



Corrections Briefings

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Message from Our New Director

Late last year, Governor Kulongoski offered me an opportunity that would be challenging, interesting, and fulfilling. When I accepted and became director of the Oregon Department of Corrections, I understood the challenges facing the prison system and its partners. There are tough issues ahead with the state's tight General Fund budget and in areas such as community corrections, mental health, and inmate population management. However, I took this job because I have great confidence in our collective ability to find effective solutions.

As a legislator and chair of the House Judiciary Committee, I've been deeply involved with the policy issues facing both the DOC and the larger public safety community. As some of you know, I introduced the amendments to Senate Bill 267 that require an increasing percentage of correctional and related public safety programs to prove their effectiveness.

The new law requires specific public safety agencies (including the DOC) to submit assessments of their programs and whether each program is "evidence based." It also requires reporting on the percentage of state monies being expended on evidence-based programs and a description of efforts to comply with the law.

The required evidence of program effectiveness must be scientifically based through systematic, empirical methods and rigorous data analyses and measurements. In the 2005-07 biennium, 25 percent of programs must be evidence based. That percentage doubles each biennium until three-fourths of all programs are required to be evidence based in the 2009-11 biennium. It will be both challenging and gratifying to work with DOC's partners to implement Senate Bill 267.

Accountability and effectiveness in corrections is just one area where I look forward to working with you in my new role. Initial meetings with the agency's management and employees, partner agencies, and community leaders will dominate my calendar in the coming weeks. If you need to reach me before we've had an opportunity to talk, my office telephone number is (503) 945-0957 and my e-mail address is max.williams@doc.state.or.us.

Warm regards,

Max Williams
Director

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

THEODORE R. KULONGOSKI
GOVERNOR



OREGON DEPARTMENT
OF CORRECTIONS

Introducing Max Williams



The Oregon Department of Corrections started the new year with a new director, when Max Williams left his law practice and the Oregon House of Representatives to lead the state's adult prison system. An attorney for more than 12 years at the Portland law firm of Miller

Nash LLP, Max also was elected to three consecutive terms in the Legislature. He chaired both the House Judiciary and Legislative Counsel committees and was a senior member of the House Revenue Committee.

Max's interest in corrections grew through his legislative responsibilities, where he became familiar with the policy issues facing the department and the larger public safety issues facing the state. He worked closely with the department and the public safety community on a number of issues and is a strong advocate of evidence-based programs in corrections.

He is a former member of the Oregon Law Commission and the Oregon Progress Board. In July 2002, he was elected to the executive committee of the National Conference of State Legislatures. Max is an active member of his local Chamber of Commerce and Rotary Club, and on the board of directors of the Cascade Pacific Council Boy Scouts of America. He also serves on the board of the Tigard Homeless Shelter – the Good Neighbor Center, and is a board member of the Tigard-Tualatin Schools Foundation.

Max was born and raised in Bend. He holds a bachelor's degree in information management from Brigham Young University. He worked in the computer industry for both IBM and their business partner companies before attending Northwestern School of Law at Lewis & Clark College. He graduated magna cum laude in 1991. Max lives in Tigard with his wife and three children.

Staffing Standards Move Forward

Directed by the Legislature in a note attached to our 2003-05 budget, the DOC is developing staffing standards for the non-security series staff in our prisons statewide. It involves everyone from inmate counselors and office staff to physical plant and food services staff. This follow-up to the security series staffing standards completed last biennium will be used as DOC's 2005-07 budget is developed.

The intent of staffing standards is to balance staffing across the department and allocate resources where they are needed the most to achieve the agency's mission. In developing its standards the department chose a highly participatory process that involved line staff, labor organizations and others statewide.

"Participants in the process are working hard and with great professionalism and cooperation," says Deputy Director Mitch Morrow. "People are looking beyond the immediate needs of their work locations to the big-picture needs of the agency and are making excellent recommendations."

The recommendations from the divisions will be integrated into one plan for the department. Once the standards are adopted each division will have an opportunity to discuss any recommended changes for their location and develop an implementation plan.

Centralizing DOC Telephone Functions Saves Dollars

The entity called the "Oregon Department of Corrections" came about in stages, and so did its telephone systems. DOC started out as the Oregon State Penitentiary and existed for years under the Board of Control. The Corrections Division of the Department of Human Resources came next. The eventual creation of the DOC as an independent agency by the Legislature meant a array of old and new buildings and old and new phone systems.



