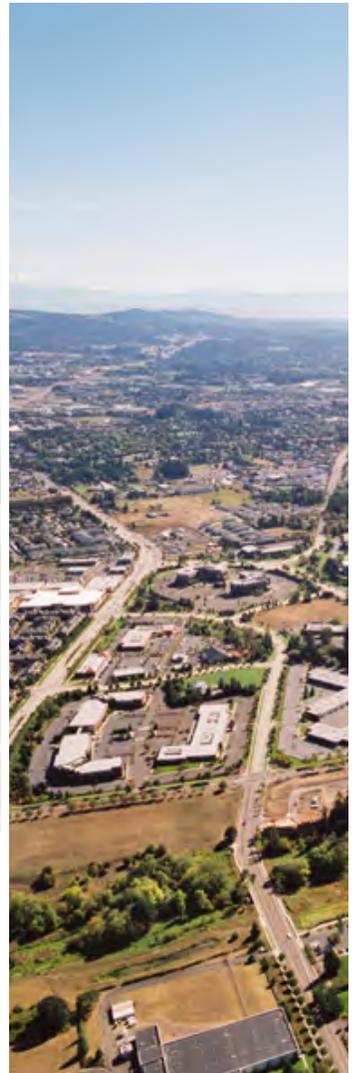




# DEPARTMENT OF COMMUNITY CORRECTIONS 2021-23 Biennium Plan



## Board of Commissioners

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Tanya Ange, County Administrator | Steve Berger, Community Corrections Director





# WASHINGTON COUNTY OREGON

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July 16, 2021

Kathryn Harrington, Chair  
Washington County Board of Commissioners  
155 N. First Avenue, Suite 300  
Hillsboro, OR 97124

Commissioner Harrington:

On behalf of the Washington County Public Safety Coordinating Council (PSCC), I am writing to advise the Board of Commissioners that we recommend approval of the 2021-2023 Community Corrections Plan and Justice Reinvestment Grant application. The Plan and Justice Reinvestment program received approval by the voting members present on July 16, 2021.

The PSCC continues to support the Department in its balanced approach to public safety through the varied programs and services it provides. We endorse the Plan and Justice Reinvestment program as submitted.

Thank you for your consideration of our recommendation.

Sincerely,



Lindsay Coppinger, Chair  
Public Safety Coordinating Council



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## Introduction from the Director

Welcome to the Washington County Community Corrections (WCCC) Biennial Plan for 2021 – 2023. As our mission states, **We Enhance Community Safety by Promoting Positive Behavior Change** and our **Values** describe the manner in which we strive to deliver services. Washington County has a long-established reputation for leading Oregon’s implementation of evidence-based community corrections strategies. We do this through the foundation of a working “change agent” relationship between the agency and our clients under supervision.

The following biennial Community Corrections Plan will begin by outlining the operating values driving our mission and a summary of our strategic plan executing the next phase of our Evidence Based Practices Initiative (EBPI) for the 2021 – 2023 biennium. In our efforts to advance racial equity in Washington County, our EBPI strategic plan includes a specific goal for Equity, Diversity, and Inclusion implementing the Washington County Board **initiative** to deliver equitable outcomes throughout all our programs, budgets, decision-making, and service delivery.

The EBPI strategic plan is followed by graphs and charts depicting an overview of the population under supervision, demographics, our recent performance measures and outcomes, and department revenues and expenditures. Next, a summary introduces the department’s services and programs associated with our five divisions: Probation and Parole, Community Corrections Center, Program Services, Center for Counseling and Victim’s Services, and Administration. Lastly, the Community Corrections Plan will provide an outline of the department budget and provide the state required program descriptions.

Our department has fully implemented a comprehensive evidence-based Community Corrections Practice Model specific for Washington County. By designing and implementing a standard methodology and case-management strategy all department staff integrate evidenced-based practices within their respective classifications for a consistent approach throughout the department. It is our belief that if we consistently apply our practice model with fidelity, through an active Continuous Quality Improvement process, the results will prevent more crime.

I will highlight the success of our practice model as evidenced by the success within two unique programs implemented locally as part of the state’s Justice Reinvestment Initiative (JRI): **Integrated Re-Entry Intensive Supervision and Services (IRISS) and Short-Term Transitional Leave.**

The WCCC IRISS program provides the Court an enhanced community supervision alternative to prison utilizing concepts of Risk, Need, and Responsivity to determine viable sentence options; enforcing Evidence-Based conditions of supervision; and holding Justice Involved Individuals - JII's - accountable through improved matching of supervision, services, and sanctions based upon the needs of JII's. Using the definition of recidivism as “any new conviction— misdemeanor or felony—within three years of completing IRISS”, the program boasts an 85.5% success rate since January 2018 with correlating recidivism of only 14.5%. Further, the five-year recidivism rate for IRISS is only 24.7%.

**85.5% SUCCESS**  
rate since January 2018 with correlating recidivism of only 14.5%. Further, the five-year recidivism rate for IRISS is only 24.7%.

Short-term transitional leave (STTL) was developed to enhance the transition planning process for adults in custody. STTL provides an incentive to successfully complete recommended programming, excel at work assignments, maintain good behavior, and create a more effective plan for a successful transition. In addition to improving the transition process, STTL has been successful in providing a huge cost savings for the State of Oregon.

In Washington County our **STTL program increased prison bed days saved 51% since 2019** while maintaining a success rate over 90% accounting for state Department of Corrections (DOC) prison cost **avoidance of over \$2.5 million**, based upon the DOC daily rate of \$116 per day:

All STTL December 2013 to March 2021					
Releases to STTL	Prison Bed Days Saved	Jail Bed Days Used	Successful Completion	Unsuccessful	Unsuccessful w/New Crime
859	64,352	969	91.0%	9.0%	3.7%

Due to impacts of the COVID-19 pandemic and reduced Court proceedings, the department's current caseload is approximately 11% below pre-pandemic numbers. However, given projections from the judicial districts criminal case filings and growth within the county we are preparing for a community caseload of approximately 3600 JII's assigned to one of three levels of supervision based on their risk to reoffend. Intensive supervision and specialty courts caseloads will average 30, while our high-risk populations will range from an average of 50 (sex crimes, domestic violence, and mentally ill) to 65 (general caseloads of property and drug offenses). Approximately 500 cases will be supervised on low risk caseloads that average about 170 cases and another 300 will be monitored on an administrative case bank.

The Program Services Division (PSD) is committed to developing and providing effective behavior change services that align with evidence-based and best practices in community corrections; while also studying and improving all internal and external services in order to be reflexive to the needs of the diverse populations served by the department. Through this division, the department has developed an array of evidence-based services over the past several years. We have been able to expand many of these services beyond what we could provide with our available funding by partnering with local community-based agencies and successfully competing for grants. Programs include substance abuse treatment, recovery mentors, clean and sober housing, and other services focused on reducing future criminal behavior. Ensuring continuous quality improvement, the PSD coordinates program reviews through qualitative and quantitative methods and provides support utilizing an array of coaching and implementation strategies. The department maintains strong and active relationships with contracted external providers and is always evaluating potential new programs which may add to our continuum of available services; our priority continues to be a system in which supervision, services, and sanctions are employed in a balanced way.

The Community Corrections Center (CCC) will continue to provide work-release and transition services with the capacity to serve up to 167 residents. We anticipate serving approximately 2,000 JII's per year with a structured living environment that focuses on accountability, employment, cognitive skill building, drug and alcohol treatment services, and mental health services. The CCC will continue its use of the University of Cincinnati Core Correctional Practices (CCP) within

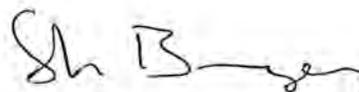
the Washington County practice model. CCP core skills support behavioral change and prepare staff with specific supervision strategies targeting relationships skills, effective use of reinforcement, effective use of disapproval, effective use of authority, pro-social modeling, cognitive restructuring, social skills training and problem-solving skills.

The department's Center for Counseling & Victims' Services (CVS) works to support victims, advocate for human rights, reduce the effects and risks of harm, provide public education, and facilitate a strong and healing community. The CVS is a dynamic, creative, and evolving program; committed to the expansion of victims' resources, the promotion of psychological and social health, and education for the community. The CVS mission is to provide counseling, advocacy, education, and referral services that help liberate people from the effects of criminal harm, encourage healthy relationships, and promote a responsible community. CVS also partners closely with government and community partners to encourage a network of care.

The Community Corrections Plan that follows includes specific steps outlining how we will *Enhance Community Safety by Promoting Positive Behavior Change*: by engaging with our clients through our practice model to change behavior and reduce recidivism; ensure that we are hiring staff with the right skills for this work, provide staff with appropriate training and ongoing support; continually and rigorously conduct risk assessments of our population, and address the criminogenic needs that emerge from those assessments; and address the needs of victims of crime and help restore the community.

We are proud of the department's accomplishments to date and ready for the next phase incorporating specific Equity, Diversity, and Inclusion strategies into our Evidence Based Practices Initiative. As we approach the new biennium, we look forward to working with our community and public safety partners to achieve our goals providing Washington County an exceptional level of evidence-based corrections services.

Sincerely,



Steve Berger, Director

## Our Mission

Our mission is to enhance community safety by promoting positive behavior change.

To accomplish our mission we hold the following **core values**:

**Provide** a continuum of supervision, sanctions, and services that reduces criminal conduct and promotes pro-social behavior change;

**Deliver** services in a respectful and supportive manner, consistent with the research that a constructive working relationship is essential when trying to facilitate behavior change;

**Restore** damaged lives and fractured families by assessing needs, referring to appropriate services, and removing barriers;

**Celebrate and respect** the diversity, creativity, rights, and responsibilities of each member of our organization and our community;

**Foster** a work environment where everyone is treated with courtesy and respect;

**Provide** employee training that is consistent with the Department's Mission and Values and reflects a responsible investment in our employees' professional development;

**Utilize** knowledge, research, and evaluation to place priorities on services and allocate resources;

**Deliver** services in a cost-effective manner;

**Work** in partnership with the community; and

**Create** balance in the criminal justice system by focusing attention on the reparation of harm to individual victims and the community.

## Our Strategic Goals

During the next two years WCCC will refine and improve our efforts in five goal areas:

### EQUITY, DIVERSITY AND INCLUSION (EDI)

**We will align our current practices with the Countywide EDI Initiatives and center EDI in all practices.**

- Develop internal EDI Consulting Team to ensure application of EDI initiatives to all practices, policies, and procedures;
- Participate in Washington County EDI Leadership Council and sub-committees to ensure department practices align with countywide initiatives;
- Implement Limited English Access Plan (LEAP); and
- Collaborate with Human Resources to deepen diversity in staff recruitment and retention.

### BEHAVIOR CHANGE

**Through the WCCC practice model we will work with the clients under our supervision to reduce recidivism and their criminogenic risk:**

- Align supervision strategies with criminogenic risk, need, and responsivity;
- Provide cognitive behavioral interventions and treatment as needed;
- Build rapport and enhance JII's motivation; and
- Work with JII's support system, families, and community.

### ACCOUNTABILITY

**We will hold JII's accountable for their actions:**

- Align supervision intensity and access to services with criminogenic risk, need, and responsivity; and
- Utilize effective rewards, interventions, and sanctions.

### RESOURCE MANAGEMENT

**Services and resources will be sustainable, cost-effective, evidence-based, and performance based:**

- Collect and use accurate data and receive evidence to make resource allocation decisions;
- Implement Continuous Quality Improvement process for internal and contracted services; and
- Recruit, hire, develop and manage staff and volunteers with the right core competencies.

### COMMITMENT TO VICTIMS AND COMMUNITY

**We will respect and address victims' rights and needs contributing to community reparation:**

- Provide culturally appropriate services to enhance our accessibility for victims and community members;
- Collaborate with criminal justice agencies, professionals, advocates, and community on meeting victim needs;
- Provide victim services and support community efforts in providing services to victims and their families; and
- Make all reasonable efforts to collect victim restitution and court costs.

## Equity, Diversity, and Inclusion

In February 2020, the Board of Commissioners adopted a Diversity, Equity and Inclusion [resolution](#). The resolution and [subsequent administrative policy](#) detail the formation of an organizational action plan through fiscal year 2020-21 which created an Office of Equity, Inclusion and Community Engagement (OEICE).

### The OEICE will lead implementation of the equity resolution through two teams:

1. Equity, Diversity and Inclusion; and
2. Community Engagement

Two foundational bodies will steer, develop and support implementation of the policy changes needed to guide and empower these strategies. Both bodies will have Board leadership embedded in their membership and will bring policy recommendations to the full Washington County Board of Commissioners for consideration and adoption:

1. **The Advisory Council on Racial Equity** (working title) is **externally** focused on Washington County policy (organizational, public, legislative, and budgetary) and the application of community/community partner experiences to the development and evaluation of those priorities.
2. **The Equity Leadership Council** will be comprised of staff from throughout the County and one Board liaison. It is **internally** focused on development and implementation of organization-wide policy, procedures and practice change to support equity, diversity and inclusion. Policies will be presented to the board for input and approval per administrative rules.

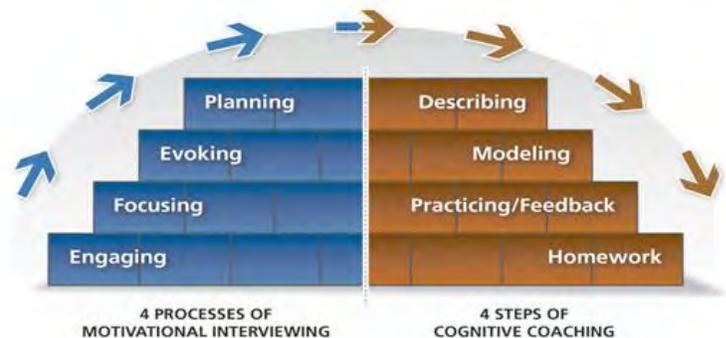
The primary goal of the department Equity, Diversity, and Inclusion goal is to align our current practices with the Countywide EDI Initiatives and center all practices within EDI.

### Key action steps for our EDI plan include:

- Develop internal EDI Consulting Team to ensure application of EDI initiatives to all practices, policies, and procedures;
- Participate in Washington County EDI Leadership Council and sub-committees to ensure department practices align with countywide initiatives;
- Implement Limited English Access Plan (LEAP); and
- Collaborate with Human Resources to deepen diversity in staff recruitment and retention.

## Behavior Change

Our community corrections practice model is an integrated set of evidence-based practices and principles (EBP) that we believe will result in positive public safety outcomes if they are supported by the agency and followed with fidelity by our staff. The practice model describes the EBP's that department staff should follow to prevent more crime and promote the social and human capital, rehabilitation, of people under supervision.



The practice model takes place within the context of the role of the Probation & Parole Officer and Community Corrections Center Counselors as “change agents”, as well as the larger social and cultural context of the agency, and three core components frame the practice model:

1. **The Platform of Supervision:** the foundation for all supervision sessions consists of four domains of staff-client interaction:
  - Motivational Interviewing;
  - Cognitive Behavioral Coaching;
  - Sanction/Reward Strategies; and
  - Brokering of Service and Referrals.

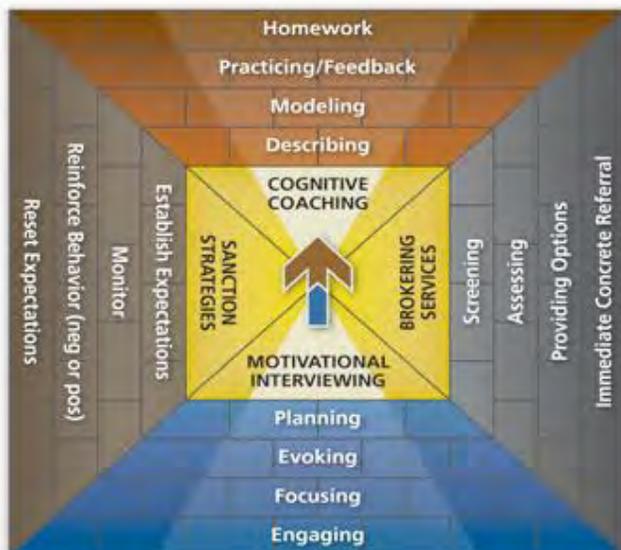
**2. The Change Agent Navigation System:** helps department staff, as change agents, to chart a course that maintains non-voluntary client engagement and guides interactions towards positive outcomes; and

**3. The Continuous Assessment Process:** a process that progressively identifies and addresses relevant change targets through staff-client dialogue and action around the targets.

All three components of the practice model operate together and reinforce each other. Collectively, the three components help people under supervision build momentum and direction in their change process and guide staff working with them to support the change process. The three components also enable line staff to grow in autonomy, competence and purpose; three factors that are central to staff well-being and motivation.

## Accountability

Effective application of our supervision and case management practice model designed to reduce recidivism and JII criminogenic risk requires JII accountability. To achieve accountability, we will provide active supervision, services, and the proper balance of intentional sanctions and rewards. In turn, the JII has responsibility for reaching a conclusion about what behavior or harm has taken place, owning it, and taking action to repair it.



**Probation & Parole Officers and Community Corrections Center staff** will enforce accountability with suitable rewards and sanctions through the following **key action steps**:

- Establishing clear behavioral expectations;
- Monitoring expectations;
- Using appropriate negative and positive reinforcements to maintain the expectations; and
- Resetting new behavioral expectations as the client makes progress.

