Agenda/Notes
Office of Governor Tina Kotek
RJC Criminal Justice Reform Committee
August 25, 2026 – Zoom
3:00pm – 5:00pm

MEMBERS

X	Babak Zolfaghari-Azar	X	Nansi Lopez	E	Shaylie Pickrell
X	Cameron Hayes	X	Dr. Nicholas Crapser	X	Sterling Cunio
A	Mariana Urdaneta Sanchez	X	Paul Solomon	X	Tristen Edwards
A	Michelle Love	X	Shay Huber		

OTHER ATTENDEES

X	Andre Bealer	X	Javier Cervantes	X	Valerie Colas
X	Yasmin Solorio	X	Cassie Passion, DOC	X	Jennifer Black, DOC
X	Kristen Banschback, DOC	X	Veva Campeau, DOC	X	Mike Reese, DOC
X	Thom Martin, DOC	X	Melinda Gross, DAS	X	Larry Bennett, DOC

Topic/Lead	Notes/Main Points	Decisions/Action Items
DOC Follow-Up from June	*Meeting starts at 3:03pm. Members provide introductions. Dept. of Corrections (DOC) Director, Mike Reese shares apologies for not meeting the committee's expectations for the presentation during the last meeting. He shares interest to have a frank conversation on work with racial equity and get into the heart as an organization.* **Director Reese:** We do the work of managing our institutions and transforming lives of Adults In Custody (AICs) and we have work we do. Racial equity is centered in both. Correction Officers are 2/3rds of our staff and go through certifications. It a 7-week academy for correction officers, curriculum is around Diversity, Equity, and Inclusion (DEI) efforts. We make that part of the foundational training the correctional officers receive. Security staff have mandatory training they have to take as part of Department of Public Safety Standards and Training (DPSST) certification. Its provided annually and includes those efforts. We've done managing Human Differences Training. **Paul**: We'd love to have an open conversation in less of a PowerPoint and dive into the Internet Technology (IT) Policy Option Package (POP). Appreciate your candor. Committee, Tristen and I met with him the other day and shared our feedback with wanting to understand pain points and where there is opportunity to be a thought partner with DOC.	

	Tristen: That is the right approach. One thing I'm interested in is hearing what DOC has done, understanding limitations of IT system. What is ongoing work right now given limitations to address disparities where they arise in programs, disciplinary issues – what does it look like at this point in time. **Director Reese**: There are racial inequities present, overrepresentation in Oregon. You see it in policing, prosecution by who's sentenced. We have 12K Adults In Custody (AICs) in our system. 1,200 are Black or identify as Black. Population of Blacks in Oregon is much lower than that. It's harder for us to discern and internally when we have programs on who has access to educational programs like GED or higher education. I know there are racial disparities in the numbers with disciplinary numbers and they're overrepresented in our prison system. **Babak**: Each checkpoint of the system historically has had overrepresentation of people of color. I think what would be helpful if it's us sharing feedback on those disparities – what is DOC doing at those micro check-points. We hear there is a problem but we don't focus on solution on how to change the trajectory. Were tired of hearing there is a problem and we've known that. To really focus on what things we can do institutionally, culture, trainings. **Director Reese:** Work with Mult Co. Justice Reinvestment when I was Chief of Police and Sheriff. We may have with best intentions to set up a program to reduce racial impact for a population but as we saw outcomes we missed the mark at times. That's why mining that information and being data driven is so important. It's one of the biggest gaps we have at DOC to do that well. **Veva**: Wanted to go over information on training. Basic Corrections Course is something all new staff do. Theres a lot of different ways themes are integrated in the content. Some courses are more compatible with our conversation. Managing Behavior and Disciplinary is 6 hours to teach staff on risk factors that are observable, creating a baseline for consistent and transparent practices. Built into onboarding and orientation process. Another course is Communications for Corrections. Its 10 hours focusing on staff communication in situations – undermining one size fits all. It promotes idea of flexibility, adaptation and meeting folks where they are at and primary goal is de-escalation. Lot of scenario based training. When officers are going through courses they are practicing skills taken from institutions that is protected information and scenarios happening and get repetition and practice using the skills. Repetition influences	

