of our definition of success.

We have improved risk assessment timeliness, and established in-house visual data dashboards that provide the ability to track time sensitive performance on assessments, behavior change plans and use of interventions and reinforcers as key components of best practices. All Probation Officers (POs) were trained in the University of Cincinnati core correctional practices curriculum and we added a Core Correctional Practice (CCP) Instructor team to our training infrastructure.

All operational and performance dashboards routinely disaggregate data by race/ethnicity and gender to understand impact. We are planning improvements in our demographic information collection process and have launched a pilot for a culturally responsive service concept to understand



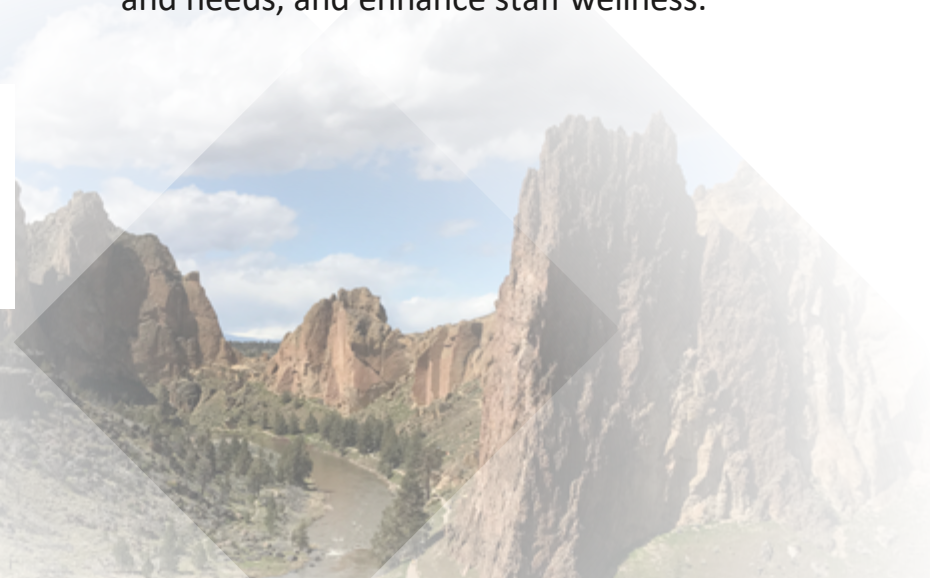
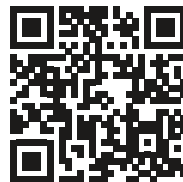
Director: Deevy Holcomb

Number of Staff: 40

and meet the needs of Deschutes County clients and community.

The division has created an ongoing advisory group of diverse community members to learn about, improve the impact of our system on marginalized populations, and build community trust. The CCP instructor team is creating an ongoing, individualized training and coaching program, starting from existing strengths and skills, to support each PO's unique skill expansion.

We are expanding and renovating our main Bend office to provide ample space and efficiencies for program, operational and community partner space needs. We have created and are assessing new staffing structures and schedules to simultaneously meet business operation needs, including changing and unique client populations and needs, and enhance staff wellness.

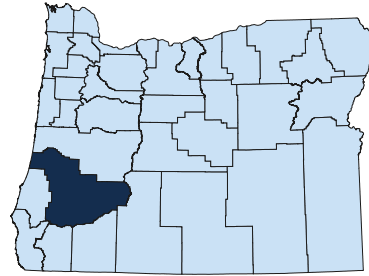


Douglas County

Douglas County Community Corrections (DCCC) is one of two community corrections departments that operate under the Oregon Department of Corrections (ODOC). Our department consists of sixteen certified parole and probation officers, three support staff, two certified parole and probation officer supervisors, one executive support staff, and one certified parole and probation officer director.

DCCC provides supervision services based on geographical location as well as provide services through the following specialized caseloads: sex offender, adult drug court, mental health court, domestic violence court, and reduced supervision. DCCC currently supervises 759 clients down from 1265 in 2018. This reduction in our supervised population is directly related to the changes in the law regarding possession of illegal controlled substances.

During the 2021–2023 biennium, Douglas County, like many other counties, continues to struggle with the rise of homelessness, mental health needs, soaring addiction and the continuation of challenges related to COVID-19. Through all of those challenges, Douglas County



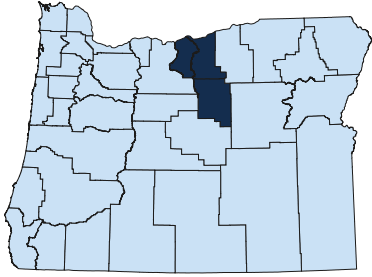
Director: Joe Garcia

Number of Staff: 23



continues work towards meaningful efforts to address these challenges through our Local Public Safety Coordinating Council (LPSCC) and our local community partner efforts. Douglas County has been a recipient of an IMPACTS grant that focuses on community jail reach-ins for clients in order to provide greater supports for client returning into the community. Our community continues to successfully operate a Mobile Crisis unit that allows mental health therapists to respond to mental health related crisis calls, in conjunction with the Roseburg Police Department, in order to divert law enforcement resources, when appropriate. Douglas County opened a Sobering Center for detox services as well as the Gary Leif Navigation Center which provides low barrier shelter for individuals in need of temporary shelter.

DCCC has specifically been committed to developing and strengthening the use of data driven decision-making. We have been an active participant in the statewide database development workgroup that is responsible for developing real time data dashboards. DCCC has also been committed to reviewing it's sanctioning/racial data to ensure we consistently apply an equitable approach to supervision.

**Director: Tina Potter**

Number of Staff: 1



Gilliam & Wheeler County

July 1, 2021 was the birth of Gilliam-Wheeler Community Corrections. This process began in March of 2021 when Sherman County opted to withdraw from Tri-County Community Corrections and contract services with Wasco County. Tri-County Community Corrections was dissolved in June of 2021.

The new Gilliam-Wheeler Community Corrections office is currently located in the Gilliam County Courthouse at 221 S. Oregon Street in Condon, Oregon. This office is responsible for providing parole and probation services in both Gilliam and Wheeler Counties and is currently staffed by 1 person. This person is responsible for performing the duties of the Director, Parole/ Probation Officer, Community Service Coordinator and Support Staff.