The Community Corrections Center will continue to utilize the department’s electronic monitoring program (EM) providing an enhanced level of community supervision for residents released into the community for treatment, employment, or passes. Specifically, all Domestic Violence (DV) and Sex Offender (SO) residents within the CCC will be enrolled in the EM program improving accountability through GPS tracking and/or Secure Continuous Remote Alcohol Monitoring.

Our goal is to further enhance how accountability is achieved through contacts with JII’s, analysis of violations, recommendations for sanctions, provision of encouragement and motivation, and the ongoing monitoring of an JII’s progress.

## Resource Management

Resource management is the process of ensuring that our financial decisions are consistent with our mission, values, and operational goals. Consistent with SB 267, we are committed to delivering services that are evidence based, cost-effective, and sustainable. Further, these commitments apply to both our financial and human resources.

To ensure effective resource management, we will enhance our data integrity for informed decisions through the development of a departmental Continuous Quality Improvement Plan (CQI). CQI, not to be confused with quality assurance, is a process that can better ensure a set of desired practices are delivered in the manner they were intended, continuously and over time.

CQI is an approach that is built upon a partnership between the one engaged in the use of the professional skills, either department staff or contracted service providers, and the individual conducting the CQI process. Each party is mutually seeking to learn and grow, and to this end, achieve incremental improvements toward the attainment of a more effective outcome. For the purpose of our plan we define CQI as: *A set of professional development opportunities that generate current, specific feedback for the purpose of ensuring that services and practices are delivered in the intended manner.*

### **The primary goals of our CQI process are to:**

- Create and foster a work environment characterized by an ongoing desire to learn and improve;
- Identify practices that are working well;
- Identify practices in need of change and determine the specific enhancements needed to support improvements in the quality of service delivery (such as staff recruitment; training; coaching; technology; incentives, etc.); and
- Improve outcomes.

### **Key action steps for our CQI plan include:**

- Review current data collection process;
- Determine what data needs to be captured and at what level;
- Evaluate program effectiveness;
- Ensure JII assessments are completed with fidelity;
- Conduct audits to ensure case plans are developed consistent with practice model; and
- Align audit and performance appraisals with job expectations and competencies.

### **Commitment to Victims and Community**

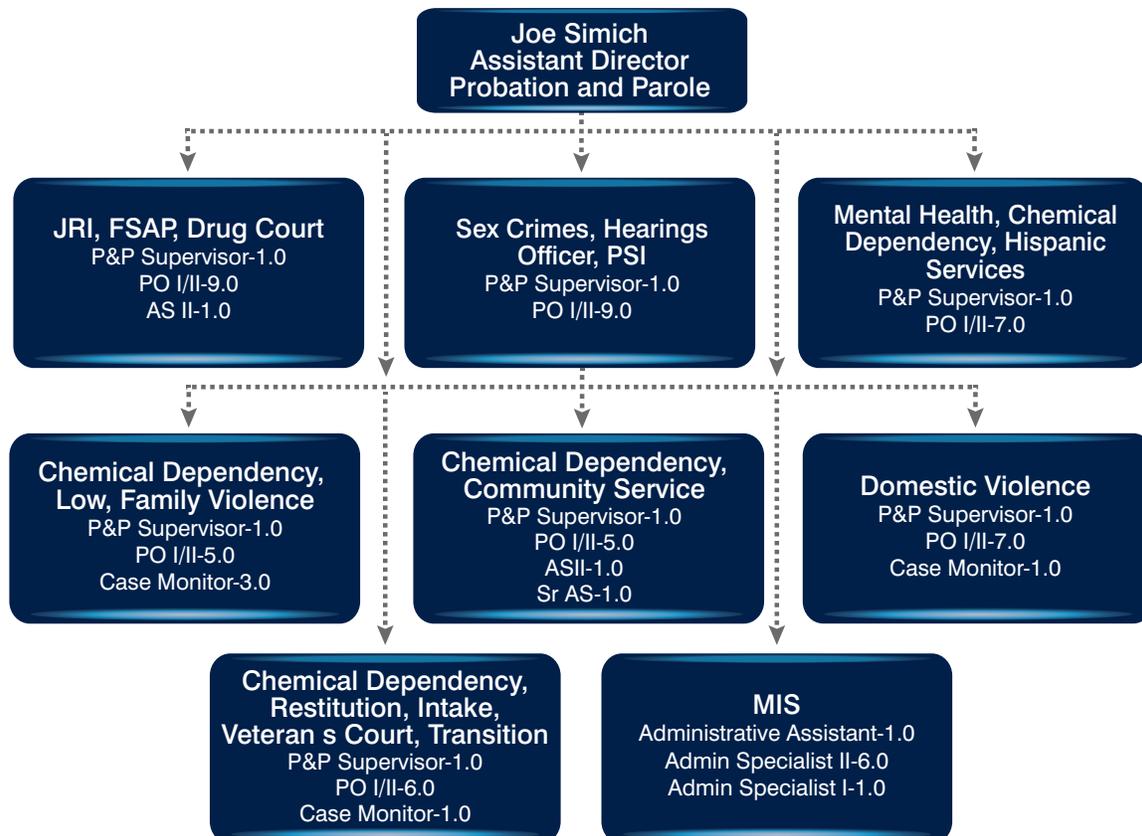
The goal of our behavior change efforts with JII's is to enhance vital, healthy, and safe communities improving the quality of life for all citizens. To that end, healthy communities require victim and community reparation in response to crime. In this goal area, we pledge to continue to respect and address victims' rights and needs, and to help restore the community.

As an active community partner we will hold JII's accountable through our practice model and seek opportunities for JII's to assume responsibility and carry out tasks to restore victims and the community.

### **Key action steps for us include:**

- Enhance opportunities for victim-offender mediation;
- Develop an action plan for increasing the collection of restitution for victims;
- Develop "Community Centered" Work Crew program focused on reparation of the harm crime has caused; and
- Update resources, forms and the website to ensure that materials are helpful and culturally appropriate.

## Probation and Parole Services



The Probation and Parole Division supervises approximately 3,600 JII's , 60% assessed as high or medium risk to re-offend. The high and medium risk PPO caseload ratio of 1:55-65 allows for active supervision in the community. Community supervision assists in holding JII's accountable to the conditions of supervision while focusing on behavior change as a way to support their efforts to live successfully in the community. There is an emphasis on engaging JII's through proven strategies and evidenced based activities directed at reducing criminal behavior. These include finding and retaining employment, actively participating in treatment and skill building programs, and developing a system of community support that reinforce long-term stability.

Supervision consists of the following elements: 1) assessment of the JII's risk to re-offend; 2) Identifying each JII's criminogenic risk factors and developing a case-plan to address those them; 3) contact with the JII, their family, therapists, and others for monitoring compliance and providing support; 4) intervention when the JII is not following the conditions of supervision; and 5) informing the Court and Board of Parole and Post-Prison Supervision of non-compliance and recommending sanctions. The intensity of supervision varies, depending on the risks and needs of each JII.

In response to COVID, in March of last year many supervision practices were modified to comply with Public Health and CDC guidelines. Department staff were given limited access to their County workspace and encouraged to work from home as a way to comply with those safety guidelines. All contact standards were maintained, but many of the contacts were performed virtually or over the phone. Officers were able to continue face to face contact with high and medium risk JII's in the office or at their place of residence as a way to better address the presenting risks and needs. While there was a reduction of arrests

performed over the last year, Officers did prioritize community safety and take into custody any JII that was presenting an imminent public safety threat.

The division is divided into specialized teams, each serving a specific population. This organizational structure allows the department to focus expertise, training, and resources where they are needed most. Lower risk JII's are supervised on larger caseloads with reduced contact requirements. The Division structure is outlined below.

## Parole and Probation Services

### Intake

Intake receives all incoming supervision and investigation cases, assembles necessary background information, conducts criminal risk assessments, and assigns each case to the appropriate specialty team. The staff makes team assignments based on an JII's risk to the community and specific needs. Approximately 2,500 JII's are expected to be processed by Intake during the year.

### Presentence Investigations

Pre-sentence investigations to provide background and offense information to the court to assist in making sentencing decisions. During a typical year we complete 25-30 pre-sentence investigations.

### Prison Transitions

The Department has one Probation Officer specifically assigned to assist with adults in custody transition from prison back into the community. It's imperative that adults in custody being released following several years of incarceration have housing and services in place prior to their return to the community. The Transition Officer will typically meet with the adult in custody face to face to develop a transition plan, orient him/her to supervision, investigate any proposed housing, and provide reporting instructions to his/her Probation Officer. During the last year nearly 500 adults in custody received transition assistance..

### Low Supervision Team

LST: Approximately 300 non person to person low risk JII's will be supervised by the Low Supervision Team (LST) where their supervision will be monitored by a Probation Officer and 3 Case Monitors. Some will move to the LST after doing well on a higher level of

supervision. Others will be determined to be low risk at intake and will be assigned directly to the LST. Following establishment of a supervision plan, Probation/Parole Officers will not have routine contact with these JII's, but will rely on file reviews and treatment reports to verify compliance with supervision conditions. Any violations will be addressed and reported to the Court or Board of Parole and Post-Prison Supervision and recommendations will be made to address the violation behavior.

Enhanced Low Supervision: Provides low-level supervision to approximately 500 JII's convicted of person to person crimes, with an officer to JII ratio averaging approximately 1:150. Many of these cases were initially supervised at a more intensive level but demonstrated an ability to comply with supervision conditions. JII contact and file reviews occur at least quarterly to monitor treatment and other court-ordered conditions. Department wide there are nearly 700 JII's supervised on low and enhanced low supervision.

### Mental Health

Three Mental Health PO's provide specialized assessment, supervision, and sanctions to approximately 140 JII's experiencing serious mental illness. There is an emphasis on close coordination with institution and community mental health services to support progress in treatment and to ensure quick response to deteriorating behavior. The officers have specialized training and experience working with individuals with severe mental illness.

### Mental Health Court

Mental Health Court is a specialty court program designed to work with JII's who would likely struggle to fulfill probation obligations because of a severe and persistent mental illness. The program consists of three phases, lasts a minimum of one year and the conditions of probation are tailored to the individual needs of each participant. Upon successful completion of all Court ordered conditions the participant will graduate from the program and his or her probation may be terminated successfully. Mental Health Court is a collaborative effort that includes the Court, District Attorney's Office, the Defense Bar, the Sheriff's Office, Mental Health, and Community Corrections.

### Chemical Dependency

The Chemical Dependency Teams provide assessment and referral, supervision, and sanctions to over 1,000 JII's, most of whom are substance abusers. Staff is trained to understand treatment and relapse prevention issues to more effectively support the treatment process. Close coordination with community treatment providers and regular drug screening help hold JII's accountable.

### Opioid Focused Caseloads

Last year Community Corrections developed Opioid focused caseloads within the chemical dependency teams to address the increasing number of opioid related issues within Washington County. The purpose of the focus is to prevent opioid overdose among high risk individuals by rapidly connecting them to resources. JII's on the opioid focused caseloads have access to same or next day drug assessments and medical evaluation for medication assisted treatment. The Opioid team works closely with community partners and meets monthly for case consultation and feedback from Health and Human Services, CODA Treatment, and Recovery Mentors.

The opioid focused caseloads have four overarching goals:

1. Prevent opioid abuse and addiction;
2. Reduce the number of opioid-related deaths;
3. Expand access and decrease wait for treatment; and
4. Improve the safety of our community.

This plan is intended to be dynamic. As the opioid epidemic evolves, the actions identified in this plan will change as needed.

### Gender Specific Caseloads

Embedded in each team are Gender Specific and Responsive Caseloads. These caseloads are essential to achieve the most effective results when working with women on supervision when it comes to lowering recidivism, promoting long term behavior change and addressing intergenerational criminality in our communities. Empirical research has shown that women on formal supervision can have significantly greater outcomes when working with supervising officers who utilize a Gender Responsive approach that includes specific risk assessments, interventions and treatment resources designed specifically for women in the criminal justice system.

Women typically enter the criminal justice through different pathways than men due to criminogenic drivers. These drivers include risk factors such as substance abuse issues, mental health symptoms that have resulted from past trauma, dysfunctional relationships, parental stressors, and lack of self-sufficiency as opposed to men who typically enter the criminal justice system due to having antisocial attitudes and antisocial peer groups. To effectively supervise women in the community supervising officers utilize the Women's Risk Needs Assessment (WRNA) to identify these drivers that are more prevalent amongst women on supervision. Additionally, supervising officers working with women must be well versed in Trauma Informed Care, possess excellent communication skills, and have an empathetic mindset as women are usually much more relational than men on supervision.

### Adult Drug Court

Drug Court began in March 2005 and has proved effective in curbing the cycle of addiction and related criminal behavior. Drug Court relies on intensive



treatment, a high level of accountability to the Court, and coordinated case processing between the Court, District Attorney, Defense Counsel, Sheriff, Community Corrections, and treatment. Participants attend treatment several times a week, submit to frequent drug testing, report to a probation officer, receive home visits from a Sheriff's deputy, and appear in court weekly to report progress to a judge. Those who complete the program avoid a jail sentence and may have criminal charges reduced or dismissed. The program length averages 20 months per graduate. Through partner funding arrangements with Washington County Health and Human Services and the State of Oregon, additional monies have allowed the Drug Court to continue serving an average of 25-30 individuals at a time.

### **Sex Crimes Team**

The Sex Crimes Team provides specialized supervision and services to approximately 450 individuals who have been convicted of sexual offenses. Specially trained staff work closely with treatment providers, families, victims, and law enforcement agencies to hold individuals accountable and ensure they receive needed services. By working closely with these individuals and agencies, staff help create an informed community network that assists in the careful monitoring of those who have sexually offended, throughout supervision and beyond.

The Sex Crimes Team is made up of Parole and Probation Officers who have been trained to supervise this particularly challenging population. Supervision focuses on establishing a community network that will support and monitor each individual being supervised. This network commonly includes a specialized Sexual Offense Provider, Child Welfare, victims, family members, victim advocates, and law enforcement agencies. Throughout the supervision period, communication among network members is facilitated through regular case staffing's as well as frequent collaboration with team members. Supervision of each individual begins with a risk and needs assessment, clinical assessment conducted by a qualified Sexual Offense Provider, and a polygraph examination to assist in determining the extent of the offending behavior. Individuals typically participate in weekly treatment sessions in accordance with provider recommendations, to include continued polygraph examinations. Supervision of this population is thorough and can be quite lengthy, with an increasing number being released from prison with supervision terms of 10 to 20 years

### **Integrated Re-entry Intensive Supervision & Services: IRISS**

Funded through the Justice Reinvestment Initiative, the IRISS Program seeks to reduce the amount of prison intakes by Washington County and divert appropriate, non-violent, individuals to enhanced community supervision. This is done by utilizing concepts of Risk and Need to determine viable sentence options, create and enforce conditions of supervision, and hold JII's accountable by matching the appropriate supervision, services, and sanctions based upon

the needs of JII's. Prior to sentencing a defense attorney will typically refer drug and property JII's facing a prison commitment for a pre-sentence IRISS assessment. With the consent of the District Attorney and Community Corrections, the JII is evaluated. The Court grants a minimum of 3 weeks for the IRISS assessment to be completed and distributed the report to the Court, prosecution, and defense. The pre-sentence assessment will include risk assessment, LS/CMI or WRNA (risk and needs assessment), URICA, TCU Drug Screen assessment, and additional information relating to criminogenic risk and need. If sentenced to community supervision JII's will receive enhanced supervision and services including (but not limited to) mentoring, housing, employment, substance abuse, and cognitive behavioral therapy. IRISS will also accept Dispositional Departures and Second Look individuals.

### **Family Sentencing Alternative Pilot**



The Family Sentencing Alternative Pilot (FSAP) model is a state funded program designed to work with non-violent individuals that are

facing a prison sentence, and is a parent or legal guardian at the time they committed their current offense. The overall goal of the program is to reduce the number of children placed into foster care while reducing the overall Department of Corrections prison commitments and reducing recidivism by improving how the individuals function in the community.

Prior to sentencing, the Court, or defense attorney, will typically refer potential JII's facing a prison commitment for a pre-sentence FSAP assessment with the consent of the District Attorney and Community Corrections. Community Corrections will then complete the assessment within 5 days and submit a report outlining the individuals criminogenic risk factors and make a recommendation regarding community supervision, including conditions needed to address those risk factors in the community. If sentenced to community supervision, JII's will receive an enhanced level of supervision as well as



services that may include housing, mentoring, parenting skills, substance abuse treatment, and cognitive behavioral therapy. In

addition, the Probation and Parole Officer will communicate with DHS to verify any open cases they may have, and coordinate supervision and services as needed.

### **Domestic Violence**

The Domestic Violence Team provides specialized assessment and referral, supervision, and sanctions to approximately 600 JII's convicted of domestic violence related crimes. Supervision involves significant victim contact and close coordination with criminal justice, treatment, and social service agencies. Staff has completed intensive training in how to work effectively with victims and perpetrators.

### **Culturally Specific Services**

The Department provides assessment and supervision to approximately 125 monolingual Spanish-speaking individuals. There is an emphasis on close coordination with community treatment and social service agencies serving the Latinx population. The bicultural staff understands the cultural barriers that can sidetrack progress under supervision and works closely with JII's to help them understand the criminal justice system and the community services available to assist in their behavior change efforts.

The Department acknowledges that there are a variety of terms to refer to this population, and chooses to utilize the term Latinx in order to ensure broader inclusion of all backgrounds and genders.

