



# Oregon

Tina Kotek, Governor

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Governor Tina Kotek,  
900 Court Street, Suite 254  
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The Oregon Department of Corrections (DOC) has supported the Gender Informed Practices Assessment (GIPA) from the beginning, working closely with the Women's Justice Institute throughout the assessment process. DOC is actively working on next steps to ensure the women we incarcerate have the tools they need to be successful during their incarceration and when they transition back to Oregon's communities.

As requested, this letter provides you with initial recommendations in response to the GIPA, with a specific focus on items that could be implemented quickly with minimal resources. We separated the immediate action items into three categories: implemented, implementation within six months, and implementation within 12 months. Please know, staffing continues to be a significant concern for this facility. Therefore, we were thoughtful in determining realistic implementation dates.

Due to the timeline, your Advisory Panel was not engaged on this list. It was developed internally and primarily reflects ideas generated by Coffee Creek Correctional Facility (CCCF) staff, leadership, and selected subject matter experts. While this list represents several immediate opportunities, for implementing gender responsive and trauma informed improvements, it should not be considered exhaustive. DOC acknowledges the significant challenges faced by the women and staff at CCCF and is committed to working with your Advisory Panel to address underlying issues.

These immediate actions are part of a larger strategic plan that will be reviewed by your Advisory Panel. Additionally, DOC will work with the Panel to develop comprehensive policy recommendations in critical areas identified within the GIPA, including improvements to Prison Rape Elimination Act (PREA) practices and procedures, ensuring appropriate access to treatment and services, and supporting critical connections to families, their children, and loved ones.

### **Recommendations already implemented.**

- The GIPA identified insufficient staffing in Health Services. Since the assessment, a Medical Services Manager, a Nurse Manager, and second Behavioral Health Services (BHS) Manager were hired; these positions were vacant. As the report indicated, there are additional positions needed and we will make that request through the Policy Option Package (POP) process.

- CCCF Superintendent set expectations and priorities for all CCCF managers to be available, approachable, and responsive in all areas of the facility. This expectation will be reinforced on a regular basis.
- The adult in custody (AIC) GIPA Council receives formal updates from CCCF's Executive Team on implementation activities and strategies from the GIPA every two weeks.
- DOC's Leadership Team held multiple listening sessions at CCCF to talk with employees on how to better recruit and retain staff at the institution.
- DOC's Equity, Diversity, Inclusion and Belonging Manager, has provided a list of diversity-themed interview questions to the facility. Managers will select from that list and continue to increase the diversity of those hired.
- Expanded the use of AIC peer facilitators for facility orientation and a variety of AIC-facilitated classes and programs, including but not limited to yoga, Alcoholics Anonymous, Narcotics Anonymous, and Change Company coursework.
- A streamlined process has been created for AICs to purchase smaller shoe sizes.
- Oregon Corrections Enterprises (OCE) has designed and tested quality sports bras for AICs. OCE has ordered the fabric and will begin sewing the bras for distribution. All AICs will receive one sports bra and may purchase additional sports bras. (See below for the traditional bra update).
- New indoor and outdoor recreational equipment was installed on all housing units.
- CCCF has restructured the Multi-Disciplinary Team (MDT) process and will have weekly Special Population MDT meetings to review AICs with higher acuity and those in Special Housing Units (SHU). CCCF facilitates weekly meetings to review AICs assigned to Intensive Management Unit (IMU) whenever an AIC is on IMU status. Correctional Services Unit, BHS, security, and medical staff attend and participate in the MDT process(es).
- Video interactive phone calls are available for AICs housed in SHU.
- AICs are now able to weigh themselves on scales provided on each of the housing units.
- Full length mirrors were installed on every housing unit.
- AIC bands play music for the population on a regular basis.

#### **Implementation within Six Months.**

- Place an additional 400 cameras throughout the entire facility.
- Restart the AIC townhall meetings with employees who have the authority to make improvements.
- Review CCCF SHU post orders, rules, and policies to determine if any necessary changes are needed.
- Apply for training assistance through the National Institute of Corrections (NIC) to deliver training to CCCF staff on gender responsive leadership, trauma informed care, and critical incident response. The training will be delivered after NIC approves the request and develops a training schedule.
- Request Safety First training from NIC and the Federal Bureau of Prisons (BOP) for up to 20 CCCF staff. These staff will take the training and then participate in train-the-trainer training with NIC and the BOP. Safety First was developed as a PREA training and covers boundaries and professionalism.
- Host in-person events for AIC friends and family to assist with registering their phone number and answer any questions about the phone and visiting process.

- Schedule the AIC band to perform in SHU.
- Implement yoga in SHU.
- Identify and implement additional prosocial leisure activities such as, HIIT, cross training, Zumba, and game nights in the minimum dining room.
- Install TVs in the SHU dayroom.
- Procure a new vendor for traditional bras that will be issued to the AIC population at no cost.
- Discontinue automatic restrictions from video phone calls when an AIC receives Loss of Privilege (LOP) as a sanction. MDT will recommend when this is an appropriate tool for behavior change.
- Identify and determine cost for supplemental curricula/workbooks for the Women's Risk Need Assessment (WRNA) domains. The date to begin using the curricula/workbooks is dependent upon funding.

**Six to 12 months until Implementation.**

- Expand the craft program and allow activities in dayrooms and living areas.
- Learn from the Warner Creek Correctional Facility's work release program and determine if it is feasible at CCCF.
- Supply women's cut t-shirts and jeans. OCE will produce these products and is working with CCCF to test fit and receive feedback from AICs.
- Complete the WRNA validation process which is required every five years. Once complete, a team of experts can develop a plan to use the WRNA for caseload assignments and program eligibility.
- Identify new opportunities for AIC peer facilitators to lead classes and programs.
- Identify needed positions (classification and cost) to move the GIPA work forward and create culture change – not just at CCCF, but department-wide.
- Implement the Resource Team model through a gender responsive lens. A team of CCCF security staff attended a training which focused on learning better ways of managing special housing populations. This model is being used at Snake River Correctional Institution (SRCI) and Oregon State Penitentiary (OSP).

Since CCCF's opening in 2001, research into – and the understanding of – women's unique needs have evolved, and we look forward to maturing our programs and services. Reports like this are intended to highlight areas for improvement, and often under-reflect the progressive work happening. Most staff at Coffee Creek come to work every day wanting to do the right thing, wanting to positively impact the lives of those in our custody. Staff are ready to be an integral part of the change process.

Sincerely,



Heidi Steward  
Acting Director  
Oregon Department of Corrections