The number of justice involved individuals served by this office averages 50–55 people. Services include an alcohol monitoring program, GPS monitoring and an adult community service program. This office works closely with both Gilliam and Wheeler County Sheriff Offices as well as our local treatment providers who provide a variety of services within the two counties.

Post-pandemic, this office is back to business as it was before while still utilizing options that were obtained during the pandemic. Home and

office visits are being conducted as before and our courts are now requiring in person appearances for defendants. We are continuing to use video conferencing with JII's living out of the area as well as with out treatment providers. This has allowed for more consistent communication and staffing of cases with clinicians.

As this is now a one-person office, the ability to have remote access obtained during the pandemic continues to be very valuable. This has made it much more efficient and productive to work from locations in Arlington, Fossil, Spray and Mitchell when necessary. The new VoIP phone system that was installed last year in the Gilliam County Courthouse has also added ways to keep in communication with JII's. Being able to have access to the office phone remotely as well as being able to use text messaging has decreased violations for failing to report.

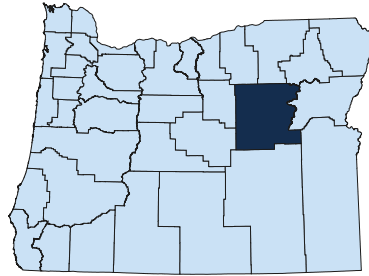
Adapting to a one-person office has been a challenge over the past year. It has required the relearning of skills that have not been used in a long time and a very flexible and erratic work schedule, but it has gone well thanks to great community partners.

Grant County

Grant County Community Corrections has had a remarkable last few years. The 21–23 biennium was probably one of the most difficult and transitional times in recent history for the agency. COVID and the restrictions placed upon the agency and staff had a detrimental outcome for all. Staff member Charissa Palmer who was the MRT trainer and Community Service Supervisor, succumbed to the effects of COVID, leaving co-workers and clients stunned by her loss. In such a small tight knit office, the loss of a staff member can have a significant impact.

COVID, and the mandated response to it, left clients that relied upon the needed check-ins to help them succeed, fall to the wayside, and many of the gains that had previously occurred, were lost. It was a very difficult time. Efforts now are to regain lost ground and re-engage those who are struggling.

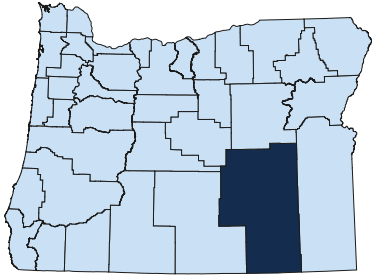
Grant County Community Corrections is currently undergoing an internal reorganization, with shifts in staffing. There is an added Treatment Court position that was afforded through a grant shared with Harney County. As always, housing remains a struggle for those being released from incarceration, but job opportunities have been abundant, with the local mills and many employers needing any available help.



Director: Josh Wolf
Number of Staff: 4



The Grant County Community Corrections is now a division of the Grant County Sheriff's Office, and no longer a stand-alone agency under the County Court. This will enable some staffing issues to be resolved and create a more responsive chain of command.



Director: Lodi Presley

Number of Staff: 5



Harney County

For this biennium, Harney County Community Corrections was able to move forward from challenges that 2019–2021 presented leading to decreased services and a loss of a parole and probation officer position, leaving us with one primary parole and probation officer. We reestablished Employment Support Services to eliminate barriers to employment for the general caseload, including creation of an employment and services center in our lobby.

In partnership with our local treatment provider, Symmetry Care, a Recovery Support Mentor program was implemented. The Recovery Support Mentor offers services to those who are unsure or not yet wanting to engage in treatment, bridging the gap between supervision and treatment. This is still a very new program that I look forward to providing an update during the next review period.

“...Symmetry Care, a Recovery Support Mentor program was implemented.”

Harney County continues to utilize Justice Reinvestment for transitional housing and Reentry Court which provides services for successful reintegration into the community following prison or long jail sentences. Transitional housing continues to be an integral service and 43 adults on supervision have utilized transitional housing since 2016. Through Harney County Treatment Court, a grant was received for a part-time probation officer to supervise the Treatment Court caseload.

The Work Crew firewood program continues to be an important resource for Harney County, distributing anywhere from 20 to 50 cord per winter. This program provides firewood to elderly, disabled, and residents experiencing financial barriers.

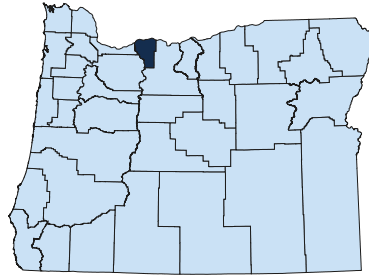
During the pandemic, our staff had a difficult time participating in virtual trainings and meetings, missing out on a lot due to lack of efficient internet services. We have been working with DOC IT to change providers, but this is going to be both time consuming and costly. This is necessary though to continue to do our work and actively participate in support networks, workgroups, and trainings.

Hood River County

Hood River County Parole/Probation is a Division of the Hood River County Sheriff's Office. The 2021-2023 biennium has proven to be challenging for community corrections and represents a biennium in which Hood River County has continued to experience a decline in Justice Involved Individuals (JIIs) on supervision with our office. Despite the decline in the number of JIIs we serve, we have continued to focus our resources on our high and medium risk JIIs through evidence-based programs and practices.

During the 2021-2023 biennium, Hood River County was fortunate to receive continued support through the Justice Reinvestment Initiative (JRI). Through this funding, we were able to continue with our short-term subsidized housing for Short-Term Transitional Leave (STTL). JRI funding has enabled us to rent a motel room on an annual basis at a reduced rate of \$40.00/night. This program is intended to be short-term housing for JII's releasing from DOC or local custody. The target population for this program is male and female STTL releases in need of stable housing for the duration of STTL, followed by medium to high-risk clients who are homeless or pose a community safety risk.

Hood River County Parole/Probation has been successful with our STTL population. From December 2013 through October 2021, we have accepted 21 STTL releases on supervision, saving a



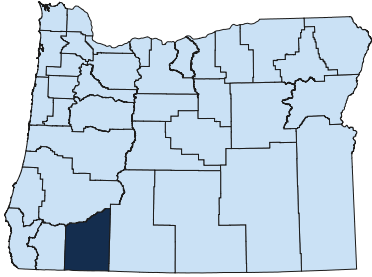
Director: Jamie Hepner

Number of Staff: 5

total of 1,382 prison bed days. Our success rate is 90.5%, and of those that were not successful, 9.5% were charged with a new crime. JRI funding has allowed us to accept STTL cases that would have otherwise been denied due to lack of housing.