### **Community Service**

The community Service Program provides a sentencing alternative for courts and intermediate sanction option for JII's who fail to comply with conditions of supervision. Community Corrections

typically receive approximately 1,700 JII's into the Community Service Program each year and generate an annual average of about 43,000 hours of community service labor. Participants may either complete their community service with an approved non-profit organization or participate on supervised work crews with Washington County Land Use and Transportation Road Crews. Some of the several approved non-profit agencies are the Oregon Food Bank, Habitat for Humanity (Re-Store), Salvation Army, The Good Neighbor Center and Loaves and Fishes. Individuals who participate on supervised work crews may earn credit that translates into direct payment of probation supervision fees, treatment fees, or Court Ordered financial obligations.

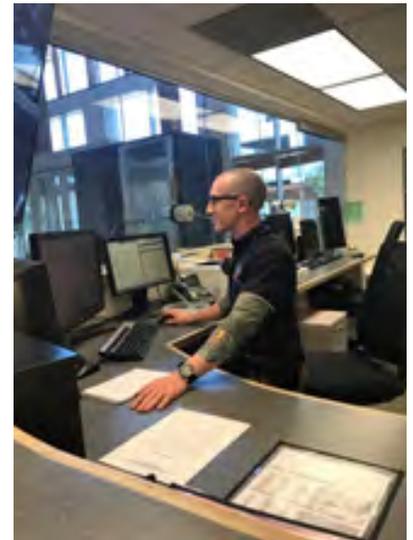
In response to COVID, most of the options to perform community service was put on hold and JII's due dates were extended to accommodate. As a result, the number of JII's received and the amount of community service hours performed will be reduced during the 2020 calendar year.

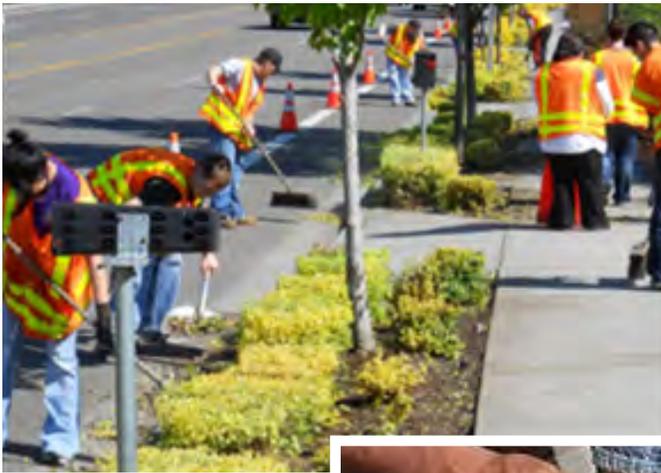
### **Sanctions: Options for Responding to Violations**

The Department has access to a range of sanction options for responding to non-compliance with supervision conditions.

Probation/Parole Officers can return violators to court or a parole hearings officer to determine

a consequence. But statute also allows officers to use Intermediate Structured Sanctions with felony JII's. An officer can impose a sanction if a JII waives his/her right to a hearing and if the District Attorney and Court do not object within a specified period of time.





Officer-imposed sanctions offer the advantage of a quick response to violations, which is clearly identified in the research as critical for punishment to be effective, and they save the criminal justice system considerable time and money by precluding the need for a formal Court or Parole Board hearing. The sanctioning authority of Probation/Parole Officers has been expanded, with the approval of the Washington County Court, to include misdemeanants. This has afforded an even greater opportunity for system savings, while allowing Probation/Parole Officers the opportunity to intervene quickly in the criminal and self-destructive behaviors of misdemeanants who violate the conditions of their supervision. A range of sanctions allows for a response that is appropriate to the offense and tailored to the risks and needs of the individual.

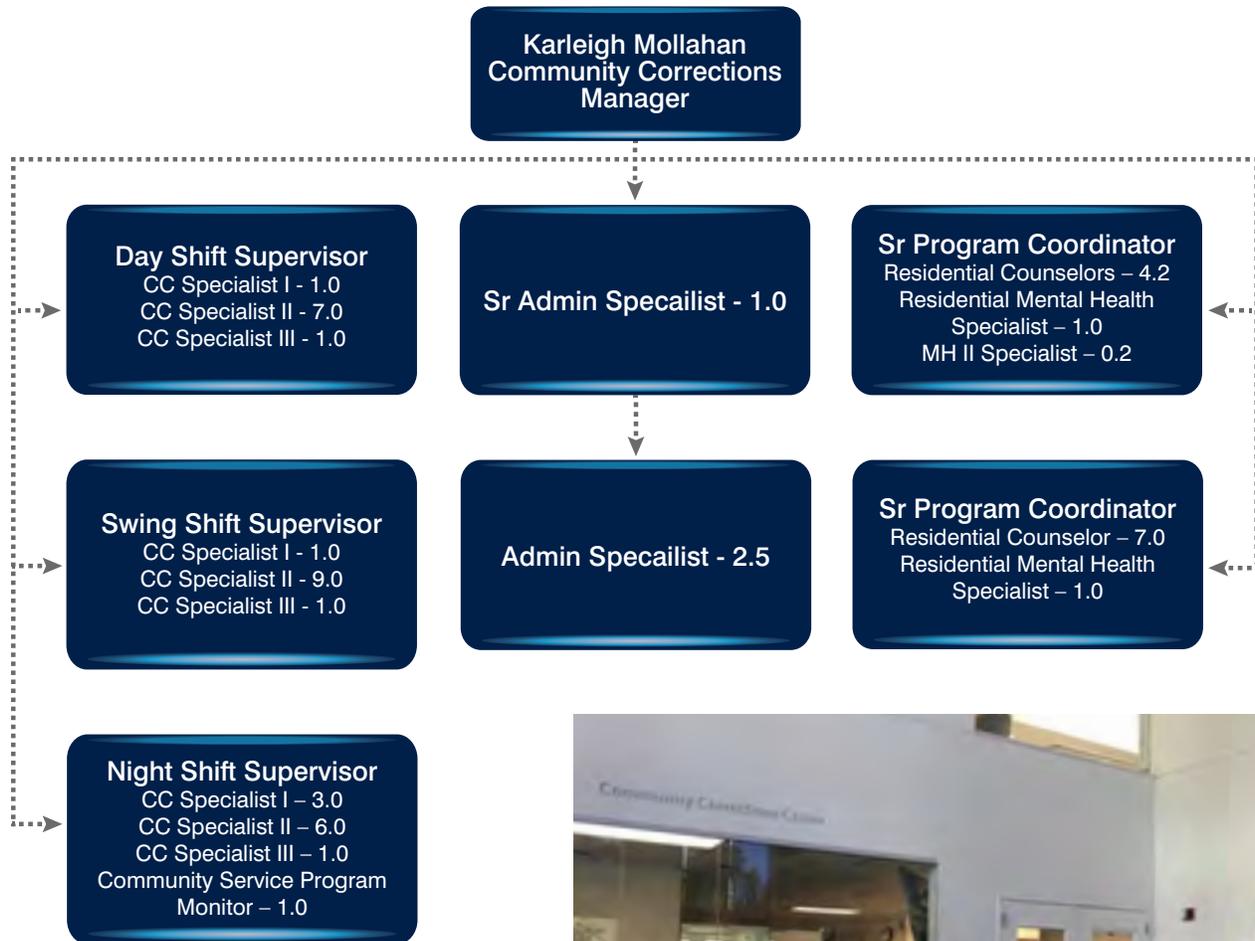
The following continuum of options is available:

- Verbal Warnings
- Increased level of supervision
- Community Service
- Electronic Monitoring/GPS
- House Arrest
- Community Corrections Center
- Jail
- Prison

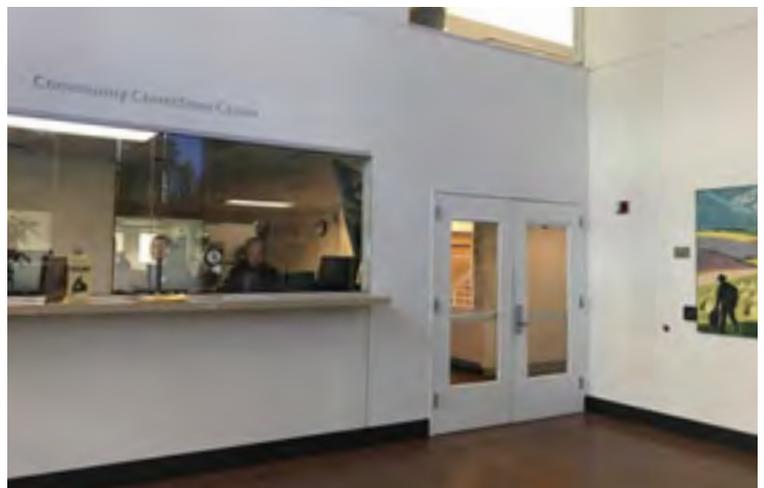
There is an emphasis on using the least restrictive sanction necessary to gain compliance. Whenever possible and appropriate, sanctions are used that allow JII's to retain jobs, maintain connections to the community, and participate in needed treatment services. Jail is reserved for those JII's who have been unresponsive to less restrictive options or who pose a serious risk to the community.

## Community Corrections Center

The Community Corrections Center is a 215-bed residential transition facility with current operational capacity set at 167. The Community Corrections Center (CCC) provides JII's with a secure, structured living environment, while focusing on accountability, employment, treatment, and skill building. The CCC also provides a house arrest component, the Custodial Home Supervision Program, providing a cost-effective alternative to the CCC while still providing structure, intensive supervision, and access to treatment.



In early 2020, as a response to COVID-19, the maximum capacity of the Center has been reduced to 96 beds to provide social distancing for the JII's and staff. Many protocols were modified to accommodate the changes in daily operations to include JII's movement in the Center and in the community, providing personal protective equipment for staff and JII's and ensuring the high touch areas of the facility being disinfected multiple times a day. The leadership team of the CCC work in close connection with Washington County Health and Human Services in order to ensure that staff and JII's remain in compliance with OHA and OSHAA regulations for correctional facilities.



The Community Corrections Center provides a full range of programs to address the criminogenic factors that place justice involved individuals at risk to re-offend. Programs include outpatient, mental health evaluation and treatment, employment counseling and job referral, cognitive skills training, and life-skills programs such as anger management, prison fellowship, and 12- step support groups

For JII's released for work, treatment, or transition related activities, the CCC is utilizing the department's electronic monitoring program (EM) to provide an enhanced level of community supervision for JII's convicted of Domestic Violence and Sex Crimes. Any JII's serving a sentence or on supervision for domestic violence or sex crimes are enrolled in the EM program improving accountability through GPS tracking and/or secure Continuous Alcohol Monitoring (CAM).

The CCC staff monitors compliance with Court and Post-Prison Supervision conditions. All JII's participate in a risk assessment process at intake and continue with an individualized case plan based on their history and recent behavior. Residential Counselors work with each JII's to develop an individualized case plan for services that promote a constructive stay at the Center and facilitate successful transition back into the community. Case plans and goals are mutually developed and agreed upon between the Residential Counselor and JII's. These goals are determined by criminogenic risk, need, and the length of stay. Residents who are at the Center for one or two weeks will have the goal of being connected to treatment prior to release. The average length of stay at the center is currently 28 days and for these justice involved residents the goals focus on entering treatment and finding employment. JII's who are at the Center for 60 days or more have goals that include participating in intensive treatment and continuing with aftercare services, partnering with a mentor when transitioning to the community, finding employment, and moving into drug and alcohol free housing upon release.

Community Corrections Specialists have primary responsibility for monitoring the security of the facility as they regularly walk through each dormitory interacting with the JII's. Security is further enhanced by the design of the facility which allows for easy visual and auditory surveillance. Further, the center promotes an environment of supportive accountability that includes video monitoring of residents throughout the facility and comprehensive drug screening strategies. The Center also incorporated a Smith Detection Whole Body Scanner as another tool of screening the JII's for contraband prior to entering the secured area of the center.

### **Custodial Home Supervision (House Arrest)**



Custodial Home Supervision (CHS) and Electronic Monitoring (EM) include two forms of monitoring services: GPS Tracking, and Continuous Alcohol Monitoring (CAM). Community Corrections contracts

with an independent provider for state of the art GPS Tracking and CAM. The GPS system is a one-piece bracelet used for JII's tracking and setting inclusion or exclusion zones. The GPS can also be used for curfew monitoring, house arrest, or as an enhancement to community supervision. GPS does not require a landline, and provides two levels of monitoring:

- Active: Immediate notification via e-mail or text of violations. Cell phone 24/7 notification available upon request. Instant locator 24/7 and;
- Passive: Activity downloaded into the system every 6 hours. No immediate notification of violations. Instant locator 24/7.

CAM utilizes transdermal alcohol monitoring which provides for one test every 30 minutes. Samples of perspiration are drawn into a collection chamber of the bracelet and then ran across a fuel cell to determine alcohol content. Data downloads into the provided base station, The CCC, Probation & Parole, or contractor office.

Participation also includes regular office visits and individualized programming. The program is used as a reward for JII's demonstrating good behavior within the CCC who are either employed, in school, complying with CCC rules and programs, and have authorization from the Court. Regular urinalysis is provided. The program is generally offender-paid and limited to those with a safe clean and sober residence. The typical length of stay within the CHS program is 10 to 30 days in length.

### Employment Services



Research clearly indicates that meaningful employment and living wages reduces the likelihood of criminal recidivism.

The Department maintains a partnership with the Oregon Employment Department to assist JII's in finding appropriate jobs. Emphasis is on jobs with long-term potential. There is a three-quarter-time employment counselor at the Community Corrections Center who teaches residents how to search for employment, develop resumes, fill out applications, interview, and retain jobs. The Center partners with Pacific University's Occupational Therapy Program to provide OT services. Further, the Counseling & Victims' Services program offers free counseling for those who wish to have focused support on career/vocational objectives.

### Populations that are served through the Center and/or Custodial Home Supervision:

**Sentenced:** JII's are sentenced directly to the Center or Custodial Home Supervision or serve out the balance of a sentence that started at the jail. Sentenced JII's currently occupy approximately 76% of Center beds.

**Sanctioned:** Center beds and Custodial Home Supervision slots are used for short-term sanctions for probation and post-prison supervision JII's. They offer probation/parole officers a quick response to non-compliance, within a structured setting that provides programs to address problem behaviors. Sanctioned JII's currently occupy approximately 4% of Center beds.

**Local Control (SB 1145):** This population includes those JII's who are serving twelve months or less for a felony conviction or revocation of felony probation. This group also includes parole and post-prison supervision JII's serving a sanction of 31-90 days and JII's who have been revoked on post-prison supervision serving a sanction up to 180 days. Local control currently occupies approximately 13% of center beds.

**Transitional Lodgers:** The Center's goal is to manage the transitional lodger population to 12 beds, with the flexibility to use up to 15 beds. This program works with high-risk, homeless JII's transitioning from prisons, the mentally ill, and those convicted of a sex crime until alternative housing is located. Lodgers must agree to abide by supervision conditions and Center rules to remain in the program. They must work, or actively pursue it, while seeking other housing. They must also participate in programs at the Center that can facilitate their transition back into the community.

## Program Services

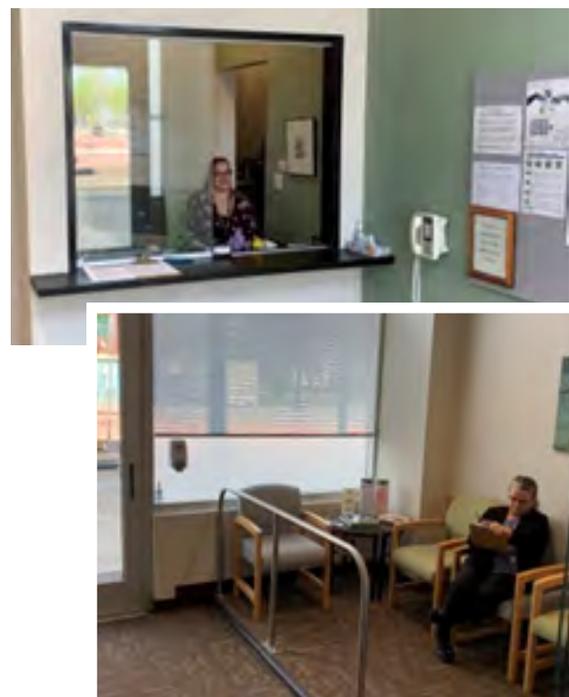
The Program Services Division oversees the Department’s Counseling & Victims’ Services Program and also manages relationships and development of a wide array of external community-based partners and resources. It also provides leadership and coordination of continuous quality improvements (CQI) within the Community Corrections Department and with external community-based providers. Finally, the Programs Division also leads and coordinates organizational development for the Department.



### Covid-19

The experience of Covid-19, and the resulting need to retool Community Corrections practices and workforce, demonstrated the value of the Department’s ongoing commitment to organizational development and CQI. The Department’s Peer Support Team provided ongoing support to all staff and ensured resources and care was available at all times. The Department’s Consulting Teams contributed ideas and support to ensure our workforce remained reflexive and connected throughout the pandemic. The Counseling and Victims’ Services Program quickly adapted to providing telehealth online counseling and advocacy services, and telehealth options will continue beyond the pandemic in order to help reduce barriers for those who may not be able to attend in-person services. Finally, the Department stayed in close contact with external service providers to ensure their quality services to JIIs continued throughout the crisis. Community Correction’s ongoing development as a learning organization resulted in a high degree of adaptability and nimbleness in responding to the crisis and ensuring all staff were able to address the needs of our service population and the community.