	confidence. Other course on bias which is 4 hours, addresses implicant and explicit bias within officer role and a decision making. Our agency is focused on culture and seeing it as an equity intervention itself. Want to make sure any work we do is successful and staff having right awareness. Managing Human Differences is a 4-hour course. Worked with 'ambassadors' who are staff across the state. Some traditional diversity points in terms of race and ethnicity, power and positional diversity too, and geographical. Wanted it to be from peers to peers. Have security staff, audits, behavioral health staff, and others who deliver the course. They are the only authorized people who can deliver it. They are certified diversity professionals, which is a nationally certified institution. Focuses on culture and gets folks involved in the conversation around Diversity and Equity and seeing themselves as a participant in the work. Have built in data points – we do a pre and post survey. So far its shown great and positive reception on utility of training. Overall positive. Affirmative Action – doing a lot of work to do true analysis of the data for workforce and parity analysis to pair our data to the areas and regions where the institutions reside. Overall demographic makeup is representative of the state. More commonly under representation too. **Babak**: Assuming it's one training a year. Ongoing either quarterly or twice a year could be helpful. Something to the effect of there is a pattern of folks being incarcerated around specific correction officers or practices. This group of folks were in solitary confinement; patterns can be found through data. Wonder if there's specific solutions addressing patterns, addressing staff. **Director Reese:** Think its good for us to look at where there's an intersection for Adults in Custody with negative outcomes in our system. It's a profound outcome for our individual. The current system is a paper process that is difficult for us to have robust insight into those processes. We have 1 to 7 tablet deployment. Been challenging to go to electronic processes robust enough to collect info or allow us to create systems for those in custody to provide feedback to us. Planning to go 1 to 1 tablet deployment. Our team will design a system of feedback for adults in custody for grievances and healthcare request forms that will speed up and create efficiency in the system to report back to you on what those grievance are and staff that are engaged in misconduct. **Nansi**: Veva, you mentioned affirmative action plan. You are	

about 2 years in with that plan, have you seen any notable changes with work you are in the process of? Has the training been on DEI – who is conducting it and how much experience do they have, do they represent people of color. Does DOC have any pending or ongoing lawsuits in regards to issues with DEI that you can share.

Veva: Affirmative Action plan is the one your referring to is '25-27. Our agency updated our affirmative action plan. That plan was created with a vacancy like with my role. Noticed things that needed change like infrastructure and sustainability. We update DAS with affirmative Action plan is part of our Agency Budget Requests (ARB). We have to create our plans in advance for the years in advance. I'm creating a '26-29 affirmative action plan.

Where are we at in terms of progress - data was limited and because there wasn't systems in place to regularly pull that and act on it. Important we analyze the analysis and compare our workforce demographic on race and ethnicity which where our institutions reside. We didn't have data identified in terms of comparison, we had data pulled for representation. Goal is to increase diversity but there wasn't an understanding where to target that approach. Now we know Hispanic and Latino are under represented and are moving into the action phase to figure out what are the root causes, which will vary by institution. For training component, the facilitators vary but for Managing Human Differences Program which ave most overt and necessary conversations and is under the umbrella of Managing Human Differences. For facilitation, you asked if there are People of Color (POC) represented in the group, and yes. About half of the ambassadors are POC specifically. Have other forms of diversity too like disability, ages, women in security.

Babak referenced in training component, we do annual training as well for existing staff. We do a course for onboarding and another for annual training too.

Director Reese: Not aware of any lawsuits specific to race but most AIC litigation are centered around healthcare and community standard of healthcare. Do have a robust complain process our inspector general takes and investigates them. Some of those complaints are around disparate treatment. Have had situations where we had to discipline staff on inappropriate behavior and take those very seriously and inspector general reports directly with me. Meet monthly with inspector general.

Sterling: Really encouraged this conversation is happening in the way it is. I see it as sincere. Also wondering how does this show up in day to day. We know there has been a lot of studies reflecting in disparity. If we know Black and Brown community represent more than 10% in prison, does staff represent that?