In collaboration with LPSCC and other community partners we have identified a significant need for housing in Hood River County as we currently do not have any. I am excited to report in a partnership with the Mid-Columbia Community Action Council (MCCAC), Hood River County applied for the IMPACTS grant. If successful, the grant will allow the Hood River County Warming Shelter to re-open, with two units dedicated specifically to JII's that have behavioral health diagnoses and are high utilizers of criminal justice and healthcare resources.





Jackson County



Director: Eric Guyer

Number of Staff: 88



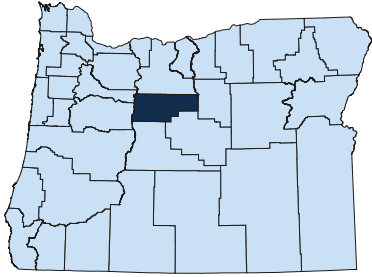
Jackson County Community Justice partnered with the Pathfinder Network to provide on-site peer support services and cognitive behavioral groups. Peers are stationed at the Probation office, the Collaborative, and the Transition Center. They provide drop in and wrap around services to assist with resources, regulation and skill building. In the first year, Pathfinders provided over 2000 contacts for individuals on supervision. Alongside our Peer partners we have also contracted with Core Associates for Departmentwide CR/2 training. All staff are receiving training and ongoing coaching in Creating Regulation and Resilience, a trauma-informed de-escalation communication model.

“Voices of Lived Experience”, an advisory group of justice involved individuals began and meets monthly to provide guidance to the Department, including implementation of a QR code survey to gather feedback from individuals on supervision. We also opened “The Collaborative”, a partnership between Community Justice, The Pathfinder Network, Oregon Department of Human Services Child Welfare and Self Sufficiency. All justice involved women and gender diverse individuals have been transferred to the new location, a trauma informed, child friendly, one stop shop. DHS benefits, supervision and peer support are all accessible at this location as well as cognitive

behavioral groups and multidisciplinary team meetings.

With a decrease in sanction clients, our Transition Center has added an additional Transitional Housing dorm, with 20 more beds and the residential Transitional Care Program has continued throughout COVID, with decreased numbers for health and safety. The Transition Center has partnered with Rogue Community College to begin offering credited and non-credited classes to individuals in the program each term. Classes will be offered 4 evenings a week on topics such as GED preparation, manufacturing, graphic design and welding. In addition, they will provide 2 weekends a month of practical skills training within their manufacturing department.

“In the first year, Pathfinders provided over 2000 contacts for individuals on supervision.”



Jefferson County



Director: Kurt Symons

Number of Staff: 7

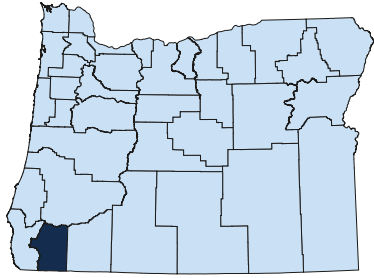


Jefferson County Adult Community Corrections monitors an average of 260 Justice Involved Individuals who have been placed on supervision by the Board of Parole and Post-Prison Supervision or by the Courts. We currently have seven full time staff which includes: Five probation officers, one lead staff assistant and a director. Unfortunately, during the pandemic we were not able to maintain a work crew program but hope to bring it back in some form before the end of this biennium. As a rural county in the State of Oregon we have had our share of turnover with staff after they have worked here for only a few years, however we have been very fortunate to continue to hire quality, highly professionals each time we have an opening. Funding through the Department of Corrections has allowed Jefferson County to maintain adequate staff levels to supervise both Felony and Misdemeanor cases and provide the necessary services needed to help individuals be successful as well as maintain

a high level of public safety. We are proud during the pandemic that we continued to show up in person to work and followed all the Oregon Health Authority guidelines and were still able to continue to offer services for those in need.

“...important [to] focus as a team which includes many different agencies as well as a strong support system of the participant.”

One highlight in our county has been our “Recovery Court” program. Although the success rate is not as high as we would like it to be for all the participants, to complete the program after two years shows how important it is to focus as a team which includes many different agencies as well as a strong support system of the participant. Witnessing a “Specialty Court” graduation is why we are in this line of work, and it is very powerful.

**Director: Nate Gairan**

Number of Staff: 41



Josephine County

We believe that everyone has value and is worth helping. We have developed a comprehensive strategic plan within Community Corrections to achieve success for our community, individuals, and our agency. We have dedicated staff, and community partners working collaboratively to fulfill the mission of community corrections. Together, we are changing lives with what works.

We recognize people need help in different ways, and we develop case plans specific to the individual, based on assessment tools we know work well for a strength-based approach to maximize the likelihood of success.

As practitioners, we are realistic, discerning, and wise to the fact that accountability is important to promote change. It takes some people longer than others, and we utilize evidence-based treatment with proper cognitive behavioral therapeutic approaches to develop skills, abilities and resources they can use in real life.

“We focus a lot on training and developing our practitioners.”

Our analytics team within Community Corrections is constantly analyzing data to make informed policy decisions, based on the evidence of behavior change. We have intentional and repeated motivational conversations and we constantly adapt their case plan in real time, to keep it relevant to them, implementing brief homework assignments, and building on incremental successes in the community.

Our work is challenging. We are asked to supervise the highest risk people within our communities who have demonstrated remarkable capabilities of destruction. Some have dangerously violent tendencies, others have complex deviant patterns of behavior, while others exercise deceptive strategies to victimize, yet others use self-sabotaging behaviors that spill over into community harm, and others are just straight up criminal. Our culture within our workforce is supportive and encouraging. We focus a lot on training and developing our practitioners. We also encouragement one another and give consistent reminders of their significant roles in the lives of others, celebrating their successes, and supporting one another throughout their journey.

Together, we are changing lives with what works.