### Counseling & Victim Services’ Programs



The Department’s Mission and Values promotes balance in the criminal justice system by focusing attention on the reparation of harm to individual victims and the community.

The Center for Victims’ Services was established in 1999 to provide focused victims’ services to those who had been harmed by crime. In June of 2011, the Department combined the Center for Victims’ Services with its Volunteer & Intern Counseling

Program to create the Counseling & Victims' Services Program (CVS). Advocates and Counselors within this program provide an array of services to address criminal harm and also prevention of future harm.

The CVS mission is to provide counseling, advocacy, education, and referral services that help liberate people from the effects of criminal harm, encourage healthy relationships, and promote a responsible community.

CVS works to support victims, advocate for human rights, reduce the effects and risks of harm, provide public education, and facilitate a strong and healing community. CVS also partners closely with government and community partners to encourage a network of care.

CVS is a dynamic, creative, and evolving program; committed to the expansion of victims' resources, the promotion of psychological and social health, and education for the community.

CVS provides the following free services to assist victims of crime and the community:

- Systems-based Advocacy for crime victims with offenders on parole & probation.
- Free individual, couples, family, and group counseling for community members, for crime victims and their families, and for supervised JLLs and their families
- Information and referral to other services and programs
- Training and education on victims' issues
- Supervision and training for masters-level student counselors



Alliance Reaching Society), Parole & Probation, and Batterer Intervention providers to conduct Domestic Violence Impact Panels six times a year. Victim Impact Panels offer a “restorative” approach to justice. Those who have been harmed by domestic violence are able to speak out about their experiences which helps empower them to heal and help others. Those who’ve caused harm are able to hear how their actions affect others and hopefully learn, through empathy, how to become accountable, prevent further harm, and correct these behaviors. The Domestic Violence Survivor Impact Panels have served as a model throughout Oregon and CVS has been contacted for guidance on how to set up Panels in other counties and states.

Additionally, CVS participates on multidisciplinary teams with law enforcement and other service providers to promote a coordinated community response to crime and assisting crime victims. These include the Domestic Violence Intervention Council (DVIC), Justice League (DVIC law enforcement subcommittee), PCAN (state-wide Post-Conviction Advocacy Network), and the Batterer Intervention Provider/PO Collaborative Meeting (coordinating Batterer Intervention services with Community Corrections).

Finally, CVS is a clinical classroom for counselors-in-training who wish to deepen their knowledge and skills working with clients affected by crime and those involved in the criminal justice system. The program provides opportunities to work with issues including PTSD, trauma, criminal behavior/thinking, domestic violence, sexual harm recovery, career development, and addictions. The program prepares clinicians to more effectively serve the community by educating and training them to work with crime victimization and forensic populations; an experience not common among other counselor training programs.

### **Community-based Contracted Provider Services**

Community Corrections works to provide and facilitate behavior change and support services to the JII population in order to reduce recidivism and encourage JIIs to become pro-social contributing neighbors in the community. Services are delivered through a combination of Department staff and contracted community agencies. With treatment and support as an emphasis, it is expected that JIIs have a far better opportunity to change criminal behavior and live crime-free.

On average, at any point in time, approximately 2,700 Washington County JII's are participating in some form of treatment. Subsidy assistance is used as leverage to quickly enroll individuals in services. This, in turn, enables these individuals to begin addressing change barriers without delay.

The Affordable Health Care Act expanded health care eligibility to a sizable portion of individuals on probation, parole, and post-prison supervision. The expansion of Medicaid, a key provision of the health care reform law, is the main vehicle for delivering health care to formerly incarcerated justice-involved individuals (JIIs). Both physical and behavioral health coverage is available to eligible JIIs and we are exploring how contracted providers can better utilize Medicaid for recovery mentoring and clean and sober housing.

### **Substance Abuse and Addictions**

The Addictions Program is designed to facilitate treatment services to those where drugs and alcohol have a strong influence on criminality and are barriers to pro-social change. An estimated 80% of supervised JIIs struggle with some form of addiction. Further, those with opiate addictions have a higher degree of harm and death and the rise in this form of addiction has been observed in the Washington County JII population.

The Programs Division promotes and encourages treatment services, assists Probation/Parole Officers in the client referral process, and connects JII clients to the assessments, case management, and range of treatment services needed for recovery.

Major services include drug and alcohol education, chemical testing (e.g. urinalysis) for non-compliance, outpatient, intensive outpatient, residential treatment, clean and sober housing, and mentor services to help JIIs find their way out of addiction and establish clean and sober living.

### **Mental Health Services**

Research on Adverse Childhood Experiences has shown that adult criminal JIIs have significantly higher rates of childhood trauma than the general population. Reavis, et.al. (2013) found adult male criminal JIIs "reported nearly four times as many adverse events in childhood than an adult male normative sample." Female offending is particularly impacted by trauma (Bloom & McDairmid, 2000) and trauma is a criminogenic risk factor for females (Boppre & Salisbury, 2016).

Therefore, appropriate mental health assessment, intervention and treatment, at the earliest possible time, are essential in treating JIIs with mental illness and/or trauma histories. A variety of mental health services, which includes evaluation, referral to group and individual treatment, and medication, are available. The Department utilizes local mental health agencies to provide housing and case management services as needed. Further, the Department's Counseling & Victims' Services (CVS) program provides free individual, family, couples, and group counseling to those who would benefit from individualized services.

The Department contracts with a psychiatric nurse practitioner for eight hours per week to provide evaluations and prescribe medications when needed. While the Department's psychiatric services play an important function, they continue to fall far short of the demand.

### Subsidy Assistance

The Subsidy Assistance Program is available to indigent JII's who lack basic support. Once the Probation/Parole Officer or Resident Counselor determines that the JII has little or no funds to pay for basic needs, subsidy assistance may be requested. Assistance may include clean and sober housing, food, bus tickets, medical/dental payments, or any other needs relating to the JII's potential for successful community integration. Twelve indigent beds at the Community Corrections Center are presently available for homeless JII's, as well as additional clean and sober housing in the community. Every effort is made to ensure that adequate services are available to meet existing or emerging needs.

### Clean and Sober Housing

The ability for an JII to address addictions, progress in treatment, and establish pro-social/non-criminal lives, depends strongly on the establishment of healthy and supportive housing environments. The Department has a long history of focused collaboration with government and community partners to establish quality housing options that bring about positive outcomes.

Since 2001, the Department has strongly advocated and assisted in the creation of over 400 new clean and sober beds throughout the County. Total clean and sober beds currently available under contract are:

	Number of Facilities	Male Beds	Female Beds	Co-ed Beds	Total Beds
Bridges to Change	8	62	32	0	94
Transcending Hope	12	52	33	6	91
Fresh Start	9	77	27	0	104
Homeward Bound	7	55	8	0	63
House of Hope Recovery	1	0	7	0	7
Oxford Houses	21	120	57	0	177
<b>Totals</b>	<b>58</b>	<b>366</b>	<b>164</b>	<b>6</b>	<b>536</b>

Utilization of community clean and sober housing has been instrumental in increasing JII's involvement in treatment, participation in support groups, higher employment rates and reduction in new criminal activity.

In this next Biennium, the Programs Division will be collaborating with the Washington County Housing Department and associated partners to represent the JII population in the development of the Metro Supportive Housing Services project which will expand shelters, housing, and services for homeless, and potentially homeless, individuals. Stable housing can be a major challenge for JII's; especially those suffering from mental illness and those who have been convicted of sex crimes.

### Sex Crimes JII Services

The Sex Crimes Team, described in the Probation and Parole Division section, consists of parole and probation officers who have been specially trained to supervise this challenging population. Supervision focuses on establishing a community network that will support and monitor each JII. This network commonly includes specialized sex crimes JII therapists, Child Welfare, family members, victims and law enforcement agencies. Throughout the supervision period, communication among PO and providers is facilitated through regular case staffing as well as frequent, informal communication to ensure a continuation of effective strategies.

Sex crimes treatment services generally begin with a clinical assessment by a qualified therapist and a polygraph to assist in determining the extent of the offending behavior. Most JII's then participate in weekly group and individual therapy sessions for periods up to several years, with continued periodic polygraphs. If testing shows an individual has problems with deviant arousal, aversive conditioning utilizing the plethysmograph instrument is employed. In some situations, medications have also proven effective in reducing deviant thought patterns. Supervision for sex crimes JII's can be quite lengthy, with an increasing number being released from prison with parole terms of 10 to 20 years.

### **Cognitive and Behavioral Services**

Research has shown that cognitive behavioral programs, which assist the JII in altering criminal thinking patterns, change the way JIIs make decisions and, ultimately, the way they live their lives.

Programming focuses on the criminogenic characteristics most associated with continued criminal behavior, including:

- Antisocial Personality Patterns
- Antisocial Cognitions (Thinking/Beliefs)
- Antisocial Associates
- Family/Relational Issues
- School/Work Issues
- Leisure/Recreation Activities
- Substance Abuse
- Trauma (especially for females)

The Department has employed a cognitive behavioral treatment model, Moral Reconciliation Therapy (MRT), which has proven successful in providing long-term reduction in future criminal behavior. Referrals to Moral Reconciliation Therapy are based on JII needs and assessed risk to re-offend.

Further, change agents in the Department (e.g. PPOs, Residential Treatment Counselors, and Counseling Interns etc.) employ cognitive behavioral approaches in assessment, case planning, and motivational strategies.

### **Specialized Treatment Services**



Specialized services, including MRT, anger management, dual diagnosis treatment, relapse prevention, trauma recovery, and life skills groups, are available to JIIs in need. Special treatment services, which integrate the family into the treatment process,

will continue to be an increasing area of attention. Groups are conducted in the Community Corrections Center and available to both Probation/Parole and Corrections Center participants. Individual, couples, and family therapy is available within the Counseling & Victims' Services Program.

### **Transitional Services**

The successful transition of JIIs back into the community from state prisons or the jail is enhanced when services are available to help meet their needs. These services include clean and sober housing, meals, transportation, treatment, and any other service that enhances one's chances of success.

The coordination of JII transitional services is obtained through the cooperative planning of Prison Release Counselors, Corrections Center Residential Counselors, and Parole/Probation Officers. Additionally, Probation/Parole Officers and Recovery Mentors are assigned primary responsibility for prison "reach-in" services to facilitate pre-release planning.

### **Volunteer Services**

The Department has a long history of engaging volunteers and interns to support an array of services. Many current employees of the Department entered into the community corrections field via internships through the Department.



Volunteer/Intern Program is responsible for recruiting, selecting, training and placing qualified volunteers and interns to assist the Department and community in a variety of functions. Graduate counseling interns have provided a range of counseling and research services to clients and provide an average of 4160 unpaid hours of service per year. Other volunteers/students may assist in monitoring cases, tutoring, co-facilitating groups and providing additional services as needed.

### **Recovery Mentors**

The use of Recovery Mentors since 2001 has provided a strong support system for JIIs transitioning from jail and prison into the community. Utilizing former JIIs

who have overcome addictions and criminal patterns, to mentor JIIs seeking recovery, has proved very successful with higher risk JIIs. Assisting the JII with employment searches, locating and retaining clean and sober housing and creating a recovery plan are the primary focus areas of the Recovery Mentors. Upon completion of their mentorship services, an estimated 95% were in stable housing, 87% employed, 85% financially self-supporting, and 97% attending a support group, and 96% participated in treatment. Less than 10% of the mentees were rearrested or convicted of new crime(s).

### **Continuous Quality Improvement (CQI)**

The Community Corrections Department is committed to developing and providing effective behavior change services that align with evidence-based and best practices in community corrections; while also studying and improving all internal and external services in order to be reflexive to the needs of the diverse populations served by the Department.

Programs and services are evaluated through qualitative and quantitative methods, and improvements are supported through the Department's array of coaching and implementation strategies. The Department maintains strong and active relationships with contracted external providers and is always evaluating potential new programs may add to our continuum of available services.

### **Oregon Domestic Violence Batterer Intervention Standards (SB 81)**

Senate Bill 81 and Oregon Administrative Rules (OAR) 137-087-0000 to 137-087-0100 establish standards for the provision of batterer intervention services for domestic violence JIIs. These standards were developed by the Batterer Intervention Advisory Committee (OAR 137-087-0100); consisting of Oregon Attorney General appointed state-wide multidisciplinary representatives from corrections, batterer intervention programs, victims' services, and other related areas.

Clackamas County Community Corrections developed a program evaluation tool designed specifically to assess a batterer intervention program's adherence to these standards.

Several years ago, Washington County joined with Clackamas and Multnomah Counties to form a Tri-County Batterer Intervention Program (BIP) Continuous Quality Improvement (CQI) Coalition in order to collaborate and provide consistency in the evaluation of providers who serve the tri-county region.

In the next biennium, the Tri-Co BIP CQI team will continue to evaluate all tri-county BIPs and work directly with each of them to bring them into compliance with OAR 137-087-0000. The team will also investigate options for electronic review methods and also consider development of a comprehensive treatment evaluation that will help evaluate program's adherence to evidence-based treatment methods. The Department's Programs Division plays a major role in evaluation and coaching efforts and will continue to do so with current and new Batterer Intervention providers.

### **Organizational Development (OD)**

Community Corrections has made an ongoing commitment to utilizing evidence-based practices; addressing the risks and needs of JII clients. At the same time, the Department acknowledges that change agents are only able to implement and sustain effective practices when they are backed by organizational strategies and resources necessary to support the complexity of the work they do.

The Department is committed to being evidence-based in all facets of the organization; and the Programs Division coordinates and leads integration of these practices including:

- Effective Implementation of Practices and Programs
- Employee Engagement
- Organizational Wellness
- Evidence-based Leadership
- Centering Equity, Diversity and Inclusion in all Practices, Policies, and Procedures

### **Department-Wide Engagement**

Research shows that engaged employees do the very best work, and thus have the most positive outcomes. The Department is committed to improving employee engagement and is utilizing the validated [Gallup Q12 employee engagement survey](#), and recommendations from Gallup Inc., to assess engagement and follow through with targeted engagement interventions.

Further, all staff are invited and encouraged to participate on the representative Consulting Teams (Implementation Team, Steering Team, Data Team, EDI Team, and Communications Team), as well as other workgroups/committees, so that staff have a voice and ownership around Department-wide practices.

### **Organizational Wellness**

During the formation of the Washington County Practice Model, the Department's Steering Team agreed that the model should prioritize organizational wellness. Research shows "front line" helpers such as Parole/Probation Officers, Residential Counselors, Victim Advocates, and Mental Health Therapists, as well as the supervisors and managers who support them, experience significant "costs of caring" such as burnout, compassion fatigue, and vicarious trauma.

For change agents to be most effective with the clients they serve, they must work within organizations that prioritize employee wellness and utilize evidence-based wellness strategies.

The Department has implemented a Peer Support Program to assist staff with situations that are traumatic and/or emotionally taxing (e.g. client overdose, physical harm to a staff member by a client, vicarious trauma, etc.). Members of the Peer Support team have been trained to provide general listening and resource/referral assistance for those who need it. The Peer Support Team also routinely surveys the Department on well-being and engages in qualitative conversations to better understand the needs of employees and leaders.

Staff engagement is measured every six months via The Gallup Q12 (Gallup, Inc., 2013) survey. Survey questions are highly correlated to factors that contribute to burnout and employee engagement

is crucial to the adoption of evidence-based practices, implementation of innovations, and overall productivity for the agency.

### **Leadership Development**

In this past biennium, all supervisors and senior leaders participated in a Dare to Lead workshop to focus on deepening leadership skills. Dare to Lead was developed by Dr. Brene' Brown and the workshop was provided locally by Hive, Inc. consultants who co-developed the workshops with the Department in order to tailor the learning for maximum benefit.

All leaders engaged in a leadership assessment called Management Feedback for Fidelity (MFF) as well as individualized coaching with Transforming Communications in order to identify growth areas and set goals to further develop leadership strategies.

In this next biennium, WCCC leaders will continue to practice these skills and will apply their learning from assessments to activities and coaching that will further enhance evidence-based leadership. Further, leaders will engage in training on equity, diversity and inclusion to further center EDI in all leadership going forward.

### **Consulting Teams**

The Programs division oversees an array of internal consulting teams that were developed to provide guidance on the effective implementation of all practices, and to promote equity and inclusion across the Department. These consulting teams work in collaboration with each other, executive management, mid-level supervisors, and line staff. Each team strives to build membership that is representative of all job classifications and diverse in backgrounds, culture, and experiences.

### **Implementation Team**

The Department established a dedicated Implementation Team to provide consultation on the implementation of practices; ensuring that implementation science is applied to all activities. At the core of the application of implementation science are implementation drivers which assure an organization attends to the foundational supports for successful implementation and follow-through of innovations.

In this biennium, the Implementation Team will continue to provide support for the ongoing implementation of the Department-wide Washington County Practice Model, and will also maintain and support implementation of the Corrections Center Field Training Program, Community Corrections Center Core Correctional Practices, and Gallup Q12 engagement.

Further, the Implementation Team will be providing support for the implementation of the county-wide Equity, Diversity and Inclusion initiatives. This will include the team considering how to center EDI in all implementation drivers and activities.



### Steering Team

The Department's Steering Team is a role-representative group with a purpose to provide consultation and feedback regarding Department-wide practices and ongoing quality improvements in all divisions. The Steering Team is a hub for collaboration of all consulting teams. Members also seek to role-model positive behavior and effective communications for all staff. Executive Management and mid-level supervisors utilize recommendations from the Steering Team to evaluate resources, problem-solve barriers, and improve performance and engagement.