	We know that there's a lot of differences and in Oregon we know we have two systems, in the system. There is the valley and the west side. You can do training but you then have an old guard who trains the new guard behind the ropes. OSP you can look at physical plants – the vocational training. Not a lot of opportunity to get a trade. How many opportunities are held by black and brown prisoners that's been there. Trade like HVAC, carpentry, trade. What is staff ratio. There is a lot and don't want to put all responsibility on racial disparity on DOC given it's a long line of racial breakdown but you have ability to hire and manage staff. Where does it show up in the day to day and how is it different in the things we know. **Director Reese:** Want to answer them, curious about outcomes in programs. Your spot on when it comes to who has access to best jobs in institution - educational programs, who's selected for employment opportunities - that's all info I don't have access to. Like information like when people get released, are they being placed in stable housing and is it equitable across racial lines. Apologies we don't have that information but should. **Kristen**: When we talk about outdated systems, we have outdated data and processes. Especially talking about long term outcomes. When we hear statistics today, we'd like to proceed with caution with how we interpret those. We do report demographic data, there is other operational measures, recidivism and external research efforts as well. We can conduct meaningful analysis with what we have today but it's hard to get a complete equity picture. Those legacy systems are done in a snapshot style but equity analysis asks us to go forward with experience and pathway sin a system over time. Try to make distinction we have capability but it's different to capacity. Want to focus on the why. First is data environment and second is data standards. Example is demographics. Info is collected for different points and frequences across the dept. LEDS is a good example of external data. Been a primary source of our demographic reporting. CJC research has documented that race is based on observation then self-report. Having demographic datapoints is different than knowing what it represents, how and when collected and which source is appropriate for question we are trying to answer. When were talking about housing data, we have to have standards and tech to do it. Can provide more info on our external research parters. Worked with Barrit Institute of Justice, Council of State Government.	

	Tristen: Thanks for the follow up, this is an ongoing partnership that we want to continue to engage in and appreciate you showing up and have difficult conversations. By nature of the relationship of correctional officer and AIC there is power and discretion, how do we take those trainings and how does it translate to day to day. It's challenging and infinitely important. Just wanting to name appreciation for this conversation and for it to continue as we move in this collaboration together. **Paul**: Mike, don't know what you think but maybe we could have another prep convo in advance of our next conversation. **Director Reese**: Would be very helpful. If Sterling would be open to setting up time for him and I to meet. Want to get to his experience and there may be a way for us to do a data pull specific to a program or something we can look at and can give you a snapshot.	
Update-Long-Term Planning Stakeholder Engagement DOC (OSP Facility)- Co-Chairs/Andre/Valerie	**Andre**: CJC is working to finalize two agreements for this body of work. The Portland State University (PSU) criminal justice policy research spoke of the work and outline based on last conversation with long-term planning group. Would be focused on inventory of opportunity to release low risk, high cost individuals and what mechanisms look like and identify that population. Also the regional breakdown of reentry focus and community needs as well as estimated supervised population and service level impacts that need to be extended on releasing individuals. That is in the works and should have it across finish line shortly. Statement of Work with Oregon Consensus. They were supposed to send that to CJC last week but haven't been able to get confirmation if we got it yet. Was out late last week but once we get it they estimate 3-4 weeks and will be starting planning work. Still be able to move forward before its finalized. Will do an additional planning meeting with planning group to identify questions for assessment and share list of organizations and partners we want to be interviewed. Will check in with Ryan before end of the week that we got the statement of work from Oregon Consensus. **Tristen**: Just want to make sure when we talk about work PSU is doing around inventorying available resources, that it's also combined with cost estimate of what it would take to get community resources to a level where they could serve people currently incarcerated. Since feasibility study will give us an estimate of the cost to build these two new prisons. If it's the case if the available resources are lower than what is needed or at capacity currently it's important to have a comparable cost to build out those resources.	

	Andre: Will go back and check on that. **Tristen**: Mentioned it when we were talking about statement of work. Don't want us to produce a report with ideas and not have a full enough picture to address that situation. Cost analysis is important. **Andre**: Based on amount of funding we have but have to check that can still be covered. If it doesn't it might have to be that phase 2 conversation we're having but let me make sure it's not already been included.	
EOCI-Restorative Justice Programming Update- Andre/Valerie	**Andre**: With Eastern Oregon Correciotnal Institution (EOCI) right now, were able to move forward. They're supportive of the project. We had talked about scheduling next phase of work which are 2 listening sessions including a subset of folks of this committee and folks at EOCI. Where we are there's a question around what happens after that. EOCI is providing staffing support for two initial listening sessions but they aren't committing staffing support beyond that. Need support for a volunteer in that area to keep project moving beyond that point. Convo is we can schedule two listening sessions and work to find someone who can lead beyond that point. Wouldn't want to jeopardize the program moving forward if we don't have someone in place. Look to you all on how you want to advance the project. **Tristen**: Paul and I did bring this up with Director Reese when we met with him yesterday. I am frustrated, when we did it at OSP – they just did it. Seems outrageous we need to find a volunteer to drive up to Pendleton to host a zoom meeting. Did talk to Reese about this and figuring something out at EOCI. He asked to see written proposal and would look it over and would connect with folks at EOCI to see what staffing can look like. Reject needing to resource a volunteer. **Andre**: Just want to acknowledge, when you did this with OSP that was a designated person supporting the project. That the difference here. The department is also cutting resources, if Reese says it's a possibility just want to acknowledge I was working under different information. Just hope it works out but also want us to have a backup just in case. **Tristen**: Don't mean to direct frustration at you, seems like a low lift. Maybe I am assessing it incorrectly but don't feel confident that we will find someone who will accept no money to go into EOCI to open up a laptop. **Paul:** Best solution is finding a chaplain.	