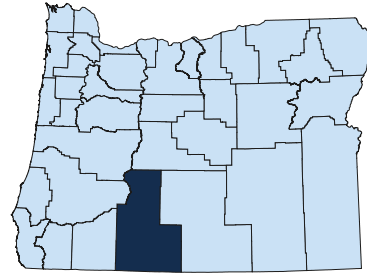
Klamath County

Klamath County represents Oregon's south-central high desert basin. Our department uses the latest in supervision science and technology to provide supervision, services, and sanctions for adult justice involved individuals (JIIs) on felony or funded misdemeanor supervision. We believe the most important function of our agency is to follow what works in community supervision and to use these practices, policies and evidence to improve community outcomes and to keep Klamath Co. a wonderful place to play, live and prosper.

Klamath Co. Staff are taking lessons learned from the pandemic and are exploring new ways to meet JII'S where they are in their journey to lessen the impacts of substance use and criminal behavior that negatively impact their lives and those they call family. We encourage JII'S to make meaningful reformation to victims and the community resources they impacted in negative ways.

Klamath County's Behavioral Education Reducing Oregon Criminality (BEDROC) program implemented tele-health procedures and online evidence-based treatment groups in order to continue providing the same level of service to JIIs during the pandemic and most of these options will continue as we emerge for the social restrictions of the pandemic.

In early 2022 Klamath Co. began the process of eliminating as much of our connection to paper as we possibly can. All client files, both current and



Director: Aaron Hartman

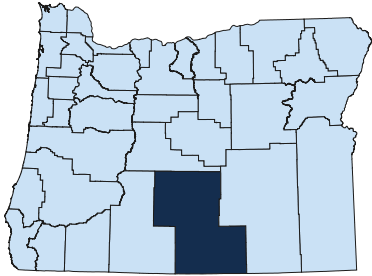
Number of Staff: 32



closed are being converted to electronic storage and we are finding new ways to use space once occupied by walls of file cabinets. Klamath Co. is quickly closing in on a time when brownish red file folders will not accompany a PPO to court.

In 2021 Klamath Co. Community Corrections became eligible for grant funding after being identified as a fire affected county. Community Corrections applied for and received 1.7 million dollars to buy and renovate a former motel and RV park. In the last year many renovations have taken place and the motel is currently serving JII'S and other members of the community experiencing long-term mental illness. Future plans include the expansion of tiny homes into the former RV park to increase future transitional housing opportunities. We operate five transitional housing projects, providing temporary housing to JIIs reentering society from incarceration or those experiencing a homeless event.

Community Corrections works with local community partners to provide services that include transitional housing management, mentorship, domestic violence, sex offense treatment and trauma informed and responsive treatment. Community Corrections is a multi-disciplinary team supporting a better community for victims, families, and the citizens of Klamath County through leadership and correctional excellence.



Lake County

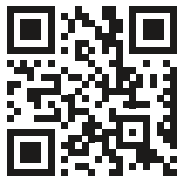
Lake County Community Justice has been under the direction of Director Jayson Greer since 2012, with a staff consisting of one supervisor, one parole and probation officer, one office manager and one work crew foreman.

In the last decade, the Community Service and Work Crew Program has expanded to provide the communities of Lake County with a variety



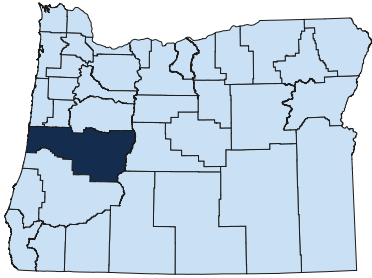
Director: Jake Greer

Number of Staff: 5.25



of projects which include community partners such as USDA-Forest Service, Warner Creek Correctional Facility (WCCF) and Klamath-Lake Community Action Services (KLCAS). The Forest Service has contracted with the Lake County Community Justice Department on campgrounds clean-up throughout Lake County. This service has not only benefited the agencies involved and the community, but also the adults under supervision who perform the work, exposing them to nature and outdoor activities. In partnership with WCCF and KLCAS, a firewood program has been developed and implemented in which WCCF supplies the firewood, KLCAS develops the recipient list, and the Community Service Work Program delivers the firewood throughout Lake County.

In the most recent year, a transitional housing project was developed, and is currently in its initial stages of implementation. In a cooperative effort with the Lake County Fair Board, the Lake County Community Justice Department has entered into a contract renting a three-bedroom, two-bathroom house. This program consists of its own set of conditions, and is a short-term transitional placement specifically developed for individuals who are compliant with supervision and who demonstrate a desire to remain clean and sober.



Director: Donovan Dumire

Number of Staff: 59



Lane County

Lane County fully subscribes to Evidence Based Practices (EBPs) and continually strives to use innovative approaches to maximize our ability to improve the quality of life. Key EBP components for our Officers include a balanced approach of accountability and rehabilitation. Through this lens we utilize validated assessments to identify drivers in criminal behavior, develop a professional alliance with clientele, collaborate with clients to establish individualized case plans, use motivational interviewing and engage clients with both cognitive and behavioral interventions to reduce risk, needs and barriers.

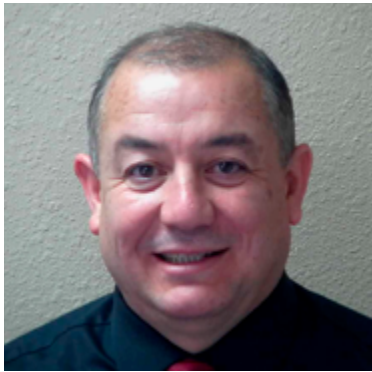
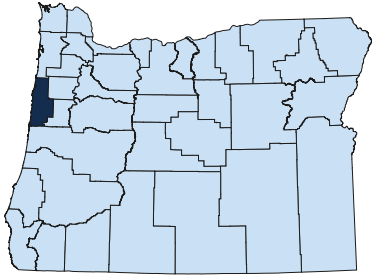
In meeting established dosage benchmarks, in pursuit of lasting community safety, we work in tandem with our treatment providers to deliver services that align with EBPs, as our treatment partners provide the bulk of dosage to our clientele. In the spirit of continuous quality improvement, we have developed expertise in the Correctional

Program Checklist (CPC) which evaluates the degree of EBPs utilized within Lane County treatment programs. We work in collaboration with our treatment partners to ensure that services yield the highest possible outcomes in reducing risk and ultimately recidivism.