In this biennium, the Steering Team will continue to support implementation of the Practice Model and will also be refreshing the Department's Mission and Values, developing strategies for engagement, and boosting connections across divisions and teams. The Steering Team will also participate in the implementation of the county-wide EDI initiatives.

### Communication Team

Healthy organizations rely on healthy communication, and the Communication Team's purpose is to recommend strategies and messaging for improving communication department-wide. Inspired from the Department's use of the Gallup Q12 Employee Engagement Survey, which recommended the formation of a Communication Team to promote the Q12 survey and follow-through on engagement activities, the Communication Team has developed into a valuable resource for communications in general.

In the next biennium, the Communication Team will work in collaboration with the other consulting teams to support implementation of the countywide EDI plan.

### Data Team

Effective implementation of innovations, programs and supervision strategies require the collection of data in order to make informed analysis and decisions about practices. The Data Team is tasked with identifying what decision-support data is needed, developing methods for data collection, motivating teams and individuals to participate in data collection efforts, and determining how to share data in a way that is useful and practical for all staff.

The Data Team works in conjunction with the other consulting teams, and also collaborates with the Department's Business Intelligence Analyst to convert collected data into dashboards that assist with real-time reporting and interpretation of data.

### Equity, Inclusion and Diversity Team

In this past biennium, the Department recruited members to form a new consulting team that will be entirely focused on the implementation of the countywide EDI initiatives and ensuring all WCCC practices are centered around EDI principles.

In this next biennium, the EDI Team will develop its charter, mission, values and also determine its leadership structure and roles. Further, it will assist with the implementation of the Limited English Access Project (LEAP) and develop learning tools and resources for Department members.

## Administration



The Administration Division provides administrative support for the operation of the Department's supervision, programming and local control services, and has responsibility for the following functions:

### **Budgeting**

The budgeting process for the Community Corrections Department is somewhat unique because of a requirement to submit budgets to the Oregon Department of Corrections as well as Washington County.

### **Personnel**

All personnel hiring, promotions, and changes in status are processed by this division and submitted to the County Administration Office and/or Human Resources Division.

### **Contract and Grant Management**

The Department oversees over 50 contracts and Intergovernmental Agreements with providers, other governmental bodies, and partner agencies. All the grant revenues and expenditures are monitored by the Administration Division.

### **Financial Reports**

The Department must prepare annual reports to the State Department of Corrections and must meet annual reporting requirements of the County. Additionally, all payroll transactions and purchasing/payables are processed by Administration. All financial transactions between the Department and outside entities are routed through Administration before being sent to the County Finance Division.

### **Automation**

The Division maintains our case management, statistical, and historical information on a computer network that is connected to the Oregon Department of Corrections computer system.

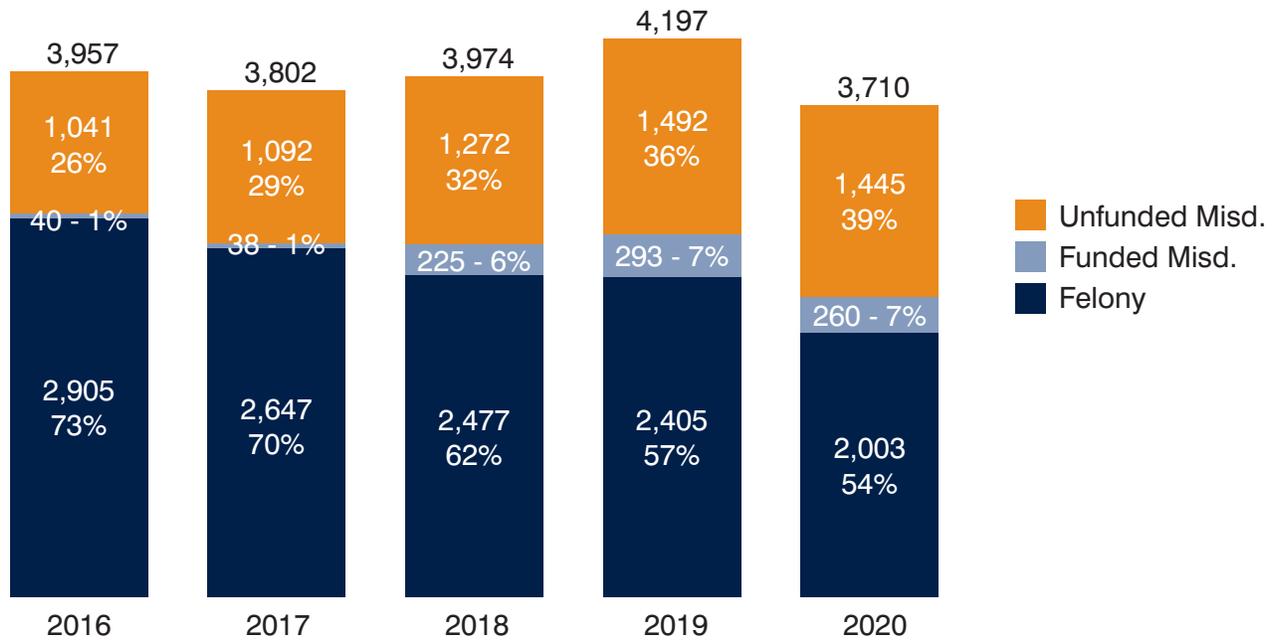
### **Systems Integration/Data Entry**

The State AS400 System and County automation systems are integrated in order to obtain maximum effectiveness. Additionally, the Department is responsible for data entry of information into the State AS400 System. All users of the Law Enforcement Data System (LEDS) and the Oregon Department of Corrections AS400 System receive appropriate training.

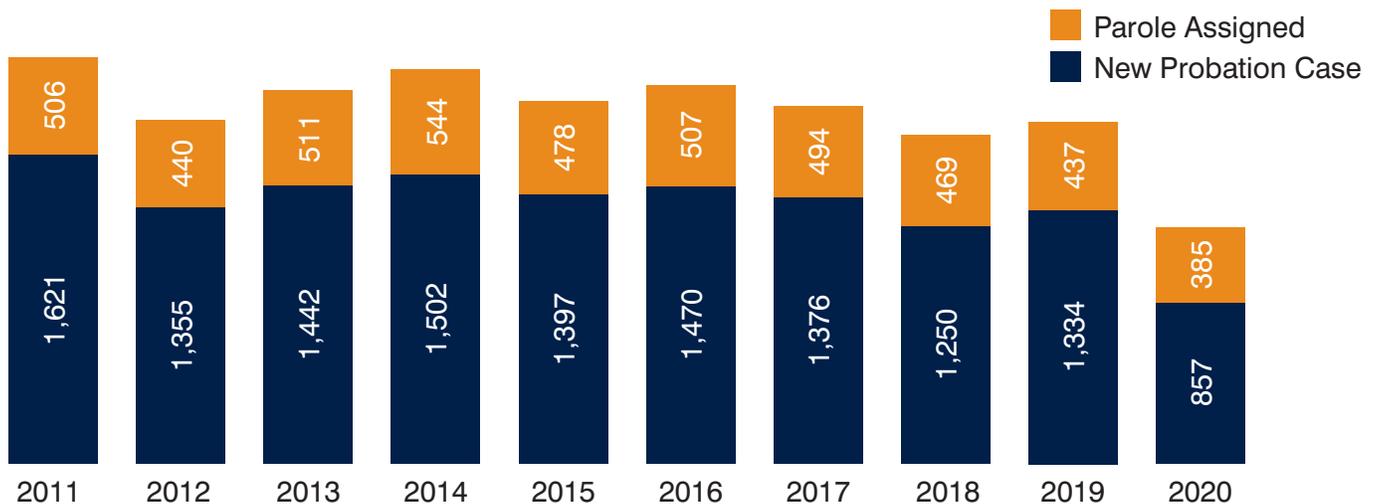
# Data and Graphs

## Community Corrections by Crime Class 2016 - 2020 Parole & Probation: Population and Funding Categories

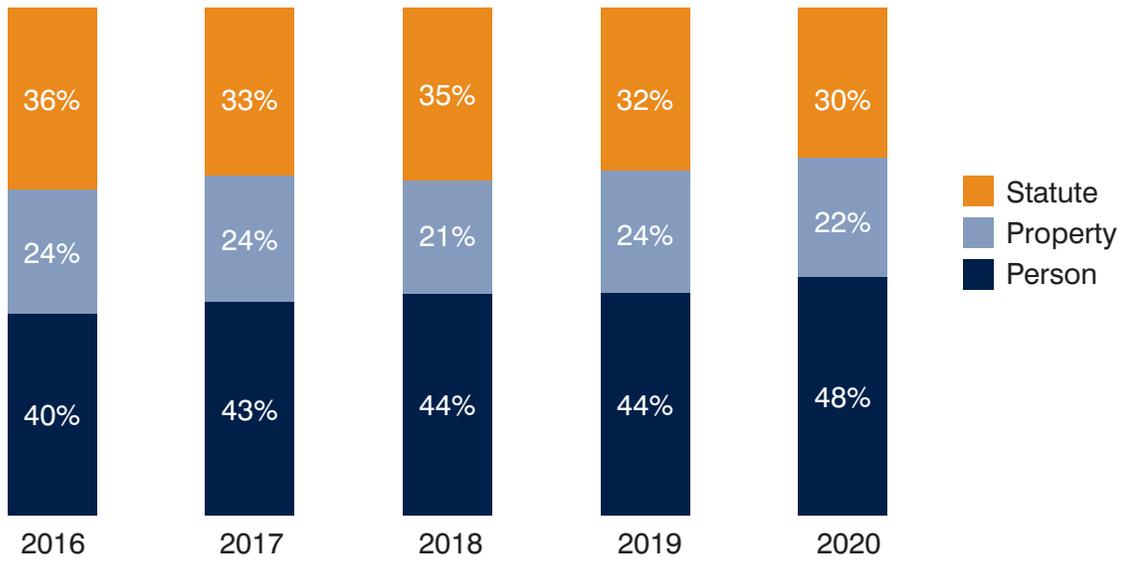
Note: For each person supervised during the year, looks at their most serious conviction



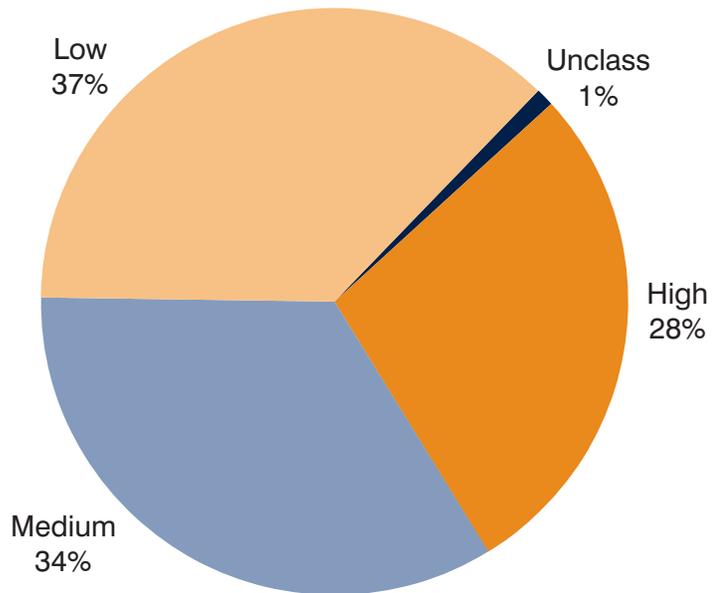
## New Parole and Probation Cases 2011 – 2020 Parole and Probation: New Cases by Referral Type



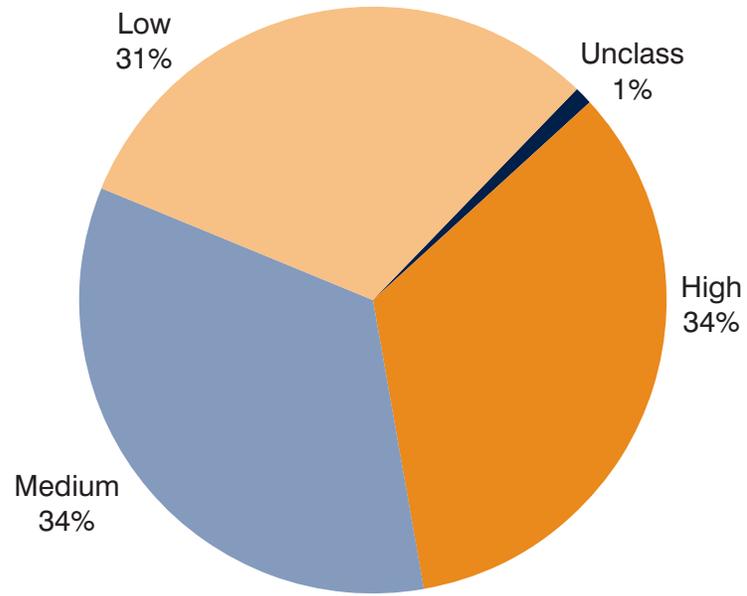
### Caseload by Crime Parole and Probation: Caseload by Crime Type



### Caseload by Community Risk Levels



### Risk Level by Community Supervision Levels



### Population by Race and Sex 2015 – 2021 Parole and Probation: Race and Sex

	Male							Female						
	2015	2016	2017	2018	2019	2020	2021	2015	2016	2017	2018	2019	2020	2021
Other	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	2%
Asian	3%	3%	3%	3%	3%	3%	3%	3%	3%	2%	2%	2%	3%	2%
Black	5%	6%	6%	6%	6%	7%	6%	4%	5%	6%	6%	6%	6%	6%
Hispanic	27%	27%	27%	27%	27%	27%	29%	10%	10%	9%	9%	10%	11%	10%
White	64%	63%	64%	63%	63%	63%	61%	81%	81%	81%	81%	80%	79%	80%
	2015	2016	2017	2018	2019	2020	2021	2015	2016	2017	2018	2019	2020	2021

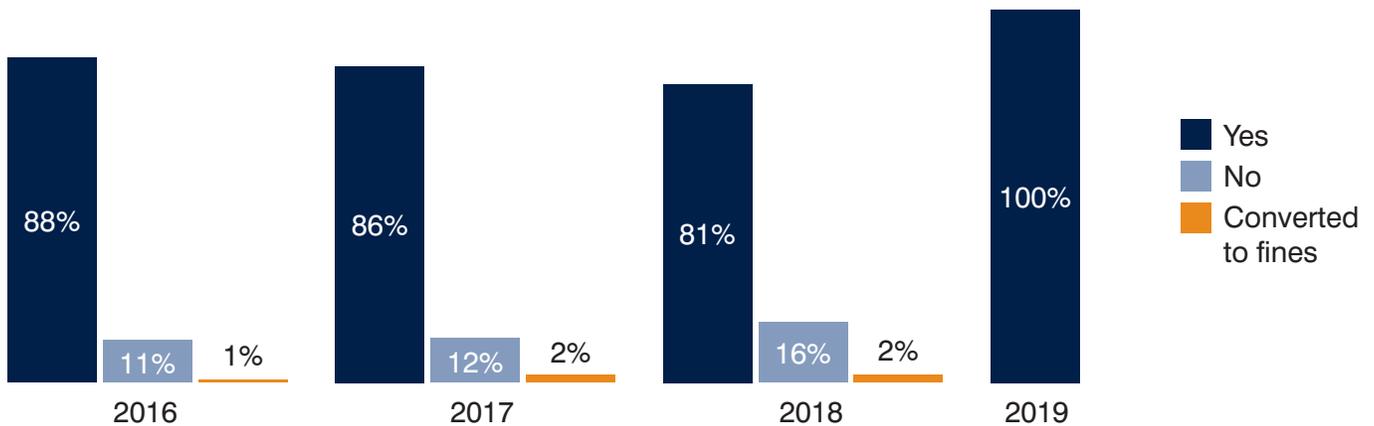
## Population by Age Parole and Probation: Client Age Ratios

Note: Ages are as of January 1 for each year shown

	Male								Female						
18-24	13%	12%	10%	9%	9%	7%	6%		12%	11%	11%	11%	11%	10%	8%
25-30	18%	18%	17%	17%	17%	16%	14%		20%	20%	20%	21%	20%	19%	16%
31-45	43%	42%	43%	44%	43%	44%	44%		43%	44%	44%	44%	45%	45%	46%
46-60	22%	23%	24%	25%	25%	26%	28%		22%	22%	21%	20%	21%	22%	24%
60+	4%	5%	5%	5%	6%	7%	8%		3%	3%	4%	4%	4%	4%	6%
	2015	2016	2017	2018	2019	2020	2021		2015	2016	2017	2018	2019	2020	2021

## Community Service Outcomes (JI's Completing Supervision) Parole and Probation: Community Service Completed

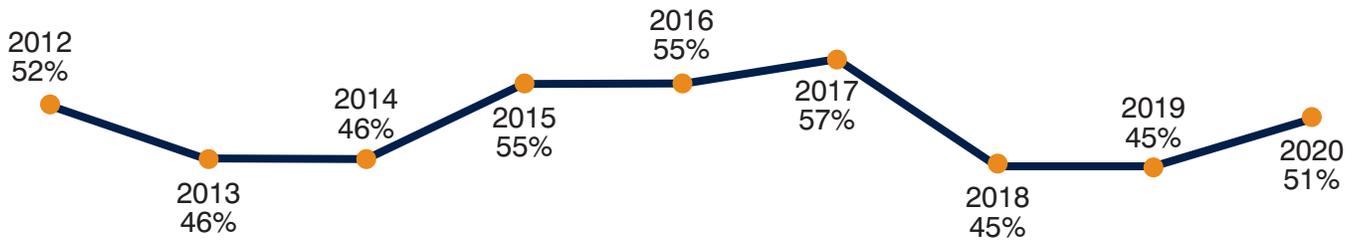
Note: For "closed" clients where CS was ordered