Andre: We did make that request.

Paul: He had a misunderstanding of what we were trying to do. He thought it was for something much bigger than what we were looking for. Thought it was in person for long period of time.

Andre: In-person was two initial listening sessions, am I wrong on that.

Cameron: First two over zoom then get idea what direction we want and needs are.

Andre: I was also misunderstanding that as well.

Paul: Is there someone internal at EOCI like a chaplain.

Andre: We asked them for a list and they didn't have one.

Tristen: What is the proper way of following up with Reese? He said he'd look into it and noted there might need to be financial constraints. Would like to get the written proposal that Cameron put together and send it to Reese, ask for someone to facilitate a zoom meeting. Starting with two listening sessions is good. Maybe we should start with just two listening sessions and then find the capacity need moving forward. Depending on outcome we can identify capacity needs and have Reese help us coordinate with EOCI.

Andre: DOC was recommending that the two listening session happen in person. We were able to get approval for three members from this committee and one GO staff to travel so we should cover hotel and mileage from our office, if it was in-person.

Cameron: Have a lot of trauma from EOCI and don't want to attend in-person.

Tristen: You are the chair so we'll do what we can to get you involved.

Cameron: Highly doubt I'd get approved to go over there. Not for me even if I did.

Paul: Lighter lift is zoom anyway.

Babak: Partnership for Safety and Justice has programming and services Trish from Red Lodge comes to mind. So if us doing outreach to find volunteers to find in-person volunteers, happy to help facilitate that conversation.

	Andre: Might be helpful to have the listening sessions and then figure out what need is that that point. Awareness would be helpful in the meantime. **Babak**: If you send me a blurb, I can send it out. **Javier**: Cameron and I will work together to din fa blurb. **Andre**: Tristen and Paul outline what you're looking for **Tristen**: Thinking of following up with Reese afterwards **Sterling**: He can authorize it. For context, will be good to have authorization. Minority faith group don't get support out east. It's a DOC rule, in the valley they got Christian services where chaplain is on the floor. Andre: Subcommittee is Cameron, Babak, Shay, Nick. Yasmin will send Cameron, Babak, Nick, and Shay a scheduling poll. Will get your availability and share with Eastern Oregon. Cameron, we need to know which AICs are interested so we can get them ready to go as well. Will work to get listening sessions on the way. **Babak**: Something that Mike said and framing on this. Doesn't land well when folks say "AICs". AICs and dehumanizes them. As a common practice amongst us lets say the full Adults in Custody. **Andre**: Thank you. **Tristen**: Movement away from prisoner to using Adults in Custody, which was supposed to be more humanizing which was abbreviated to AICs and am with you and take a few extra seconds to say person who is incarcerated. Do feel like Director Reese is using antiquated language.	
Priorities Discussion Next Steps- All	**Javier:** We have to vote on these for priorities. **Paul**: Theres a nexus in the work we do, think its up to the committee if its something we want to take on. **Babak**: PSJ is involved in implementation and lead with partnership across the state. Eligibility is a big part of this and impacting results and outcomes. *Babak makes a motion to approve committee priorities. Nansi seconds motion. Members present opportunity for discussion.* **Tristen**: If we are right now voting on priorities, want public	

defense to be part of the priority list permanently vs possible.

Sterling: Want to echo that. Deflection program, those who are eligible aren't everyone and aren't capable of influencing the street culture. Public defense is for all the strugglers.

Babak amends motion to include public defense.
Sterling seconds motion. No additional discussion or questions from members. Members present and voting yes are:

Sterling, Shay, Paul, Tristen, Nansi, Babak.

Legislative concepts Policy Option Packages (POPs) for advocacy

Tristen: Ask to move up possible topic of compassionate release on legislative priorities.

Paul: Not a POP but there will be bills.

Andre: We wont know full slate of bills till much later. Do know once bills drop this may change.

Tristen: Compassionate release is a good way to summarize issues and long term planning.

Babak: Rep Chotzen has been a champion on this.