We restore those impacted by crime. Our Post-Conviction Victim Advocate (PCVA) works along side our Officers to ensure that we are responsive to the needs and safety of victims in our community. In addition, our PCVA works in close collaboration with system partners and services providers to make victims whole.

With commitment to innovation, our Lane County System closely collaborates to push the evidence-based envelope. To name only a few initiatives, this would include our supportive housing and treatment services with nationally recognized Sponsors Inc. (The Way Home Initiative), the SB416 Prison Diversion program in partnership with our District Attorney, and RLAN prison diversion in partnership with the DOC. All have yielded incredible outcomes and have been assessed as worthy of expansion and duplication. We improve the quality of life in Lane County!!!





Director: Tony Campa

Number of Staff: 20



Lincoln County

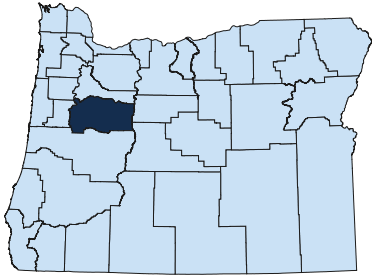
The Lincoln County Community Justice Division is ensuring that we are practicing and adopting evidence-based practices into our supervision of our clients. The focus is to give offenders assistance in re-entering society to keep them from engaging in criminal behavior. We will start by ensuring that we meet all the minimum requirements of Supervision standards as per their risk levels, including everyone under supervision has an approved residence. This is one of the most fundamental requirements including from a public safety component. High and medium-Risk clients will be the focus. This approach will result in the High-Risk to receive corrective action quicker and at the appropriate level.

Overall, our goal is to lower the need to violate offenders for programmatic or technical violations. In Lincoln County we want to be the most effective we can be while we have their attention, we will try to get them ready and make clear what they need to do to be successful. We will take swift action with the goal to change the offender into a law-abiding taxpaying citizen. That includes providing them access to life skills training, counseling, and rewards.

The Lincoln County Community Justice Department provides housing and wrap around support services through its T.I.D.E.S. housing

program (Transition, Independence, Dedication, Education, Sobriety). The program currently houses up to 26 men and 6 females in houses in which the individuals are offered programming. The transition program is for clients coming out of prison, homeless, or placed in the program by a specialty court. The primary focus is helping them make a smooth transition. When we help the clients turn their lives around to comply with the laws and society, that's when we have made the Community Safer...that's our mission.





Director: Maureen Robb

Number of Staff: 22

Linn County

Linn County Community Corrections believes an essential component to an adult on supervision's success relies, in part, on how an adult on supervision transitions from incarceration to the community. Funding from the Justice Reinvestment Initiative (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 adult on supervisions who are incarcerated and are eligible for STTL.

During a reach-in, an individual case plan is developed to identify and minimize barriers the adult on supervision may experience upon release. The PO staffs the adult on supervision's needs with the team who develops a transition plan for the adult on supervision, 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 adult on supervisions 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 adult on supervisions.

Linn County Community Corrections has been successful with our STTL population. From January 2014 through June 2022, we have accepted 616 STTL offenders and our success rate is 90.9%. We believe a strong re-entry program contributes to a reduction in criminal behavior, thereby making our community a safer place to live.

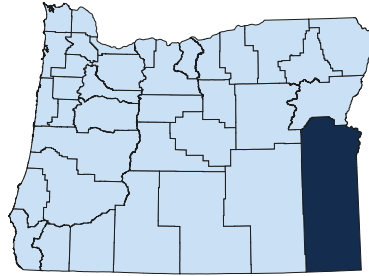


Malheur County

Malheur County Community Corrections supervises felony and select class A misdemeanors for Justice Involved Individuals who have been placed on supervised probation or Post-Prison Supervision. Malheur County Community Corrections continues to utilize the drug court program (SAFE Court) along with a close relationship with treatment providers in the community. The drug court program continues to be a viable program and addresses the high risk; high needs clients with alcohol or drug use issues. The drug court program in Malheur County continues to have a high success rate for persons involved in the program.

Since 2015, Malheur County has utilized the Prison and Jail Diversion program where clients have access to A/D and mental health assessments

“The drug court program continues to be a viable program and addresses...high needs clients.”



Director: Jim St. Michell

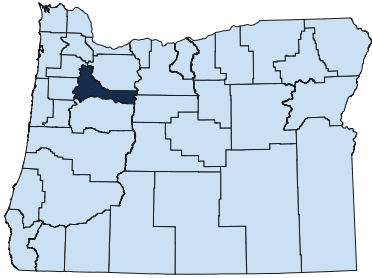
Number of Staff: 9



while in jail. Also, as part of the program, an A/D counselor and mental health counselor work out of community corrections to provide a continuum of care from jail into the community. The Prison and Jail Diversion program is made available due to the Justice Reinvestment grant and the community partners to provide necessary services.

In Malheur County, transitional housing is limited. Malheur County has one men's Oxford House and Lifeways, our treatment provider has a female transitional house for women transitioning from residential treatment. In lieu of using the Oxford House or the Lifeway's women's transitional house, the remaining option is utilizing hotels. The use of the Justice Reinvestment grant has allowed Malheur County to provide short term transitional housing to JII's releasing from prison and residential treatment to include select short term transitional leave releases

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



Director: Jay Bergmann

Number of Staff: 80

Marion County

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

We continue to focus on reducing our prison bed usage through prison diversion programs such as our Senate Bill 416 and Family Sentencing Alternative Program. To date, 492 individuals have been diverted to these programs. 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 the traumatic effect of incarceration on children and families. As of June 2022, Marion County has seen a 65% reduction in our prison usage compared to the historical baseline.

In addition to our prison diversion efforts, we continue to look for new ways to help incarcerated clients returning to our community with services supported by the 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. In 2020, we were able to expand our re-entry efforts by contracting with a community provider to make additional cognitive restructuring classes available to all individuals in custody at the Marion County Transition Center.

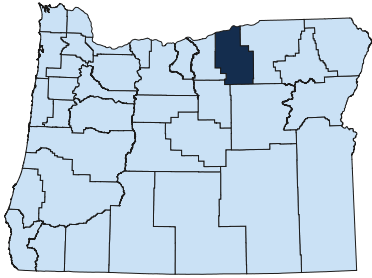
With technical assistance provided by the National Institute of Corrections, we created and implemented a pre-trial release program in March 2019. This program assesses individuals in custody with pending local charges, makes release recommendations, and monitors those individuals who are released pending trial. The goal of the pre-trial release program is to promote future Court appearances and enhance public safety. Between the program inception and June 2022, we received 2,583 referrals.

In March 2022, the Marion County Sheriff's Office partnered with The Pathfinder Network and launched the Resilience and Recovery Project (R&R Project). The R&R Project delivers comprehensive and holistic peer mentoring services to our underserved population.

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 (CCP) throughout the Marion County Sheriff's Office. This program provides a framework for all our employees to interact with clients and community members with a customer service focus on building collaborative relationships and using cognitive behavioral strategies to reduce criminal activity.





Director: Dan Robbins

Number of Staff: 5



Morrow County

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. Morrow County Parole and Probation separated from Umatilla County Community Corrections in 2010. We are currently supervising 110 offenders. We currently have five staff in our division; the Community Corrections Director who serves in two capacities as Director and PO two full time PO's, Work Crew Supervisor and Support Staff. January 2022, we moved into a bigger building and that has been going well. We are still working out some

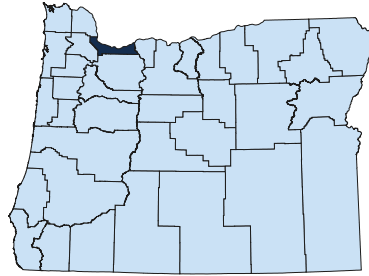
glitches. We have also installed a Plexiglas window for offenders to check in. Morrow County applied for and received JRI grant funds which was used to help fund one of our full-time parole and probation officer (PO). This position funded by the JRI grant will and has reduced the current number of offenders on each caseload. It has enhanced public safety by allowing more offender contacts in the community, more office visits, more home visits. We also just hired a support staff position, and she is in training at this time.

“...applied for and received JRI grant funds which was used to help fund one of our full-time parole and probation officer (PO).”



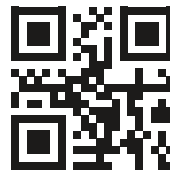
Multnomah County

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 make data-informed decisions to guide investments that lead to community corrections reform that address the racial disparities within our system.



Director: Erika Preuitt

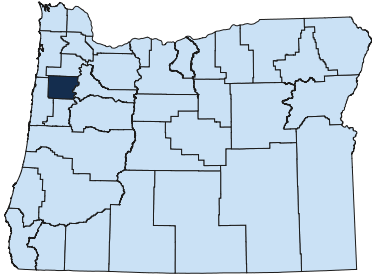
Number of Staff: 489



Like many counties, the COVID-19 pandemic impacted DCJ's daily work. Parole-Probation Officers (PPOs) had limited in person visits to address immediate public safety concerns and address high risk behaviors. As vaccinations became available and safety protocols were rolled out, field and office visits resumed. PPOs are meeting clients face-to-face on a regular basis and have resumed all case management practices and field offices reopened to the public. Community service crews have also resumed providing an important alternative sanction as the use of jail is still closely tracked and the opportunity for individuals to earn money to pay back victims through the Restitution Work Crew program.

A key focus for DCJ has been responding to the rise in community violence. This has included participating in law enforcement missions to get guns off the street as well as increasing services to those most impacted by gun violence. Services include a range of needed support and increased staff, such as community health specialists, to provide families with safety plans and trauma support. In addition DCJ added capacity for the Habilitation Empowerment Accountability Therapy (HEAT) program to be delivered to more JIIs, and expanded our Community Healing initiative focused on 18–30 year olds in the Latinx communities.





Director: Jodi Merritt

Number of Staff: 19



Polk County

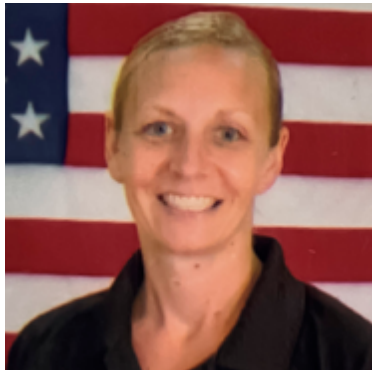
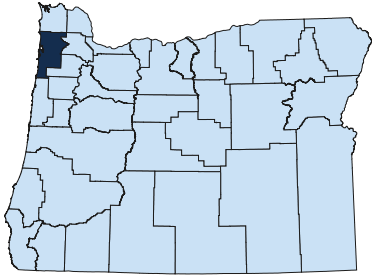
Polk County Community Corrections (PCCC) has a vision to improve our community and public safety through positive change in the lives of our clients. We provide supervision, sanction and treatment services focused on identifying and assisting our clients in overcoming addiction and promoting positive change. We provide supportive services and resources through evidence-based strategies, treatment and cognitive interventions designed to enhance accountability, rehabilitation, and recidivism reduction.

This past biennium, we encountered a 20% decrease in the number of adults of supervision, which can be attributed to the pandemic and other legislative changes. Though our overall supervised population decreased, we have continued to see an increase in adults on supervision presenting with moderate to severe mental health symptoms. With this increase, it was clear Community Corrections needed to expand current collaborative partnerships to better serve this population. Resultantly, we expanded our current partnership with Polk County Behavioral Health and implemented an evidence based Forensic Assertive Community Treatment (FACT) Team.

FACT is a multi-disciplinary, team-based intervention that creates an alternative to incarceration for individuals living with serious

mental illness. The FACT team consists of a dedicated probation officer and a team of Behavioral Health professionals that offer mental health, substance abuse disorder and psychiatric services, assistance with meeting educational goals, supported employment, peer support, as well as assistance obtaining supportive housing.

FACT serves individuals who frequently utilize the criminal justice system for behaviors directly related to their mental illness and have recurring and/or lengthy in-patient mental health hospitalizations or crisis episodes, many of whom are living homeless in our community. Though FACT is a partnership between Polk County Behavioral Health and Community Corrections, the team also collaborates with our local public safety community partners and other public service agencies that provide additional social services, benefits, housing, education, employment, physical and dental health. Polk County's FACT team became operational in April of 2021 and has provided intensive supervision and case management services to 22 adults on supervision, enrolled 13 in supported employment and placed 10 in residential or independent housing.

**Director: Ahnie Seaholm**

Number of Staff: 7



Tillamook County

Tillamook County Sheriff's Office Community Correction's Division provides supervision and programs to approximately 225 Adult Justice Involved Individuals. Supervised cases include both felony and misdemeanors. Over the last several years recruitment efforts have been challenging, however we have nearly filled all our open positions, this allows us to focus more on assessment, case planning, and programs. Our current staff includes a Lieutenant, three full time Parole and Probation Deputies, a Parole and Probation Technician and an Office Specialist.

COVID-19 impacts, and challenges still exist and steered us to conduct business and provide services in various ways. More, alternative jail sanctions and interventions have been utilized on lower-level violations which has encouraged reinstating and bolstering our Community Service Work Program, which drastically was cut back during COVID-19.

We have continued to be a part of the Behavioral Health Court. Despite setbacks with COVID-19 and having much of the Court staffing and appearances conducted virtually until recently, this has shown successful for many of the participants and has continued to grow. We were able to send the lead PPO and two other Specialty Court Team members to the NADCP Conference in Nashville, TN this year.

We have still been working with Tillamook Bay Community College to offer all JIs an opportunity to gain their GED and/or engage in Career Guidance; a 3-credit college course. Our goal is to eventually be able to offer these programs to AICs at Tillamook County Jail where they can seamlessly continue at TBCC upon their release.

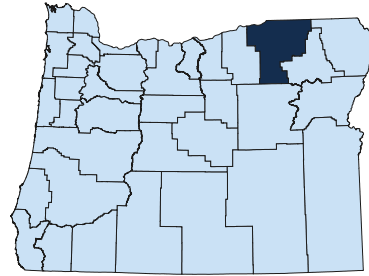
“...alternative jail sanctions
[have] been utilized on lower-
level violations...”

All the Tillamook County Sheriff's Office Divisions were involved in a county wide Sequential Intercept Mapping project. This was a collaborated effort looking at community services, law enforcement, initial detention, Courts, jails, reentry, and community corrections. Within those areas resources and gaps were identified. This project has encouraged continued conversations and we are optimistic that solutions can be identified, which will assist many JIs and the community.

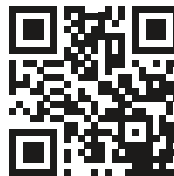
Umatilla County

The justice reinvestment grant in combination with Grant in Aid dollars, has allowed Umatilla County Community Corrections to collaborate with Umatilla County CARE program to provide peer mentors to high-risk offenders, focusing on the need to connect underserved populations to culturally specific services.

These Peers network in the community to engage clients in services and assist to remove barriers to success. They work in the offices of Community Corrections as well as in the community. Because they are not employees of Community Corrections the services, and



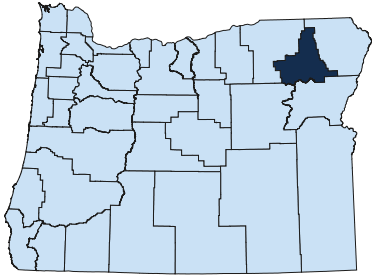
Director: Dale Primmer
Number of Staff: 37



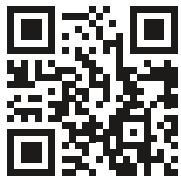
support, can continue post supervision which we hope will allow a greater continuity after the individual is off supervision.

To date there have been 74 referrals to the program of which 24 have continued working with CARE specialists from the first to the second reporting period. These clients are working with peers for the purpose of finding housing, assistance finding, paying for, or engaging in treatment services, obtaining State ID's, transportation to appointments, general support such as attending NA/AA meetings, assistance cleaning up nuisance property and more. Overall, the clients appear to be gaining stability, the probation officers enjoy having the peers available to help with things that are outside of the scope for a PO, and the peers are enjoying working in a new environment with a new population.

This program is a good example of local agencies being collaborative and innovative in effort to better serve underserved populations, and each person having their individual and unique needs met. It should also be noted that sustainability to programs such as this, are dependent upon continuation of the Justice Reinvestment Program and adequate state Grand in Aid funding.



Director: Travis Miller
Number of Staff: 9



Union County

Union County’s Behavioral Health Court has been up and running for two years now. To date the program has had 13 participants. Three have graduated, one was medically discharged, six terminations and three are currently in the program. This population is challenging to work with, but the collaborative effort gives the participants the best chance of succeeding in the community.

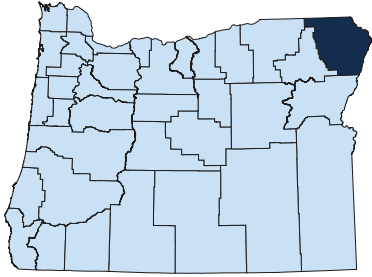
July of 2022 Union County Community Corrections closed down its Men’s and Women’s transitional housing. With the opening of two more men’s Oxford Houses in the county, and the addition of local treatment agencies sober living,

the number of individuals needing housing did not justify keeping the houses open. Local motels are being used as short term housing options.

Union County has been trying to fill a PPO I/ PPO II position since the beginning of June. A lack of applications has made it difficult and our department has had to think outside of the box in order to advertise and recruit for the position.

“...opening of two more men’s Oxford Houses in the county, and the addition of local treatment agencies sober living...”





Director: Kyle Hacker

Number of Staff: 3

Wallowa County

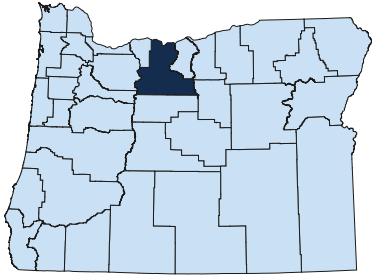
Wallowa County Community Corrections has been focused on providing measurable change within our community, by using evidence-based decision-making, tools, and programs that support the offender population through treatment and cognitive support to enhance accountability, rehabilitation, and reduce recidivism. We supervise most misdemeanor and all felony cases in Wallowa County. It is imperative to help individuals that are placed under supervision be productive citizens within our community. Access to services and frequent case plan reviews are essential parts of a client's success. We have been meeting weekly with alcohol and drug, mental health, and the cognitive-behavioral staff to openly discuss engagement, stages of change, and compliance within the program scopes.

“We deliver broad-based planning that enhances public safety and encourages positive change.”

Despite the drastic impact that COVID-19 has had on the county, community corrections have maintained full operations, with fully staffed office hours, and have increased field operations making contacts with individuals, family, employers, and treatment providers to assist individuals with their transitioning back to the community. We deliver broad-based planning that enhances public safety and encourages positive change.

Wallowa County Community Corrections recently added a Therapy K9 named Juliet to the office. Her formal training for obedience, therapy, and service dog is ongoing for the next couple of years. We have noticed a positive difference the K9 has made in our interactions with clients that come into the office. Juliet is also available to the local law enforcement officers to visit when they come into the Justice Center and she attends treatment court and child forensic interviews.



**Director: Fritz Bachman**

Number of Staff: 7



Sherman & Wasco County

In 2021, Wasco and Sherman counties signed an agreement to jointly manage adult supervision. Our partnership's main office is in The Dalles with a satellite office in Moro. One Probation deputy from Sherman County joined our team and continues to supervise the Sherman County caseload with support from the rest of our staff and the additional programs and service we have available. Aside from our two counties having a good working relationship for many years, this merger made sense for a number of reasons. Individuals on supervision in Sherman County will now have better access to classes, programs and transitional housing regardless of their county of residence. Additionally, our larger team working together supports each other in field work and specialized caseloads, and provides office coverage for what was previously a more rural operation with fewer resources.

As Community Corrections Director I sit on the Advisory Council to the Columbia Gorge Resolution Center. This facility is in the planning phases and will provide residential behavioral health and crisis services to the Mid-Columbia Gorge. It is a long-needed resource that we have never had in our region. Initial funding has been granted and the property and service provider have been selected. This will provide

a rehabilitative approach to problems faced by frequent utilizers of our jail and hospitals.

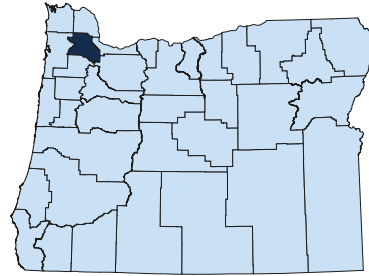
Like every other county, during the COVID response we faced the unprecedented challenge of maintaining regular engagement with clients. While aiming to maintain quality contact standards, increased absconding and warrant requests occurred because potential consequences such as jail sanctions were not always swift, certain, or available. Such restrictions impacted our treatment providers as well, delaying client access for rehabilitation. On a positive note, our transitional housing and access to peer mentors remained largely unaffected. Thankfully we have now returned to pre-COVID contact standards.

“...our transitional housing and access to peer mentors remained largely unaffected [by COVID].”

Washington County

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 Program, and Probation/Parole field supervision. Our guiding mission, We Enhance Community Safety by Promoting Positive Behavior Change, describes the manner in which we strive to deliver services.

WCCC's evidence-based Practice Model is supported by internal "Consulting Teams" who work in collaboration with supervisors, senior management, and all staff. In addition to a Steering, Implementation, Communications, and Data teams, the department has also developed an EDI (Equity,



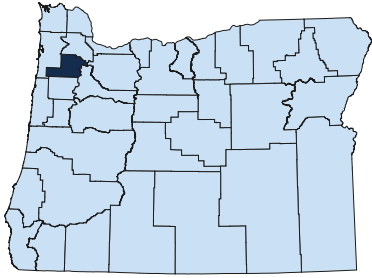
Director: Steve Berger
Number of Staff: 138



Diversity and Inclusion) team that is assisting the organization to implement the countywide **Washington County's DEI Initiative**, as well as provide consultation on internal policies, practices and procedures to ensure EDI is centered in WCCC's services. The EDI team has the goal to develop tools and resources for any staff who wish to better understand EDI.

WCCC has an ongoing commitment to organizational wellbeing and routinely surveys staff utilizing the Gallup Q12 employee engagement survey. Further, the department's Peer Support Team is actively engaged in prevention as well as assisting staff who experience challenging circumstances. WCCC's leaders engage in ongoing development to better support staff.

WCCC Probation & Parole Officers are not armed, functioning as change agents; leveraging relationships and proven strategies to bring about positive and lasting change. Many justice-involved individuals have had traumatic and/or racially biased interactions with law enforcement, so the WCCC approach strives to reduce related fears so that these individuals can build trust and experience the encouragement they need to succeed. WCCC embodies the belief that change occurs through relationships and continuous learning; this is the essence of our practice.



Director: Jessica Beach
Number of Staff: 60

Yamhill County

Slowly our office is returning to pre-COVID normalcy. Staff have returned to the office full-time from telecommuting for over a year. We are experiencing large decreases in supervised cases the last few years due to COVID, congested dockets and legislative changes. As a result, we anticipate these same factors may lead to substantial budget reductions as workload continues to decrease. However, caseload numbers are actually at a reasonable enough number to properly complete risk assessments, effectively caseplan and provide necessary dosage hours directly associated with prosocial change of JIIs. COVID presented creative operations and virtual reporting options we continue to use which has alleviated some reporting barriers, such as lack of childcare, lack of transportation and disruption of employment/school.

providing these valuable programs. COVID protocols have limited the availability of jail beds making accountability challenging, directly affecting referrals and our ability to address violations. Conversely, housing for JII is in high demand as homelessness continues to rise nationally. Seeing this, we have been able to increase our local subsidy housing options in Yamhill County. Despite the challenges mentioned, we continue to meet public safety needs as well as rehabilitation needs for the population we serve.

Yamhill County continues to focus on our SMART Sentencing and Pretrial Justice Programs, deferring over 2,300 prison months since program implementation in 2013. Future focus areas for YCDCJ are gender responsive supervision, growth of our electronic monitoring in response to limitations of jail lodging criteria and support of our internal



“...we continue to meet public safety needs as well as rehabilitation needs for the population we serve.”

A negative effect of decreasing cases has resulted in less program and work crew referrals and participation. We continue to problem solve and work toward innovative solutions to continue

Peer Support Team. Educational and cognitive programming offered at our Day Management Center also continues to be of focus.



Prepared by:
Oregon Department of Corrections—Community Corrections Division
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