## Restitution Paid (JII's Completing Supervision) 2012 – 2020

### Parole and Probation: Restitution Paid Fully

Note: For clients completing supervision/account transferred to DOR if not fully paid

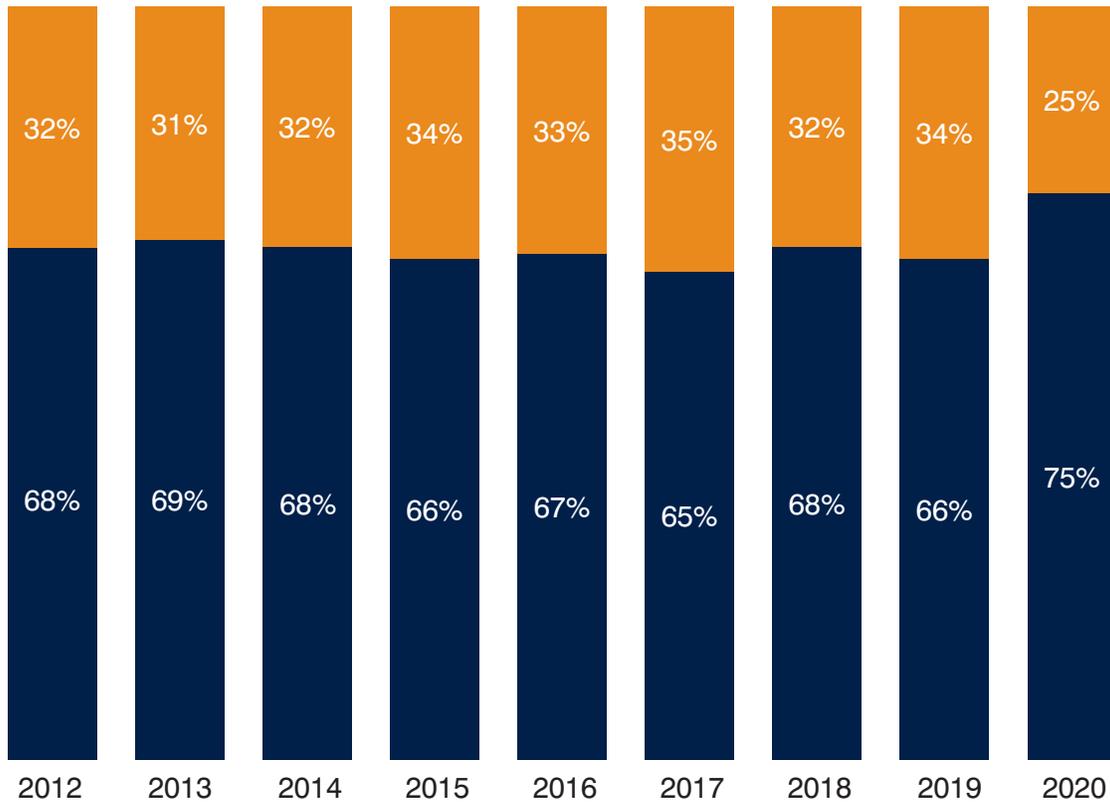


## Probation/Parole Case Closures 2012 - 2020

### Parole and Probation: Case Closure Dispositions

Note: Included both probation and parole types

■ Revocation  
■ Completed



## Types of Successful Case Closures

### Parole and Probation: Successful Case Closures by Type

Note: Some years will not add up to 100% due to rounding of remainders

Early Termination	4% 60	4% 53	4% 55	5% 73	7% 92	5% 68	5% 64	5% 61	5% 52
Dismissed	5% 62	6% 82	5% 75	6% 77	3% 46	3% 44	4% 45	6% 77	8% 84
Earned Discharge			1% 16	7% 99	13% 184	12% 147	12% 150	12% 154	5% 49
Converted to Bench Prob.	26% 356	16% 211	15% 207	10% 135	13% 180	10% 120	10% 129	10% 120	10% 112
Completed as Ordered	65% 886	74% 985	75% 1,039	72% 984	64% 886	70% 879	69% 871	67% 827	73% 786
	2012	2013	2014	2015	2016	2017	2018	2019	2020

## Risk Factors for Future Criminal Behavior

### Primary risk for future Criminal Behavior

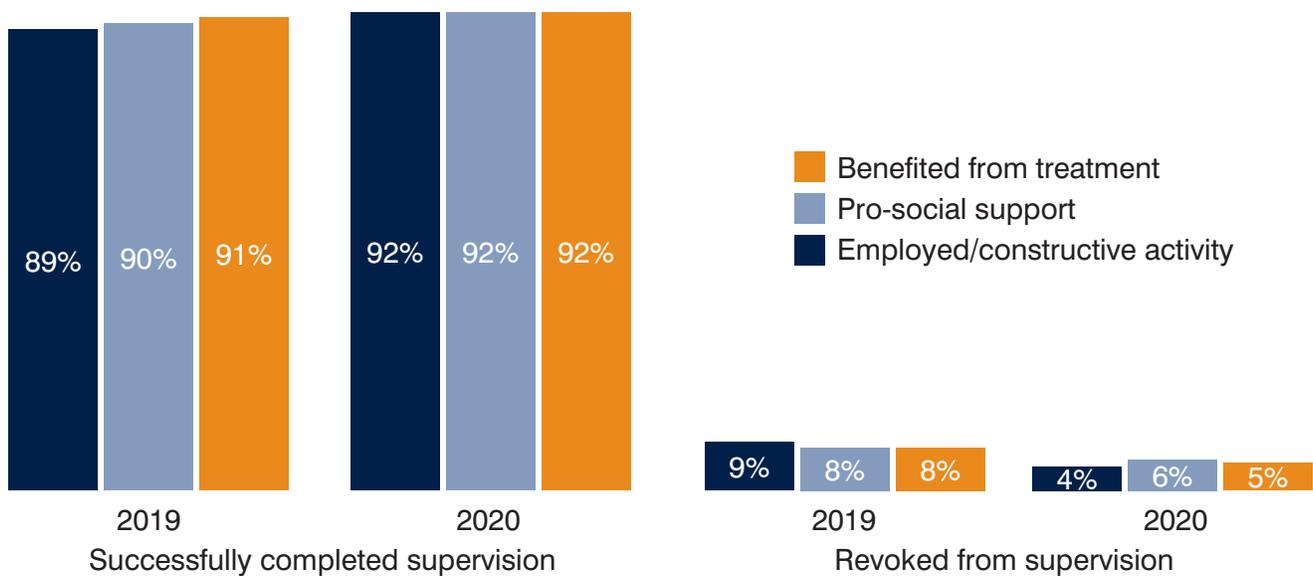
- History of anti-social behavior
- Anti-social attitudes/cognition
- Anti-social associates/peers
- Anti-social personality pattern ( antagonism, impulsivity, risk taking)

### Secondary risk factors

- Substance Abuse
- Lack of employment stability, work/educational achievement
- Lack of pro-social activities
- Family and/or marital stressors

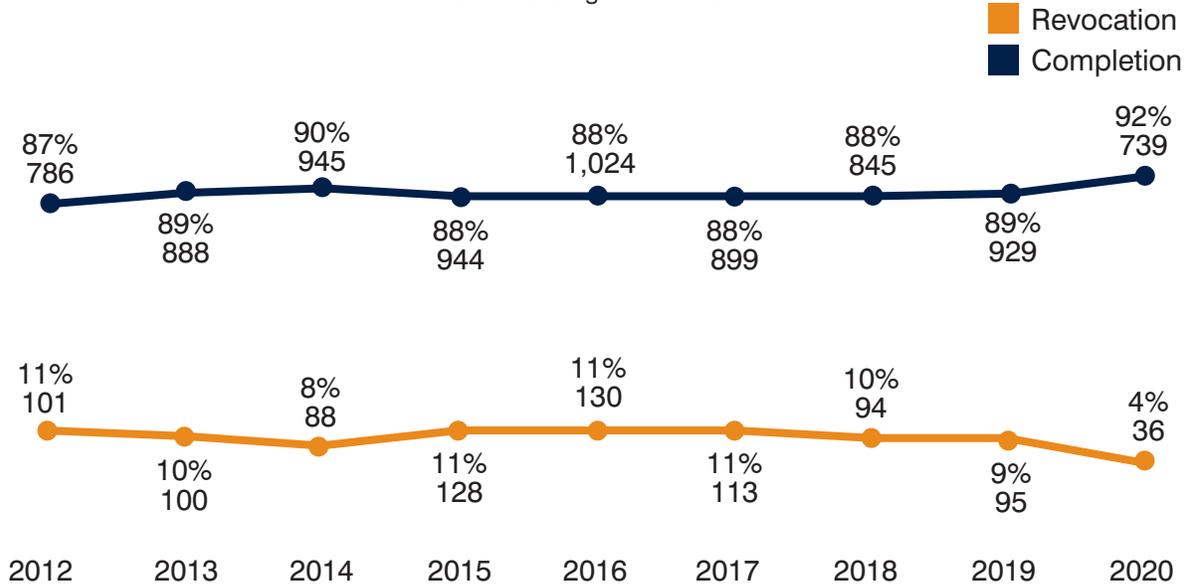
## Addressing Risk Factors

- Anti-social attitudes/cognition
- Cognitive-behavioral skill building (MRT)– Addresses negative thinking patterns and promotes moral reasoning
- Anti-social associates/peers
- Recovery mentor program
- Community support groups
- Anti-social personality pattern
- Anger Management
- MRT
- Substance abuse
- Residential Treatment Dorm
- Outpatient Substance Abuse Treatment



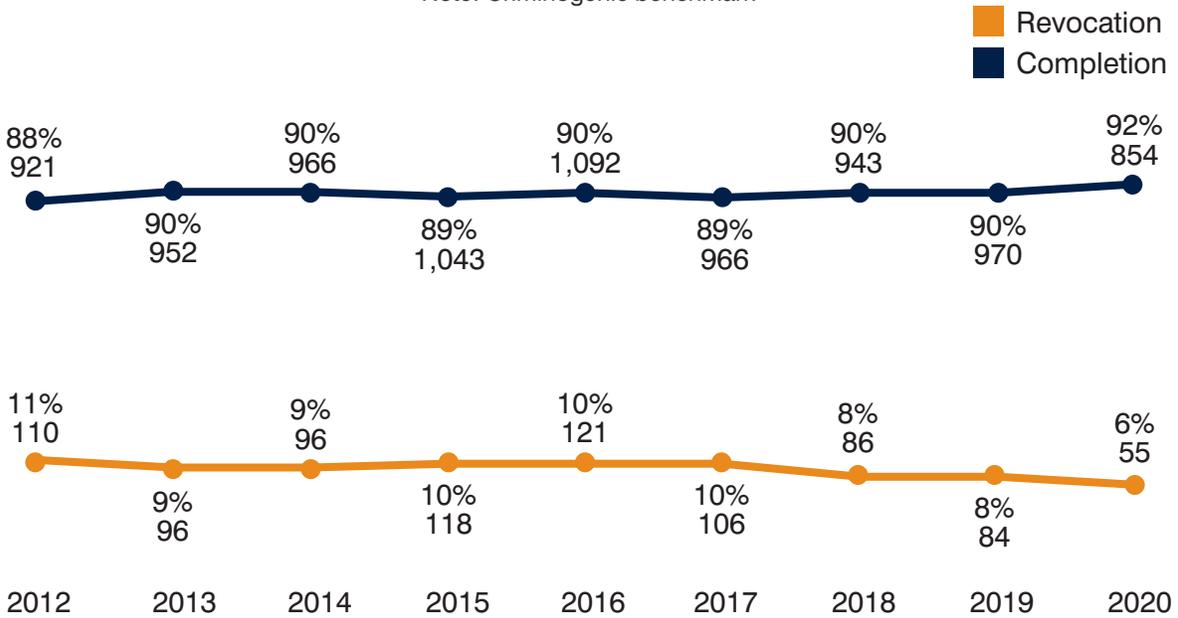
### Parole and Probation: Clients Employed at Closure

Note: Criminogenic benchmark



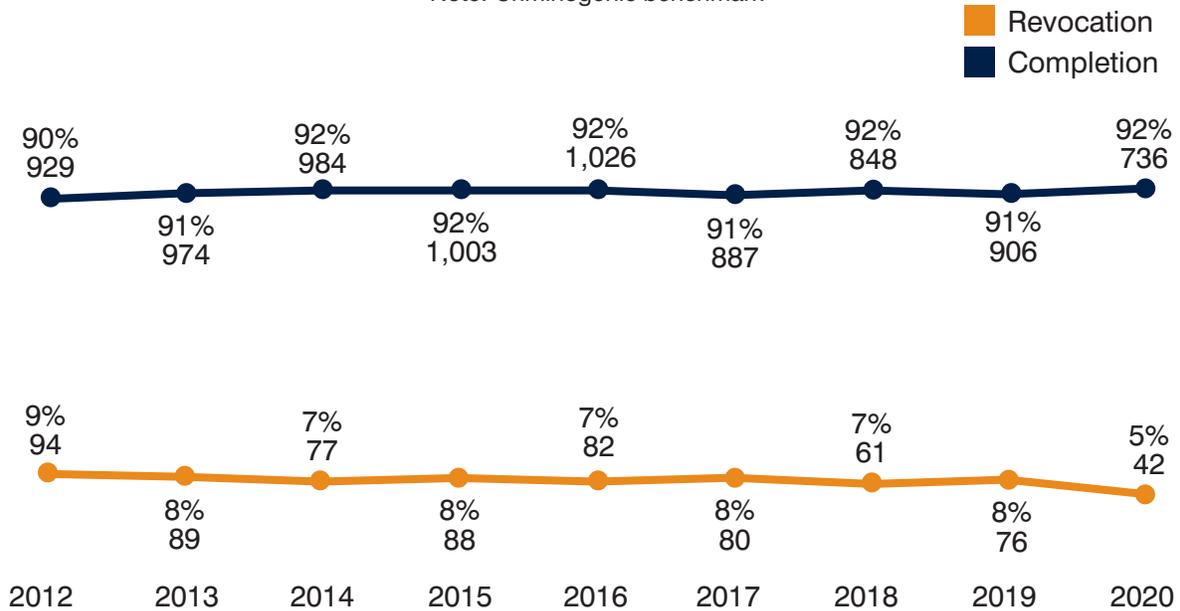
### Parole and Probation: Clients with Pro-social Support at Closure

Note: Criminogenic benchmark

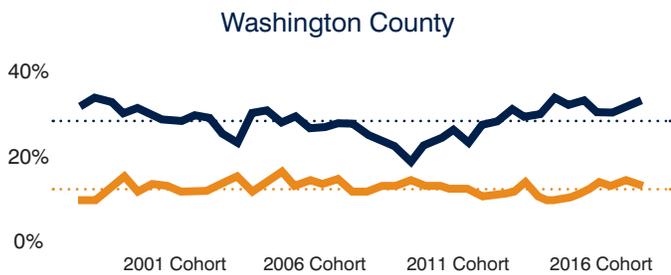


## Parole and Probation: Clients Who Benefit from Treatment at Closure

Note: Criminogenic benchmark



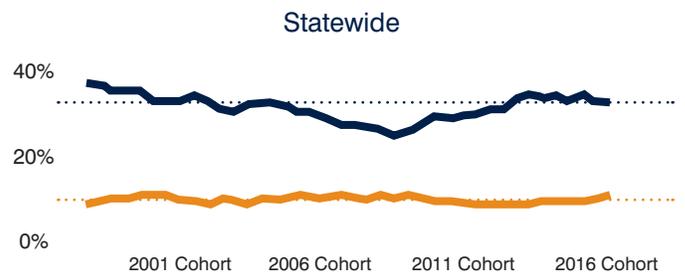
## Recidivism



### 3-year Felony Conviction

Cohort: 2017/1st

% of Convictions: **33.2%** # of Convictions: **256**



### 3-year Misdemeanor Conviction

Cohort: 2017/1st

% of Convictions: **12.5%** # of Convictions: **96**

Data Source: Criminal Justice Commission

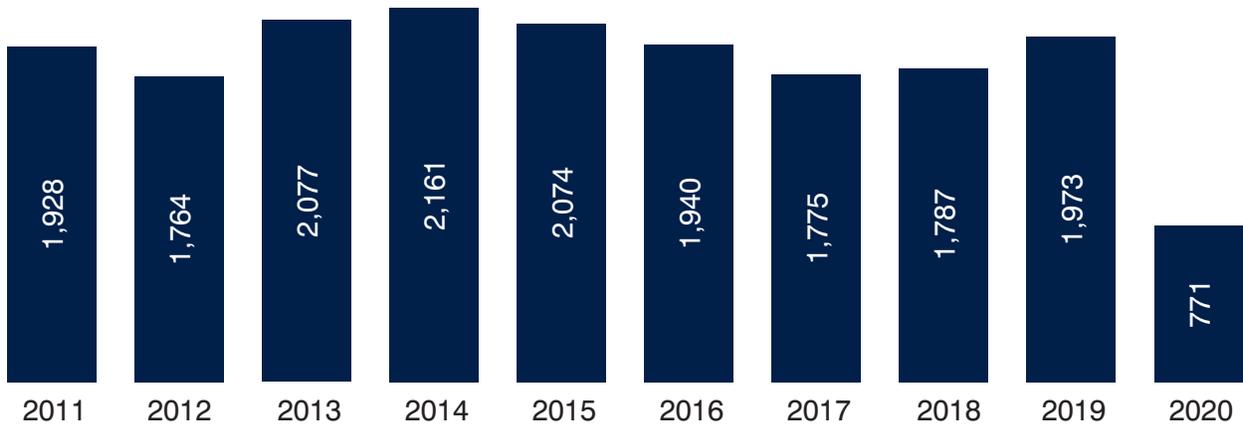
\* New Felony Conviction within 3 years of admission to probation or parole supervision.