Tristen: Is there opportunity to have meetings in September during legislative days or are you referring to Nov?

Andre: November at this time. We do like to give them the full RJC one-pager and highlights of what RJC is interested at large. Since we don't have that yet, however if there is specific convos you feel is important at this time and can't wait – Let's have that conversation, let us know and we can find best path forward. When it comes to the Governor's Recommended Budget (GRB), she ties her budget int November forecast. For decisions being made, we're focused on that timeline.

Paul: Can someone remind me of what the process is. Appreciate we are flagging this now and can get it done quickly.

Jaiver: We will have to call special meetings as things emerge, if we have advocacy letters ahead of time we can have them in time for session.

Andre: When you meet in December, we'll have a better idea on bills at that point. Ahead of that meeting maybe draft letters and leave them a little broader, then maybe at that December meeting you can approve draft letters that can be easily

	amended and we can call a 48 hour special meeting to vote and its good to go. There will be something's during session that come up. **Babak**: Should be December legislative days. For JREP Package 104, we've shared an advocacy letter is there something else? **Tristen**: Nope, your super on top of it. *Tristen motions to vote and approve legislative POPs for advocacy. Babak seconds motion. No additional discussion or questions from members. Members present and voting yes are:* *Sterling, Shay, Paul, Tristen, Nansi, Babak.* **Andre**: We are planning in October to do a work session with main RJC. Goal there is to drill things down with more specificity so when we meet with our goals, we can check things as we go so its easily able to communicate with work involved in the committees and clear timelines and deliverables with things. *Meeting concludes at 4:45pm. Next meeting is October 27th from 3-5pm.*	

Meeting Materials	Draft Committee Priorities.pdf

Zoom Chat

2026-08-25 14:59:38 From Andre Bealer (he/him) Gov. Office to Hosts and panelists:
refilling my water brb

2026-08-25 15:04:46 From Melinda Gross (she/her) | Office of Cultural Change (DAS) to Hosts and panelists:
Melinda (she/her), Director of Cultural Change with the Department of Administrative Services. I'm just here to support the REIS (Racial Equity Impact Statement) process!

2026-08-25 15:06:47 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
Agenda: CJRC August 25 (2 hours)
DOC Follow-Up Presentation from June-30 minutes
Update-Long-Term Planning Stakeholder Engagement DOC (OSP Facility)-Co-Chairs/Andre/Valerie-10 minutes
EOCI Update-Andre-10 minutes
Priorities Discussion Next Steps-All-Time Remaining

2026-08-25 15:13:23 From Jennifer Black to Hosts and panelists:
@javier, can you make Thom Martin a presenter, please?

2026-08-25 15:50:18 From Veva Campeau (she/her, DOC) to Hosts and panelists:
@Sterling one of the things you mentioned was how trainings get implemented in the day-to-day. I wanted to add that one of the recruitment features for the Ambassadors was assessing their credibility within the institutions. One Ambassador is a Captain from the Eastside and all are well respected by peers according to Superintendents. We also ensured the East was involved in the recruitment process and included an officer from the East on our panel. I do feel this benefitted some of the reception of the program being not just 'another training from the valley'

2026-08-25 15:52:45 From Dr. Nick Crapser to Hosts and panelists:
I have to jump off folks. Thank you DOC crew. Have a good evening.

2026-08-25 16:37:33 From Babak Zolfaghari-Azar to Hosts and panelists:
9/8-9/10 and 12/1-12/3 next two leg days before 2027 session starts

2026-08-25 16:38:17 From Babak Zolfaghari-Azar to Hosts and panelists:
tomorrow and 11/18 next two revenue forecasts

2026-08-25 16:44:04 From Yasmin Solorio, Gov Office (She/her) to Hosts and panelists:
Next meeting is October 27th

August 25, 2025
Criminal Justice Reform Committee
Zoom

Current Work/Continued Priority	Does Current Work Require Legislative Advocacy?
• Feasibility Study of New OSP	• Not currently.
• DOC: EOCI Restorative Justice Programming	• Not currently.
• Deflection	• Not currently.

2026 Legislative Concepts/POPs	Advocacy Ideas
• **Package 104:** Justice Reinvestment Equity Program Investment	• Legislative Days Meetings; Draft Advocacy Letter
• **Package 105:** Restorative Justice Permanent Funding	• Legislative Days Meetings; Draft Advocacy Letter

Possible New Priority	What are Specifics, Measurable Outcomes, Achievable, Relevant, Time-based?
• Compassionate Release	•
• Public Defense	•