As technology advanced, systems expanded to include video conferencing, fax machines and cell phones. Upgrading telephone networks generally happened only as absolutely necessary, leaving the DOC with a patchwork of phone systems and a variety of contracts with service providers. For the most part, these systems and their day-to-day management were the responsibility of individual department sections and prisons.

That changed in 2001 with direction from the Legislature to develop a plan for central management of telephone and telecommunications resources and expenditures.

As further incentive, the agency's 2001-2003 budget for telephone operations was reduced by \$400,000 – the amount expected to be saved through new efficiencies.

All responsibility for procuring, setting standards, and managing the telephone infrastructure was assigned to the DOC Information Systems and Services Division (ISSD). Their successful plan began with an audit of the current telephone systems. What they found were misassigned and abandoned phone lines, billing errors, unused services and equipment, and over-trunking (too many phone circuits to meet needs).

Within a year, much of the work developing new procedures was complete. The department met its budget targets for the reduction. In addition, the agency now has an accurate inventory of equipment and services, telephone work orders are centralized, broken and surplus equipment has been removed, and billing is consolidated.

For more information, contact Christina Bernal at (503) 378-3798 x22221 or by e-mail to: christina.m.bernal@state.or.us.

Static-99: Changing the Tool for Assessing Sex Offenders

Accurately assessing a sex offender's risk for recidivism requires special tools. The Oregon Department of Corrections recently changed from the SORA (Sex Offender Risk Assessment) to the Static-99 tool to do this important evaluation.

"Studies show that Static-99 is a good predictor of the levels of risk for the offender being reconvicted and imprisoned for a new sexual or violent offense," says DOC Counseling and Treatment Services Administrator Arthur Tolan.

The new evaluation tool is targeted at adult males who have already been convicted of at least one sexual offense against a child or non-consenting adult. After Static-99 evaluation, offenders are rated in one of four categories (low,

medium-low, medium-high or high) based on their previous offending history, characteristics of their offenses, their ages, and the status of their domestic relationships.

"The strengths of the Static-99 are that it uses risk factors that have been empirically shown to be associated with sexual recidivism and gives explicit rules for combining these factors into a total risk score," says Dr. Tolan. "It provides clear probability estimates of sexual reconviction, is easily scored, and has been shown to be robustly predictive across several settings using a variety of samples."

Static-99 results are used to set custody status while in prison as well as terms of supervision in the community after release. For more information, contact Dr. Arthur Tolan at (503) 378-8373 or by e-mail to: arthur.tolan@state.or.us.

Fast Fact:

Want more information about the Department of Corrections? Check out the DOC's Web site: <http://www.doc.state.or.us>



The Oregon Accountability Model at Work: New Alternative Incarceration Programs Begin

“Alternative incarceration” is a special type of intensive prison program for selected inmates in the Oregon Department of Corrections. It began in Oregon in 1994 with the Summit boot camp program. Ten years later, the 2003 Legislature approved new alternative incarceration programs that focus on alcohol and drug treatment (HB 2647). The programs are “Turning Point” for women and “New Directions” for men.

Substance abuse is a key risk factor contributing to criminal behavior. Roughly 78 percent of Oregon inmates have moderate to severe addiction treatment needs. To reduce the risk that these offenders will commit new crimes, the DOC designed the new alternative incarceration programs in ways shown to be effective in treating addictions and changing behavior. As an important component of the Oregon Accountability Model, the programs are designed to prepare inmates to return successfully to the community after release from prison.

Summit, Turning Point and New Directions have structured 14 to 16-hour days that include physical work, exercise and service to the community. Participants live in dedicated housing units for about six months and participate in programs that stress personal responsibility and accountability.

Inmates accepted into Turning Point and New Directions must participate in intensive addiction treatment, counseling, and education, and attend 12-step meetings and other recovery activities. Participants also focus on developing healthy decision-making skills and habits for successful community living. The curriculums include preparing for employment, developing good relationships and family skills, and recognizing and changing criminal-thinking errors.

Inmates who successfully complete the 180-day residential phase move into the community. Still considered inmates, they are supervised in a commu-

nity setting where they practice the skills and discipline learned in prison. Those who complete this “transitional leave” period are eligible to have their prison sentences reduced. These time cuts are expected to average about 13 months. After transitional leave, offenders are supervised by parole officers while completing their post-prison supervision sentences.

For more information about DOC’s alternative incarceration programs, contact Alternative Incarceration Coordinator Kristi Brandt at (503) 570-6636 or by e-mail: kristi.j.brandt@state.or.us.

Children and Families: Component #4 of the Oregon Accountability Model

The Oregon Accountability Model encompasses the simultaneous, coordinated and efficient implementation of many Department of Corrections initiatives and projects that provide a foundation for inmates to lead successful lives upon release.

The Oregon Accountability Model has six components. Each of these components stands on its own as a project or a part of the Oregon Department of Corrections’ organization and culture. However, woven together these six separate components form a stronger fiber that strengthens the department’s ability to hold inmates/offenders accountable for their actions and DOC staff accountable for achieving the mission and vision of the department.

The Children and Families Component builds upon research that indicates inmates with strong family ties and support networks are more likely to succeed upon release, and that children of incarcerated parents are many times more likely to someday become incarcerated than are their peers. In an effort to apply this research to Oregon, the department committed to changing current business practices and policies that may hinder family contact and parent/child bonding. The department is exploring and implementing programs and activities that encourage productive relationships between families and inmates.



Children of Incarcerated Parents Project

The department leads a statewide partnership called The Children of Incarcerated Parents Project. This project looks at the criminal justice system as a whole—arrest, jail, sentencing, prison, and reentry—and develops recommendations that support children during every step of the process.

With the combined efforts of the department's internal committees and The Children of Incarcerated Parents Project, the department is providing opportunities for children and families to remain informed and connected to their incarcerated parent/family member.

Parenting Education

Phase 1: Parenting Classes

Using the best research-based parenting practices available, the Oregon Social Learning Center and the department jointly developed a comprehensive parenting curriculum for inmates. The 12-week curriculum teaches inmates how to be effective parents, both from prison and upon release.

Phase 2: Therapeutic Visiting

Upon successful completion of Phase 1, a limited number of approved inmates may participate in Phase 2. Phase 2 is also a 12-week course that allows inmates the opportunity to participate in several therapeutic visits with their children and their caregivers, accompanied by a family therapist. During the supervised visits, inmates work on specific skills learned in Phase 1 (e.g., limit-setting and positive reinforcement) and receive feedback from the family therapist.

Early Head Start

The Department of Corrections and Community Action Head Start of Washington County joined forces to provide inmate mothers an opportunity to practice their parenting skills and bond with their children. The Early Head Start Program at Coffee Creek Correctional Facility (CCCF) serves eight children from birth until age four. The children spend three and a half hours, twice a week, in the facility becoming part of a play-

group and receiving both health and mental health services. The mothers and the children's caregivers participate in parenting classes and spend time parenting the children.

Even Start

The department has the first Even Start Family Literacy program in a prison (CCCF) in the nation. The program facilitates family bonding and improves parenting skills while addressing the literacy needs of both mother and child. It serves up to 50 inmate mothers and 80 children. In addition to bi-monthly meetings, the children receive home visits from an on-staff family advocate who works with school personnel and other community agencies to ensure their needs are being met while their parent is incarcerated. Inmate mothers are required to attend debriefing sessions following each meeting with their children as well as be enrolled in or on the waiting list for Parent Education classes.

Orientations to the Oregon Department of Corrections

The department, in partnership with Oregon CURE, delivers a monthly orientation to inmates' families and friends. Together, CURE and designated department staff deliver information to family members on what incarceration is all about, what the Oregon Department of Corrections does, how to avoid manipulation by an incarcerated loved one, and how to effectively advocate for them.

Visiting Policy Review

In looking for ways to improve communication and bonding between inmates and their families, the department's rules, policies, and procedures regarding visiting, phones, and mail are being examined.

To maximize positive family interaction during visiting hours, members of the Children of Incarcerated Parents Project and inmates from the parent education classes have developed recommendations for improving the visiting area. Some of these recommendations include allowing more games, books, and craft



projects — creating opportunities for inmates to have more meaningful visits with their children.

Orientation to Community Supervision

The orientation to community supervision is much like the orientation to the Oregon Department of Corrections, but instead is delivered just prior to an inmate's release to his/her family and friends. The orientation provides information regarding success and support during parole and post-prison supervision.

The ultimate goal of the Oregon Accountability Model is to improve public safety. The model ties together many concurrent and interrelated efforts of the department and its partners into a cohesive strategy to reduce recidivism and influence inmates to become productive citizens upon release to our communities.

Corrections Forum Features National Perspectives

Last fall, the Department of Corrections brought together Pulitzer Prize-winning writer Fox Butterfield, nationally recognized criminologist Dr. Ed Latessa, and Chairman of the House Judiciary Committee Max Williams (now director of the DOC) to speak to Oregon's criminal justice professionals. The Corrections Forum brings together state and local corrections professionals, judges, legislators and other public officials, university representatives and others to discuss public safety issues and policies.

Fox Butterfield is a New York Times correspondent who covers criminal justice, and has written a number of articles about Oregon. He spoke to the group about how many states are beginning to recognize that longer prison sentences and growing inmate populations may not be affordable. He pointed out that in the 1990s, annual corrections spending nationwide doubled to \$50 billion. Methods to reduce costs in other states include diverting drug offenders to treatment programs instead of prison, increasing earned-time credits, and reducing mandatory minimum sentences.

Dr. Ed Latessa of the University of Cincinnati is a national authority on "what works" in corrections. His research and analysis of correctional programs yielded some of the best data available on what programs have the greatest success in mitigating criminal risk factors and reducing recidivism. Building on his presentations to the Oregon House and Senate Judiciary Committees last February, Dr. Latessa emphasized the need for evidence-based programs and for targeting those programs to the highest-risk offenders. He presented mounting evidence that well structured, targeted behavioral/cognitive programs have the greatest chances of reducing recidivism.

Dr. Latessa also spoke about the importance of careful intake assessment to assign inmates to appropriate programs in their incarceration plans. He gave several examples from other states where low-risk inmates placed in inappropriate programs actually had higher recidivism than control groups who didn't participate in the programs.

Representative Williams presented the background of the new evidence-based programs law that requires certain criminal justice agencies to employ programs that work based on empirical research.

"Oregon Smart Buy" Expected to Lower Agency Costs

Oregon's state agencies will soon have the means to combine their purchasing power to obtain better value for goods and services. The "Oregon Smart Buy" program's mission is: "To identify and create sustainable cost savings through more effective purchasing practices while maintaining high-quality government services to the citizens of the state."

All state agencies are expected to participate to help the state benefit from lower prices. In this first phase, a steering committee comprising most of the larger agencies (including Corrections) is working with a private-sector consultant to analyze spending data,



identify areas that may provide the maximum benefit from collaborative procurement, and apply the best possible purchasing methods. Phase II will begin soon and will evaluate product and service specifications and obtain proposals from suppliers in each of the target categories. The steering committee will then determine which opportunities to pursue.

Savings from the improved process will benefit the state while retaining local spending control. The project isn't looking at staff reductions, but rather at reducing the costs of purchased items.

The project team is interested in receiving your questions, comments and suggestions.

For more information, please call (503) 373-7255 or e-mail oregonsmartbuy@state.or.us.

Briefs...

- Parole Board changes:** Diane Rea, chair of the Board of Parole and Post-Prison Supervision accepted a new job as a hearings referee in Marion County Circuit Court, effective January 16. She sits as a pro tem judge in Circuit Court and is expected to handle cases involving landlord-tenant disputes, debtor-creditor cases, small claims, civil commitments, traffic infractions, restraining orders, criminal arraignments and sentencing. Joining the board in February is former Senator Lenn Hannon. The governor also reappointed board member Cindy Hanners to begin her second full term on the board in February, pending Senate confirmation. Michael Washington will become chair of the board. He is serving his second full term, which ends in June 2005.
- CCCF Recognized for Innovative Work to Improve Outcomes for Children of Incarcerated Parents:** Coffee Creek Correctional Facility and the Children of Incarcerated Parents Project are among the first recipients of the Oregon Judicial Department's new "Blue Ribbon Awards." The awards are presented by Citizen Review Board volunteers to recognize local community partners who have shown outstanding support of children, youth and families. Coffee Creek and the Children of Incarcerated Parents Project were honored for "the parenting curriculum, therapeutic visitation, specialized visiting room for children, Early Head Start and Even Start programs at the prison site, and strong use of volunteers to help released female inmates parent their children again." The award was presented in Eugene on November 19.
- Inmate debit calling coming to prisons statewide:** The DOC is expanding to all prisons the debit phone calling system recently piloted at CCCF. Inmates will be able to choose between purchasing pre-paid phone time and placing the traditional collect calls. Debit calls will be at a discounted rate and also will eliminate the problem of blocked collect calls.
- The U.S. Department of Justice's Preliminary Semiannual Uniform Crime Report, January to June, 2003 is available online at:** <http://www.fbi.gov/ucr/ucr.htm>. It compares nationwide data reported during the first six months of 2003 to data reported for the same time period last year.

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Oregon Department of Corrections
2575 Center Street, Salem, OR 97301-4667
(503) 945-0925
<http://www.doc.state.or.us>