\*\* New Felony and/or Misdemeanor within 3 years.

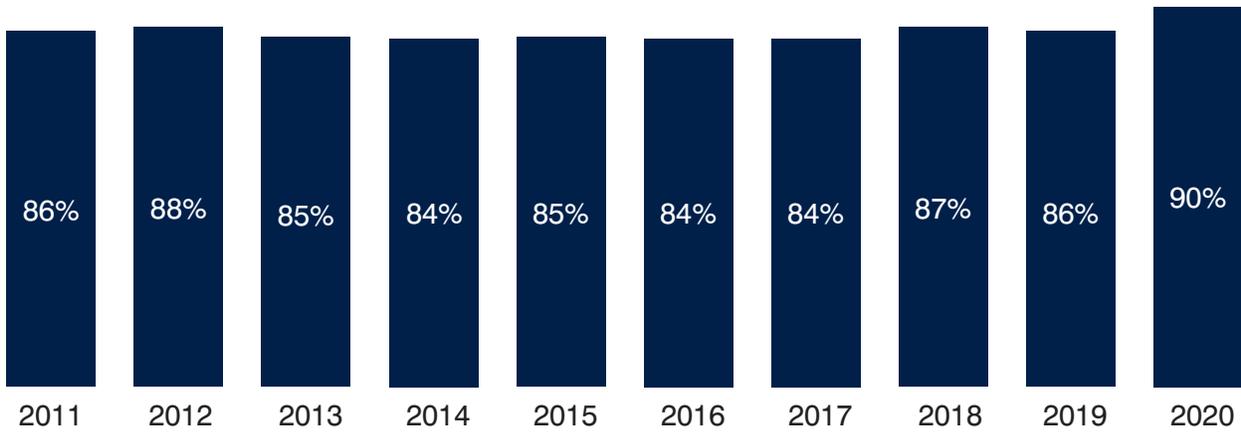
Current recidivism data accessible through the Criminal Justice Commission Website at:

<http://www.oregon.gov/cjc/data/Pages/recidivism.aspx>

### Community Corrections Center Annual Resident Intakes



### Community Corrections Center Residents Completing Program



## Community Corrections Center Resident Closures

### Community Corrections Center: Annual Resident Closures by Type

Note: Some years will not add up to 100% due to rounding of remainders

New Crime	0% 5	0% 5	1% 12	1% 12	0% 4	1% 12	1% 10	0% 2	0% 9	0% 1
Escape	1% 10	1% 12	0% 8	1% 16	1% 13	1% 21	1% 20	1% 15	1% 23	1% 5
UAD	3% 52	3% 51	3% 60	4% 78	3% 61	2% 41	3% 51	2% 37	2% 45	2% 13
Rules Violation	10% 203	8% 144	11% 234	11% 236	12% 237	12% 247	11% 198	10% 186	10% 207	8% 68
Successful	86% 1,688	88% 1,552	85% 1,752	84% 1,827	85% 1,732	84% 1,663	84% 1,509	87% 1,554	86% 1,716	90% 764
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020

## Community Corrections Center Population by Resident Type

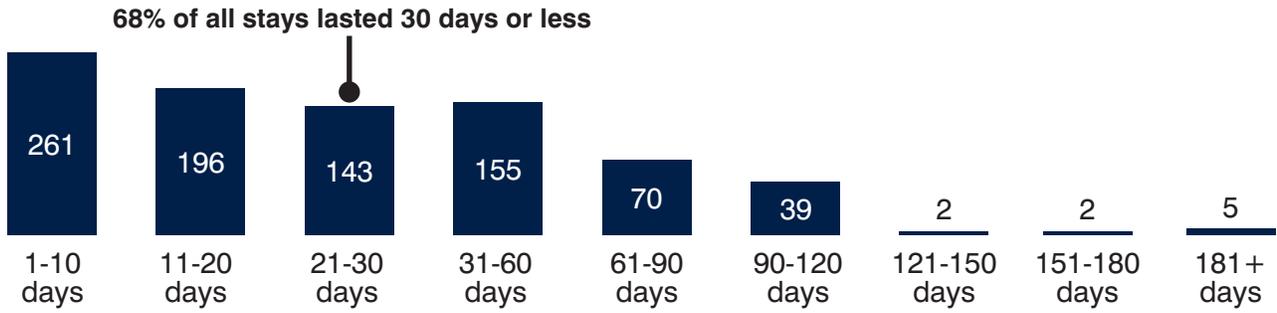
### Community Corrections Center: Residents by Type of Referral

Note: Some years will not add up to 100% due to rounding of remainders

1145 Sanction	4%	3%	4%	5%	4%	3%	2%	1%	1%	1%
Transitional Lodger	10%	11%	9%	10%	10%	7%	7%	8%	6%	2%
Sanction	10%	8%	12%	12%	13%	14%	12%	14%	17%	12%
1145 Sentenced	13%	15%	14%	16%	17%	18%	19%	16%	12%	11%
Sentenced	63%	63%	62%	58%	57%	57%	60%	61%	63%	74%
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020

## Community Corrections Center Residents by Days Served

### Community Corrections Center: Length of Stay per Intake in 2020



## Community Corrections Center – Benchmark Goal

### Employment (Successful Releases)

Goal: 50% Employed

### Community Corrections Center: Residents Employed at Release



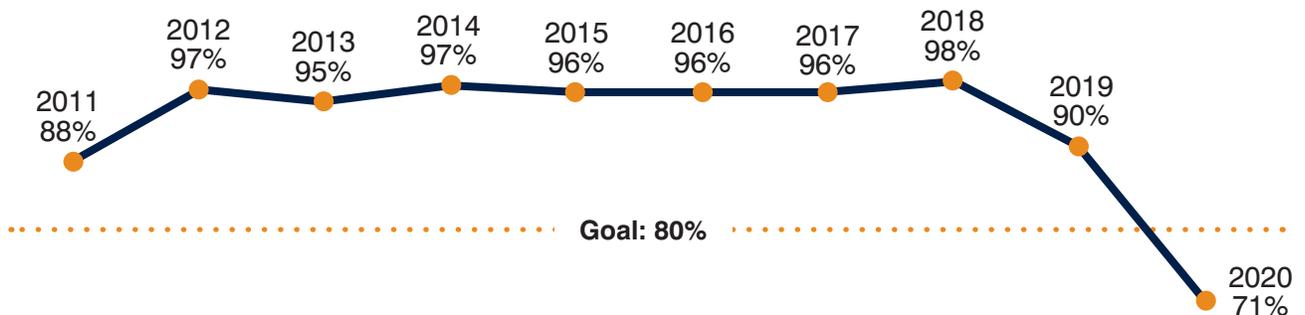
## Community Corrections Center - Benchmark Goal:

### Connected to Support Group (Successful Releases Minimum Stay 14 Days)

Goal: 80%

### Community Corrections Center: Residents Connected to Support Group

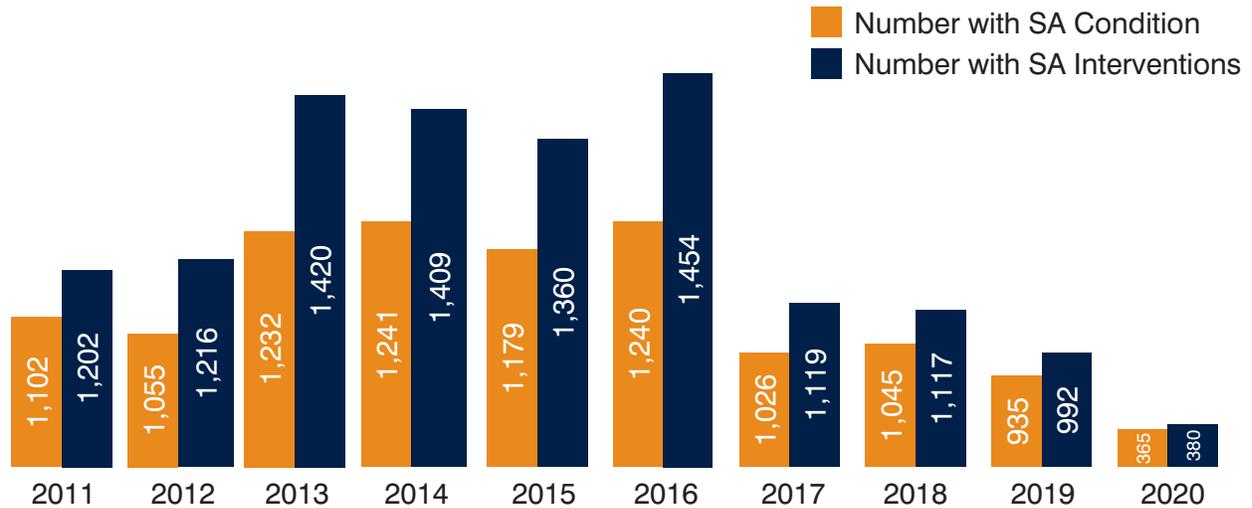
Note: Successful Closures/Minimum Stay 14 Days



Community Corrections Center - Benchmark Goal:  
 Substance Abuse Intervention (Minimum 14 day Stay)  
 Goal:95%

**Community Corrections Center: Number of Residents with Substance Abuse (SA) Condition and Number Receiving SA Intervention**

Note: Minimum Stay 14 Days/Goal 95%



**Parole and Probation: Community Corrections (Staff) Race Ratios**

Note: FY 2020-2021, includes both P&P and Corrections Center staff. % are by column,

	Male	Female	Total
Other		(5)/6%	(5)/4%
Asian	(3)/6%		(3)/2%
Black	(5)/10%	(3)/4%	(8)/6%
Hispanic	(5)/10%	(9)/11%	(14)/11%
White	(37)/74%	(62)/78%	(99)/77%
Grand Total	(50)/100%	(79)/100%	(129)/100%



**Washington County  
2021-2023 Community Corrections Budget Summary**

<b>Program Name</b>	<b>Grant in Aid Fund</b>	<b>All Other Funds and Fees</b>	<b>Total</b>
Administration	\$1,140,594.54	\$200,000	\$1,340,594.54
Behavioral Health Transition Services:			
Mental Health Services	\$404,057.15	\$230,797.68	\$634,854.82
Sex Offender Services	\$279,684.75	\$58,380.00	\$338,064.75
Substance Abuse Services	\$350,000.00	\$262,127.64	\$612,127.64
Community Based Custodial Alternatives	\$0	\$260,000.00	\$260,000.00
Community Services	\$54,000.00	\$235,000.00	\$289,000.00
Custodial/Sanction Beds	\$10,944,958.53	\$9,695,294.68	\$20,640,253.21
Supervision -Probation and Parole	\$10,389,907.00	\$13,301,137.70	\$23,691,044.71
Transition Subsidy Services	\$159,600.00	\$668,000.00	\$827,600.00
Other Programs			
Anger Management	\$0	\$10,000.00	\$10,000.00
Batterer Intervention Services		\$60,000.00	\$60,000.00
Cognitive Programs	\$46,000.00	\$63,000.00	\$109,000.00
Drug Court	\$60,000.00	\$786,864.00	\$846,864.00
Employment Services	\$0	\$321,224.00	\$321,224.00
Recovery Mentors	\$0	\$1,259,632.00	\$1,259,632.00
Victim Services	\$683,021.00	\$551,900.00	\$1,234,921
<b>Fund Total</b>	<b>\$24,511,822.97</b>	<b>\$27,963,357.70</b>	<b>\$52,475,180.67</b>

Program Name:	Cognitive Programs
Program Description:	Community Corrections: Moral Reconciliation Therapy Anger Management (MRT) -- A systematic, self-paced, cognitive-behavioral program that relies on exercises, homework and group process.  Washington County Jail: THINK Program – A cognitive-behavioral group-based program that teaches skills for dealing with problematic and “trigger” situations. Alternatives Program – Teaches skills to control violent behavior.
Program Category:	Behavioral Health Tx Services - CBT
Program Objectives:	To provide cognitive-behavioral treatment (MRT and/or THINK) to appropriate individuals at higher risk to re-offend
Method(s) of Evaluation:	The Department maintains a data system that tracks cognitive-behavior referrals and records the various levels of achievement obtained in treatment.

Monthly Average to be Served: 60

Type of Offender(s) Served:  Probation  Parole/Post-Prison  Local Control  
 Crime Category:  Felony  Misdemeanor  
 Gender:  Male  Female  
 Risk Level:  High  Medium  Low

Which Treatment Provider(s) Will You Use Within This Program?

Provider Name	Treatment Type <small>(ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)</small>	What, if any, state dollars are budgeted to the program and how much to each fund? <small>(ie., GIA-\$25,000; M57-\$5000)</small>

Funding Sources

- State Grant-In-Aid Fund \$46,000.00
- DOC M57 Supplemental Fund \_\_\_\_\_
- CJC Justice Reinvestment Grant \_\_\_\_\_
- CJC Treatment Court Grant \_\_\_\_\_
- County General Fund \$63,000.00
- Supervision Fees \_\_\_\_\_
- Biennial Carryover (GIA, M57, FSAPP) \_\_\_\_\_
- Other Fees (revenue) \_\_\_\_\_
- Other State or Federal Grant \_\_\_\_\_
- Other: Please Identify
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Additional Comments:

Program Name:	Community-Based Custodial Alternatives (House Arrest)
Program Description:	<p>Electronic Monitoring (EM) Services includes two forms of alternative sanctions within the sanctioning continuum: GPS Tracking, and Continuous Alcohol Monitoring (CAM).</p> <p>Community Corrections contracts with an independent provider for GPS Tracking and CAM. The GPS system is a one piece bracelet used for offender tracking and setting inclusion or exclusion zones. Can be used for curfew or house arrest where there is no landline, and provides an enhancement to community supervision. Levels of GPS include:</p> <p>CAM utilizes transdermal alcohol monitoring which provides for one test every 30 minutes. Samples of perspiration are drawn into a collection chamber of the bracelet and then ran across a fuel cell to determine alcohol content. Data downloads into the provided base station or at Probation &amp; Parole, the CCC, or contractor office.</p>
Program Category:	Community-Based Custodial Alternatives
Program Objectives:	Ninety percent of enrollees will successfully complete the program
Method(s) of Evaluation:	Quarterly data collection and review.

Monthly Average to be Served: NA

Type of Offender(s) Served:

- Probation
- Parole/Post-Prison
- Local Control

Crime Category:

- Felony
- Misdemeanor

Gender:

- Male
- Female

Risk Level:

- High
- Medium
- Low

Which Treatment Provider(s) Will You Use Within This Program?

Provider Name	Treatment Type <small>(ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)</small>	What, if any, state dollars are budgeted to the program and how much to each fund? <small>(ie., GIA-\$25,000; M57-\$5000)</small>

Funding Sources

- State Grant-In-Aid Fund \_\_\_\_\_
- DOC M57 Supplemental Fund \_\_\_\_\_
- CJC Justice Reinvestment Grant                     \$20,000.00
- CJC Treatment Court Grant \_\_\_\_\_
- County General Fund                     \$180,000.00
- Supervision Fees \_\_\_\_\_
- Biennial Carryover (GIA, M57, FSAPP) \_\_\_\_\_
- Other Fees (revenue) \_\_\_\_\_
- Other State or Federal Grant \_\_\_\_\_
- Other: Please Identify
- Local Option Levy                     \$60,000.00
- \_\_\_\_\_
- \_\_\_\_\_

Program Name:	Community Service
Program Description:	To provide a cost-effective sanctioning alternative for the Washington County criminal courts and probation officers, and to provide low-cost labor for approved public and private non-profit work projects.  Staff screens referrals for availability, physical capabilities, and interests to determine the most appropriate group project or individual work-site placement. Referrals come from Washington County Courts, probation/parole officers, other court jurisdictions, and Interstate Compact. Community service is used as a sanction and as an occasional alternative to paying supervision fees.
Program Category:	Community Service and Work Crew
Program Objectives:	Increase percentage of offenders who complete their community service obligation.
Method(s) of Evaluation:	The status of community service, at the time of case closure, is reported by POs on a department closure form and recorded in an Access database.

Monthly Average to be Served: 300

Type of Offender(s) Served:  Probation  Parole/Post-Prison  Local Control  
 Crime Category:  Felony  Misdemeanor  
 Gender:  Male  Female  
 Risk Level:  High  Medium  Low

Which Treatment Provider(s) Will You Use Within This Program?

Provider Name	Treatment Type <small>(ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)</small>	What, if any, state dollars are budgeted to the program and how much to each fund? <small>(ie., GIA-\$25,000; M57-\$5000)</small>

Funding Sources

- State Grant-In-Aid Fund \$54,000.00
- DOC M57 Supplemental Fund \_\_\_\_\_
- CJC Justice Reinvestment Grant \_\_\_\_\_
- CJC Treatment Court Grant \_\_\_\_\_
- County General Fund \$55,000.00
- Supervision Fees \$60,000.00
- Biennial Carryover (GIA, M57, FSAPP) \_\_\_\_\_
- Other Fees (revenue) \$120,000.00
- Other State or Federal Grant \_\_\_\_\_
- Other: Please Identify
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Additional Comments:

Program Name:	Custodial/Sanction Beds
Program Description:	The Community Corrections Center (CCC) provides 215 beds in a minimum-security residential facility that provides a supervised, structured living environment. The major goal of the CCC is to address employment, cognitive programming and substance abuse. Individual case plans are designed to address conditions of supervision, court orders, treatment needs, community safety, and transition plan back into the community.  The Washington County Jail is a 572-bed jail facility. Incarcerated offenders have an opportunity to become involved in programs and activities that can reduce the likelihood of re-offending. Additionally, some offenders are confined until they demonstrate the willingness to function in the community within the structured environment of the Community Corrections Center.
Program Category:	Custodial/Sanction Beds
Program Objectives:	Eighty percent of sentenced and sanctioned offenders will be successfully released from the Community Corrections Center.
Method(s) of Evaluation:	Quarterly Data collection and review.

Monthly Average to be Served: 200

Type of Offender(s) Served:

- Probation
- Parole/Post-Prison
- Local Control

Crime Category:

- Felony
- Misdemeanor

Gender:

- Male
- Female

Risk Level:

- High
- Medium
- Low

Which Treatment Provider(s) Will You Use Within This Program?

Provider Name	Treatment Type <small>(ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)</small>	What, if any, state dollars are budgeted to the program and how much to each fund? <small>(ie., GIA-\$25,000; M57-\$5000)</small>

Funding Sources

- State Grant-In-Aid Fund \$10,944,958.53
- DOC M57 Supplemental Fund \_\_\_\_\_
- CJC Justice Reinvestment Grant \_\_\_\_\_
- CJC Treatment Court Grant \_\_\_\_\_
- County General Fund \$4,261,664.68
- Supervision Fees \_\_\_\_\_
- Biennial Carryover (GIA, M57, FSAPP) \_\_\_\_\_
- Other Fees (revenue) \$384,370.00
- Other State or Federal Grant \_\_\_\_\_
- Other: Please Identify
- Local Option Levy \$5,049,260.00
- \_\_\_\_\_
- \_\_\_\_\_

Program Name:	Drug Court
Program Description:	A pilot Drug Court was started in March, 2005 and has proved effective in curbing the cycle of addiction and related criminal behavior. Drug Court relies on intensive treatment, a high level of offender accountability to the Court, and coordinated case processing between the Court, District Attorney, Defense Counsel, Sheriff, Community Corrections, and treatment.
Program Category:	Other Programs and Services
Program Objectives:	To provide an alternative method of effectively handling more seriously drug involved individuals.
Method(s) of Evaluation:	The Department maintains a database that tracks services provided.

Monthly Average to be Served: 30-40     
 Type of Offender(s) Served:     
 Crime Category:     
 Gender:     
 Risk Level:

Probation     
 Felony     
 Male     
 High

Parole/Post-Prison     
 Misdemeanor     
 Female     
 Medium

Local Control     
 Low

Which Treatment Provider(s) Will You Use Within This Program?

Provider Name	Treatment Type <small>(ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)</small>	What, if any, state dollars are budgeted to the program and how much to each fund? <small>(ie., GIA-\$25,000; M57-\$5000)</small>
CODA, INC	Substance Abuse	

Funding Sources

<input checked="" type="checkbox"/> State Grant-In-Aid Fund	\$60,000.00
<input type="checkbox"/> DOC M57 Supplemental Fund	_____
<input type="checkbox"/> CJC Justice Reinvestment Grant	_____
<input type="checkbox"/> CJC Treatment Court Grant	_____
<input checked="" type="checkbox"/> County General Fund	\$80,000.00
<input type="checkbox"/> Supervision Fees	_____
<input type="checkbox"/> Biennial Carryover (GIA, M57, FSAPP)	_____
<input type="checkbox"/> Other Fees (revenue)	_____
<input type="checkbox"/> Other State or Federal Grant	_____
Other: Please Identify	
<input checked="" type="checkbox"/> Local Option Levy	\$706,864.00
<input type="checkbox"/>	_____
<input type="checkbox"/>	_____

Additional Comments:

Program Name:	Employment Services
Program Description:	An employment specialist at the Community Corrections Center provides a curriculum designed to enhance offenders' interviewing skills and application preparation, while providing additional employment search assistance and referrals to potential jobs.  The Washington County Jail provides a three-week group curriculum that focuses on resume writing, interviewing, filling out applications, attitudes about work, and finding a job.
Program Category:	Other Programs and Services
Program Objectives:	To provide an alternative method of effectively handling more seriously drug involved individuals.
Method(s) of Evaluation:	The Department's closing summary on each offender tracks employment status/outcome status.

Monthly Average to be Served: 225

Type of Offender(s) Served:	Crime Category:	Gender:	Risk Level:
<input checked="" type="checkbox"/> Probation	<input checked="" type="checkbox"/> Felony	<input checked="" type="checkbox"/> Male	<input checked="" type="checkbox"/> High
<input checked="" type="checkbox"/> Parole/Post-Prison	<input checked="" type="checkbox"/> Misdemeanor	<input checked="" type="checkbox"/> Female	<input checked="" type="checkbox"/> Medium
<input checked="" type="checkbox"/> Local Control			<input checked="" type="checkbox"/> Low

Which Treatment Provider(s) Will You Use Within This Program?

Provider Name	Treatment Type <small>(ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)</small>	What, if any, state dollars are budgeted to the program and how much to each fund? <small>(ie., GIA-\$25,000; M57-\$5000)</small>

Funding Sources

- |  |              |
|--|--------------|
| <input type="checkbox"/> State Grant-In-Aid Fund                   | _____        |
| <input type="checkbox"/> DOC M57 Supplemental Fund                 | _____        |
| <input checked="" type="checkbox"/> CJC Justice Reinvestment Grant | \$186,000.00 |
| <input type="checkbox"/> CJC Treatment Court Grant                 | _____        |
| <input checked="" type="checkbox"/> County General Fund            | \$135,224.00 |
| <input type="checkbox"/> Supervision Fees                          | _____        |
| <input type="checkbox"/> Biennial Carryover (GIA, M57, FSAPP)      | _____        |
| <input type="checkbox"/> Other Fees (revenue)                      | _____        |
| <input type="checkbox"/> Other State or Federal Grant              | _____        |
| Other: Please Identify   |              |
| <input type="checkbox"/>   | _____        |
| <input type="checkbox"/>   | _____        |
| <input type="checkbox"/>   | _____        |

Additional Comments:





Program Name:	Sex Offender Services
Program Description:	The department places a high priority on reducing the likelihood of re-offense by sex offenders. Contracted therapists provide evaluation, group, individual, family, and/or plethysmograph services to assist probation/parole officers in offender oversight. A comprehensive service system which includes probation/parole officers, therapists, polygraphers, Child Welfare, victims, families, and law enforcement, assists in providing a supportive framework in which offenders can change and/or be accountable for unacceptable behavior.
Program Category:	Behavioral Health Tx Services - Sex Offender Tx
Program Objectives:	To prevent re-offending and improve supervision outcomes through the provision of group, individual, family and/or plethysmograph services to sex offenders.
Method(s) of Evaluation:	The Department maintains a database that tracks services provided and supervision outcomes.

Monthly Average to be Served: 370

Type of Offender(s) Served:

- Probation
- Parole/Post-Prison
- Local Control

Crime Category:

- Felony
- Misdemeanor

Gender:

- Male
- Female

Risk Level:

- High
- Medium
- Low

Which Treatment Provider(s) Will You Use Within This Program?

Provider Name	Treatment Type <small>(ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)</small>	What, if any, state dollars are budgeted to the program and how much to each fund? <small>(ie., GIA-\$25,000; M57-\$5000)</small>
Conifer Clinical Solutions	Sex Offender	30,000
Buena Vida	Sex Offender	15,000
Oregon Center for Change	Sex Offender	80,000
Wy'East Directions	Sex Offender	32,800
		These are our contract totals for the biennium

Funding Sources

- State Grant-In-Aid Fund \$279,684.75
- DOC M57 Supplemental Fund \_\_\_\_\_
- CJC Justice Reinvestment Grant \_\_\_\_\_
- CJC Treatment Court Grant \_\_\_\_\_
- County General Fund \_\_\_\_\_
- Supervision Fees \_\_\_\_\_
- Biennial Carryover (GIA, M57, FSAPP) \_\_\_\_\_
- Other Fees (revenue) \$12,380.00
- Other State or Federal Grant \_\_\_\_\_
- Other: Please Identify
- Local Option Levy \$46,000.00
- \_\_\_\_\_
- \_\_\_\_\_

Additional Comments:

Program Name:	Substance Abuse Services (Chemical Dependency)
Program Description:	A continuum of services, including self-help groups (AA/NA), alcohol/drug education, urinalysis, outpatient, intensive outpatient and residential treatment, is available for both male and female offenders.  The department encourages family members to participate in substance abuse programs as resources allow. Family members, although responsible for costs related to their treatment involvement, will not be penalized for inability to pay. Instead, the department will attempt to contract with vendors who apply a sliding fee scale to family participants. Family members will be encouraged to be involved in all aspects of substance abuse treatment.
Program Category:	Behavioral Health Tx Services - Substance Abuse
Program Objectives:	To enroll and obtain successful completion of offenders referred to Substance Abuse Services and to improve supervision and recidivism outcomes.
Method(s) of Evaluation:	The Department maintains a database that tracks services provided and supervision outcomes.

Monthly Average to be Served: 1500

Type of Offender(s) Served:

- Probation
- Parole/Post-Prison
- Local Control

Crime Category:

- Felony
- Misdemeanor

Gender:

- Male
- Female

Risk Level:

- High
- Medium
- Low

Which Treatment Provider(s) Will You Use Within This Program?

Provider Name	Treatment Type <small>(ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)</small>	What, if any, state dollars are budgeted to the program and how much to each fund? <small>(ie., GIA-\$25,000; M57-\$5000)</small>
Coda, Inc	Outpatient Substance Abuse	35,000 - JRI
Life Works, NW	Outpatient Substance Abuse	

Funding Sources

- State Grant-In-Aid Fund \$350,000.00
- DOC M57 Supplemental Fund \_\_\_\_\_
- CJC Justice Reinvestment Grant \$35,000.00
- CJC Treatment Court Grant \_\_\_\_\_
- County General Fund \$227,127.64
- Supervision Fees \_\_\_\_\_
- Biennial Carryover (GIA, M57, FSAPP) \_\_\_\_\_
- Other Fees (revenue) \_\_\_\_\_
- Other State or Federal Grant \_\_\_\_\_
- Other: Please Identify
- \_\_\_\_\_
- \_\_\_\_\_

Program Name:	Supervision - Parole and Probation
Program Description:	Supervision includes monitoring compliance with the conditions of supervision, assessing needs, referring to appropriate department and community services, and helping to eliminate barriers that can prevent an offender from being successful. The level of monitoring and other supervision services vary depending on risk to re-offend. High and medium risk offenders will be supervised on caseloads that average 55 - 65. There will be two levels of supervision for low risk offenders. Low risk person-to-person offenders will be monitored through client contact and file reviews that will occur at least quarterly. Low risk non-violent offenders will be placed on case bank and monitored through file reviews and treatment reports. Low risk offenders can be moved to a more intensive level of supervision if warranted by their behavior.
Program Category:	Supervision
Program Objectives:	Reduce recidivism of felony offenders, increase percentage of the following: felony positive case closures, offenders who are employed, and offenders who pay all court-ordered restitution.
Method(s) of Evaluation:	State DOC recidivism data, state DOC positive case closure data, employment status reported by PO at case closure; and status of restitution payments reported by PO at case closure.

Monthly Average to be Served: 3000

Type of Offender(s) Served:  Probation  Parole/Post-Prison  Local Control  
 Crime Category:  Felony  Misdemeanor  
 Gender:  Male  Female  
 Risk Level:  High  Medium  Low

Which Treatment Provider(s) Will You Use Within This Program?

Provider Name	Treatment Type <small>(ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)</small>	What, if any, state dollars are budgeted to the program and how much to each fund? <small>(ie., GIA-\$25,000; M57-\$5000)</small>

Funding Sources

<input checked="" type="checkbox"/> State Grant-In-Aid Fund	<u>\$10,389,907.00</u>
<input checked="" type="checkbox"/> DOC M57 Supplemental Fund	<u>\$1,050,120.00</u>
<input checked="" type="checkbox"/> CJC Justice Reinvestment Grant	<u>\$2,028,094.00</u>
<input type="checkbox"/> CJC Treatment Court Grant	
<input checked="" type="checkbox"/> County General Fund	<u>\$2,988,902.00</u>
<input checked="" type="checkbox"/> Supervision Fees	<u>\$1,084,000.00</u>
<input type="checkbox"/> Biennial Carryover (GIA, M57, FSAPP)	
<input checked="" type="checkbox"/> Other Fees (revenue)	<u>\$1,335,463.70</u>
<input type="checkbox"/> Other State or Federal Grant	
Other: Please Identify	
<input checked="" type="checkbox"/> Local Option Levy	<u>\$4,814,558.00</u>

Program Name:	Transition Services
Program Description:	The department provides services designed as transitional "bridges" to assist offenders released from jail, the Community Corrections Center or prison as they return to their communities. Subsidy assistance is available to indigent offenders who lack basic support. Once the Probation/Parole Officer or Residential Counselor determines that the offender has little or no funds to pay for basic needs, a subsidy may be requested. Assistance may include clean and sober housing, food, bus tickets, medical/dental payments, or any other needs relating to the offender's potential for successful community integration. Housing services are available through community clean and sober housing, or on a limited basis with transitional lodger beds at the Community Corrections Center. Re-entry back into the community best occurs when the tools for living a crime free life are in place.
Program Category:	Transition Services
Program Objectives:	To ensure that each offender returning to the community has a transitional plan in place prior to release from the institution.
Method(s) of Evaluation:	Case files will include a record of all transitional planning on each offender.

Monthly Average to be Served: 160

Type of Offender(s) Served:

- Probation
- Parole/Post-Prison
- Local Control

Crime Category:

- Felony
- Misdemeanor

Gender:

- Male
- Female

Risk Level:

- High
- Medium
- Low

Which Treatment Provider(s) Will You Use Within This Program?

Provider Name	Treatment Type <small>(ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)</small>	What, if any, state dollars are budgeted to the program and how much to each fund? <small>(ie., GIA-\$25,000; M57-\$5000)</small>

Funding Sources

- State Grant-In-Aid Fund \$159,600.00
- DOC M57 Supplemental Fund \_\_\_\_\_
- CJC Justice Reinvestment Grant \$368,000.00
- CJC Treatment Court Grant \_\_\_\_\_
- County General Fund \_\_\_\_\_
- Supervision Fees \_\_\_\_\_
- Biennial Carryover (GIA, M57, FSAPP) \_\_\_\_\_
- Other Fees (revenue) \_\_\_\_\_
- Other State or Federal Grant \_\_\_\_\_
- Other: Please Identify
- Local Optio Levy \$300,000.00
- \_\_\_\_\_
- \_\_\_\_\_

Program Name:	Victim Services
Program Description:	The Center for Victims' Services partners with the Board of Parole and Post-Prison Supervision, the District Attorney's Office, the Juvenile Department, the Elder Safe Program, the Domestic Violence Resource Center, the Sexual Assault Resource Center, and other non-profit organizations, to ensure accessible services to a wide array of victims. The Center provides counseling, information and support to victims of crime, and assists individuals in navigating through the criminal justice system. Additionally, the Center partners to provide a Domestic violence victim Impact Panel which reaches hundreds of batterers, and is a useful tool in ending the cycle of domestic violence.
Program Category:	Other Programs and Services
Program Objectives:	To provide at least 1,500 client contacts annually to crime victims.
Method(s) of Evaluation:	Quarterly and annual reports are prepared which record services provided to crime victims.

Monthly Average to be Served: 125

Type of Offender(s) Served:

- Probation  
 Parole/Post-Prison  
 Local Control

Crime Category:

- Felony  
 Misdemeanor

Gender:

- Male  
 Female

Risk Level:

- High  
 Medium  
 Low

Which Treatment Provider(s) Will You Use Within This Program?

Provider Name	Treatment Type <small>(ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)</small>	What, if any, state dollars are budgeted to the program and how much to each fund? <small>(ie., GIA-\$25,000; M57-\$5000)</small>

Funding Sources

- |  |              |
|--|--------------|
| <input checked="" type="checkbox"/> State Grant-In-Aid Fund        | \$683,021.00 |
| <input type="checkbox"/> DOC M57 Supplemental Fund                 | _____        |
| <input checked="" type="checkbox"/> CJC Justice Reinvestment Grant | \$351,900.00 |
| <input type="checkbox"/> CJC Treatment Court Grant                 | _____        |
| <input checked="" type="checkbox"/> County General Fund            | \$200,000.00 |
| <input type="checkbox"/> Supervision Fees                          | _____        |
| <input type="checkbox"/> Biennial Carryover (GIA, M57, FSAPP)      | _____        |
| <input type="checkbox"/> Other Fees (revenue)                      | _____        |
| <input type="checkbox"/> Other State or Federal Grant              | _____        |
| Other: Please Identify   |              |
| <input type="checkbox"/>   | _____        |
| <input type="checkbox"/>   | _____        |
| <input type="checkbox"/>   | _____        |

Additional Comments: