



Marion County  
Sheriff's Office



## BIENNIAL STATE PLAN JULY 1, 2021 – JUNE 30, 2023



Hope to Change.



Courage to Make it  
Happen.



Determination to  
Follow Through.

### FOR FURTHER INFORMATION:

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# Marion County 2021-2023 Community Corrections Biennial Plan

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<b><u>Biennial Budget</u></b>	
State Grant-in-Aid Fund:	\$27,500,584
DOC M57 Supplemental Fund:	\$1,138,017
CJC Justice Reinvestment Grant:	\$5,104,232
CJC Treatment Court Grant:	\$0
County General Fund:	\$84,090,856
Supervision Fees:	\$180,438
Biennial Carryover (GIA, M57, FSAPP):	\$302,244
Other Fees:	\$7,960,358
Other State or Federal Grant:	\$634,342
Other:	\$23,711,661
<b><u>Total:</u></b>	\$150,803,211

## EXECUTIVE SUMMARY

### Marion County Sheriff's Office Community Corrections Division

**“Hope to change”  
“Courage to make it happen”  
“Determination to follow through”**

The Marion County Sheriff's Office continually strives toward excellence. Excellence demands the effective use of available resources and ceaselessly seeking new ways to enhance service delivery within our community. Our resources include: budgeted funds, equipment, buildings, and contracted programming. However, our most valuable resource is our employees. The Marion County Sheriff's Office has employees and volunteers who are exceedingly dedicated, well trained, and respond creatively to any and all demands.

Over the last seventeen years, the Community Corrections Division has embraced Evidence Based Practices (EBP) as a key, guiding philosophy to deliver supervision services to our client population and implement many program elements to transition toward EBP. Both line staff and management have been trained by Professor Edward Latessa, University of Cincinnati, in his “what works” research, and implemented techniques to enhance client motivation and risk reduction. The Community Corrections Division also provides client supervision with all staff trained in the model of Effective Practices in Community Supervision (EPICS) to further enhance our EBP implementation. Additionally, the division has continued to implement the Correctional Program Checklist (CPC), which is a treatment program assessment designed to determine how closely programs meet known principles of effective intervention, and has evaluated all of its contract treatment programs to determine overall evidence based effectiveness. Internally, our EBP implementation has focused our efforts on three key principles:

- **The Risk Principle:** Clients who pose higher risk of continued criminal conduct receive the most intensive correctional treatments and programming. This principle is addressed through the division's use of the Level of Service/Case Management Inventory (LS/CMI) and the Women's Risk/Needs Assessment (WRNA), validated risk and needs assessments, which determine who our highest risk clients are. All division staff have been trained on the use of these assessments, which are utilized during the pre-release transition process, the initial intake process and field supervision.
- **The Need Principle:** Our staff and treatment programs must target crime producing needs which are highly correlated with criminal conduct such as antisocial peer associations, antisocial values and beliefs, substance abuse, lack of problem solving and self-control skills, and motivation. These needs areas are identified through the use of the LS/CMI and WRNA and are addressed with cognitive behavioral interventions and other skill building techniques associated with the EPICS model of supervision.
- **The Responsivity Principle:** This is the way in which correctional programs should target those known risk and need factors, utilizing programs that are behavioral in nature. Currently, the Community Corrections Division utilizes the University of Rhode Island Change Assessment (URICA) to determine a particular client's stage of change - which indicates whether a client is willing to address and/or change a problem area (i.e., crime or drug use) in their life. Clients who are identified as *not ready to change* are referred to motivation and cognitive programming; and those who are ready to change receive a direct treatment referral as needed. Additionally all division staff have been trained in the use of Motivational Interviewing, a client-centered communication technique designed to elicit behavior change by helping clients explore and resolve ambivalence.

Overall, our goal at the Sheriff's Office, Community Corrections Division is to provide evidence based programs, custody/sanctions and other support services that will make the most effective use of available resources to protect the public and promote the reformatory process. Further, we strive to enhance the integrity of the law, and implement and maintain programs and efforts geared toward empowering the client to become a contributing member of the community.

For the 2021-2023 biennium, we have designed a program addressing these challenges within the scope of our operating principles.

**Accomplishments during 2019-2021:**

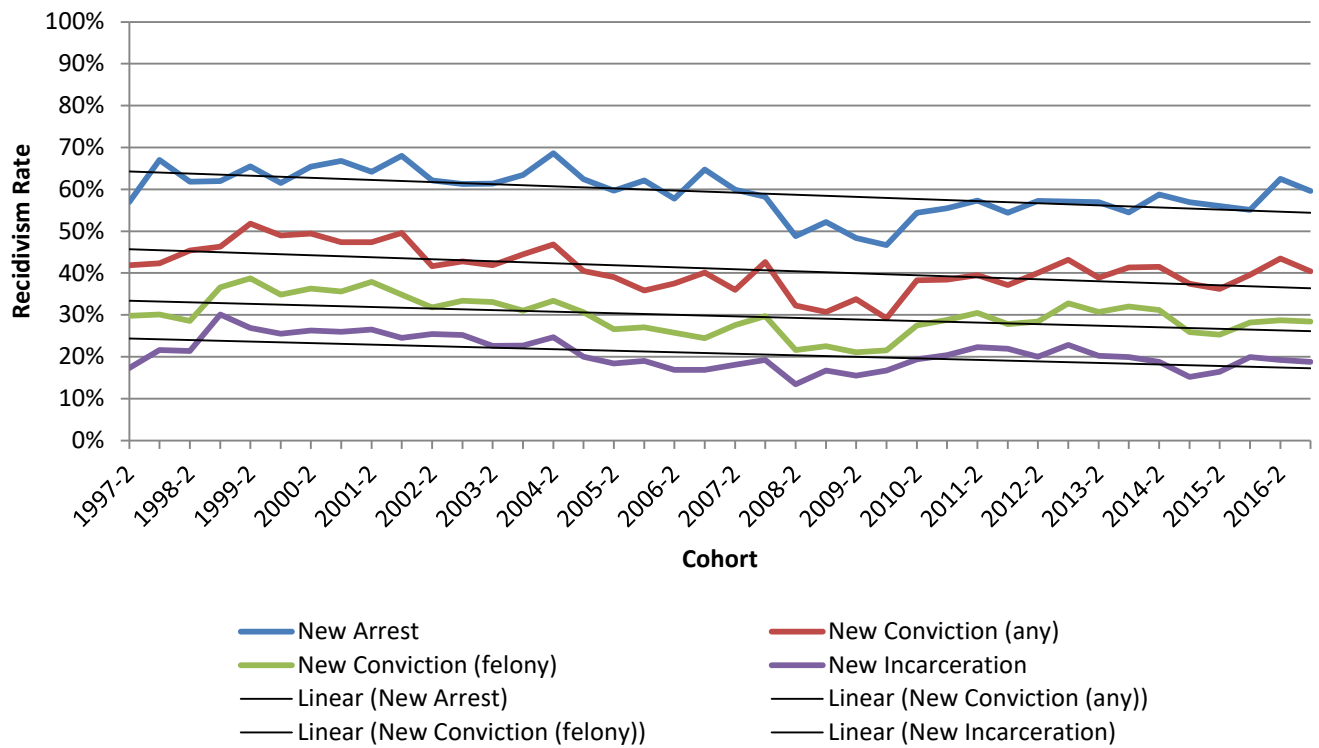
- 54:1 client to parole/probation deputy caseload average.
- Continued operation of Student Opportunity for Achieving Results (SOAR), an intensive and collaborative 12 week cognitive based treatment and employment program designed for drug addicted clients returning to the community from incarceration with high criminogenic needs. This program is delivered at the Chemeketa Community College campus and offers a variety of services including enhanced supervision, cognitive programming, parenting classes, mentoring, housing, employment services, and addiction treatment. The latest evaluation utilizing the CPC rated SOAR as “Very High Adherence to EBP”. Since inception of the SOAR program (January 2010), 58% of all program referrals graduate. Currently, the recidivism rate of SOAR graduates is at 39.8%, which is a considerably lower rate than other high risk clients on supervision in Marion County during the same time frame.
- Routine attendance at quarterly Neighborhood Association meetings in Salem and outlying areas.
- Although we have seen some volatility in recidivism in both our post-prison (includes DOC and Local Control populations combined) and probation populations over the last ten years; there is an overall trend of decreasing recidivism rates for both populations no matter what definition of recidivism is used to measure. Recidivism rate charts are attached following this summary.
- All Community Corrections Division staff have been trained in EPICS. This 34 hour course was provided by the University of Cincinnati Corrections Institute and is designed to give our field deputies the training necessary to effectively address key risk factors within our client population to reduce the likelihood of future criminal behavior, as well as maintain the highest level of accountability and community safety. Additionally, we have six staff that have been trained as EPICS instructors to ensure our parole/probation deputies provide continuous quality services within our EPICS implementation.
- Continued investment in the SB416 program, an evidence based sentencing and prison alternative program in collaboration with the District Attorney’s Office and the Criminal Justice Commission. We ensure that appropriate clients are safely managed and held accountable in the community in order to lessen the increasing demand of more expensive prison beds. This effort allows for the preservation of approximately 60 prison beds per year made available for more serious, higher risk clients who present the greatest threat to the community. The SB416 program implements a balanced approach to this target population through funding for parole/probation deputies, treatment and mentoring, as well as funding for five additional jail beds to appropriately manage the population.
- We incorporated Core Correctional Practices (CCP’s) into Office-wide training for both new and existing staff to achieve system alignment. These practices ensure all staff interact with clients and members of the community in a way that builds trust and fosters legitimacy for the Office. Staff at the Transition Center receive regular, on-going CCP training and evaluation to ensure fidelity to the model and increase the therapeutic potential of rehabilitation for the Adults in Custody (AIC’s).
- We continued our Family Sentencing Alternative Program (FSAP); a collaboration between our office, the Marion County District Attorney’s Office, Bridgeway Recovery Services, and the Department of Human Services. This prison diversion program allows clients who have primary custody of a minor child to remain in the community and receive wrap-around treatment, mentoring, and employment services to address the underlying drivers of their criminal conduct. This program reduces the traumatic effects that incarcerated parents have on children and families. Preliminary data from a statewide evaluation of all FSAP pilot programs indicates the children of parents involved in FSAP have a shorter average length of stay in foster care (674 days) compared to the average for children of incarcerated parents (1,066 days).
- Implemented the Transition from Jail to Community (TJC) Program. Using the TJC model developed by the National Institute of Corrections, the goal of the TJC program is to reduce the number of individuals returning to jail by providing targeted transition planning and pre-release services, including cognitive skills classes, to adults in custody at the Marion County Transition Center.
- Improved our adherence to Interstate Compact rules and received scores of 95% or higher in all categories of the most recent audit completed by the Department of Corrections.
- In collaboration with the Oregon Social Learning Center (OSLC), implemented a Contingency Management pilot program designed to increase the delivery of effective interventions for substance use to young adults (ages 18-30) involved in the justice system who are at-risk for but have not yet developed Opioid Use Disorder.
- Successfully awarded 3 grants totaling over 900k: Criminal Justice Commission Corona Virus Emergency Supplemental Funding (CJC CESF), Bureau of Justice Corona Virus Emergency Supplemental Funding (BJA CESF), and the Department of Corrections Corona Virus Emergency Supplemental Funding (DOC CESF).

- Obtained Measure 57 supplemental funding and contracted with the University of Cincinnati to provide the following trainings for in-house programs and community treatment providers: Cognitive Behavioral Interventions (CBI)/Substance Abuse, and CBI-Core Cognitive Curriculum.
- Expanded our Pretrial Release Program by incorporating Day Reporting, Electronic Monitoring and adding a third pretrial case aide to expand services, increasing our total caseload capacity to over 350. The program model is based on the National Association of Pretrial Services Agencies (NAPSA) evidence-based standards on pretrial release. The goal of the Pretrial Release Program is to promote future court appearances, enhance public safety, and provide the Court with practical, risk-based monitoring, supervision, and support options for defendants that require oversight while on pretrial release.
- Conducted release planning and reach-in's for AIC's releasing from endemic facilities.
- Collaborated with Marion County Health and Human Services to provide a 24-hour deputy presence at the Hotel Sheltering Program to house AIC's releasing from endemic facilities who needed a safe place to quarantine.
- Implemented the Downward Departure Program, an evidence based sentencing and prison alternative program in collaboration with the District Attorney's Office and the Criminal Justice Commission. We ensure that appropriate clients are safely managed and held accountable in the community in order to lessen the increasing demand of more expensive prison beds.

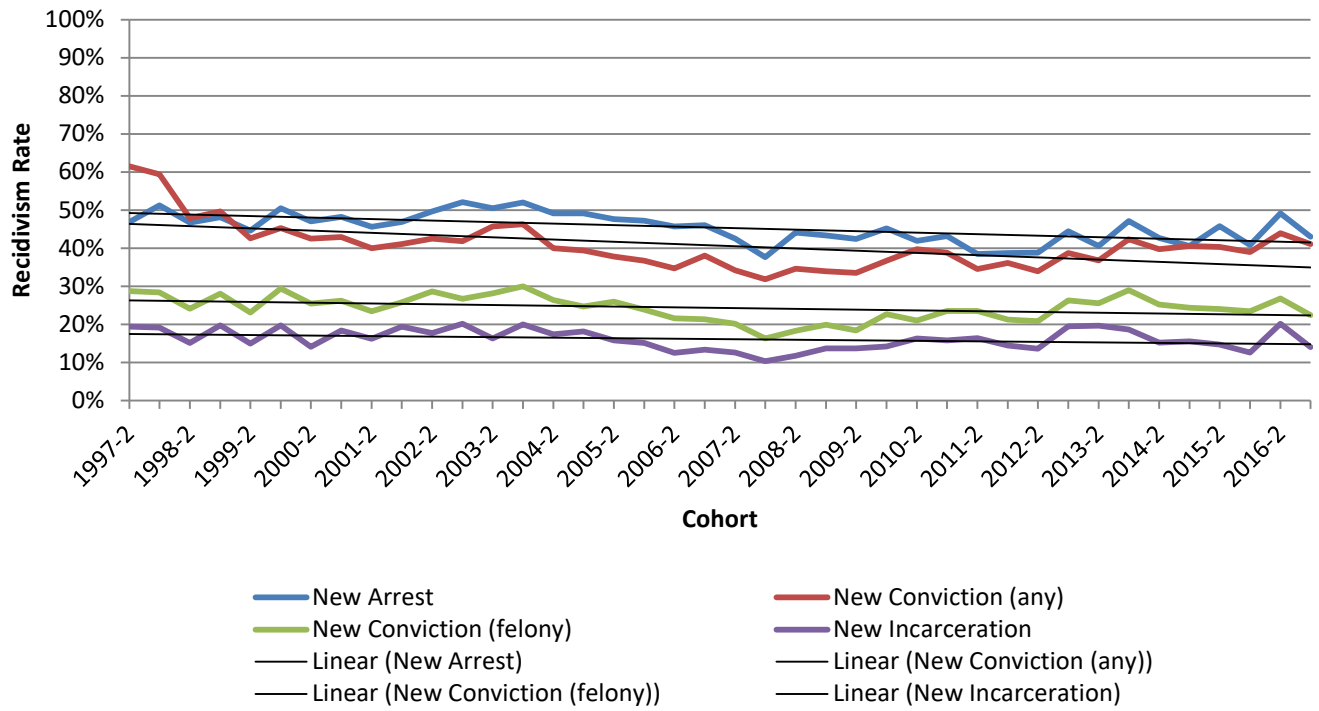
#### **Future Plans:**

- Continue improvement and implementation of Evidence Based Practices and the EPICS model of supervision. Continued training of EPICS for our staff and EPICS Training of Trainers to ensure fidelity of the model in the future.
- Continued implementation of CCP at the Marion County Transition Center along with the Enforcement, Operations, and Jail Divisions. Continued training of CCP for our staff and CCP Training of Trainers to ensure fidelity in the future.
- Continue working to sustain funding for all partners involved in reentry and our Marion County Reentry Initiative (MCRI).
- Positive movement in state benchmarks: recidivism, employment, treatment, restitution, and positive case closures.
- Expand use and implementation of the Offender Management System, to include ongoing audits to achieve full implementation of effective case planning and the EPICS model of supervision.
- Continue to work with legislative leaders and criminal justice partners to explore viability of alternative sentencing programs, incentive options, and baseline funding solutions.
- Continue to ensure Justice Reinvestment funding is commensurate with program needs.
- Continue to reduce the average size of field caseloads.
- Collaborate with the Marion County Public Safety Coordinating Council and our partner public safety agencies to reduce the number of people with mental illness in the Marion County Jail and Transition Center.
- Continue with our current prison reentry and diversion programs and expand program capacity.
- Continue to evaluate the effectiveness of all current programs and improve outcome measures in each.
- Continue to improve outcomes within the Biennial Community Corrections Review completed by the Department of Corrections.
- Work with our community partner programs to improve adherence to Evidence Based Practices through technical assistance and training.
- Work to develop and implement a Strategic Plan to set divisional goals, focus resources and strengthen operations to shape and guide decision making and future direction.
- Evaluate current practices with an equity lens. Ensure we are developing programs and practices that are committed to increasing equity in historically and currently underserved communities.

## Parole-PPS



## Probation





# MARION COUNTY SHERIFF'S OFFICE

JOE KAST, SHERIFF

## FOUNDATIONAL CHARACTER TRAITS

INTEGRITY  
DILIGENCE

COURAGE  
HUMILITY

DISCIPLINE  
OPTIMISM

LOYALTY  
CONVICTION

## CORE FUNCTIONS

1. **Keeping our community safe** through maintaining a safe and secure jail and work center, patrolling and conducting criminal investigations, providing civil process, supervising offenders through Parole and Probation, providing search and rescue response, and keeping our courts safe and accessible to the public through judicial security.
2. **To continue to work collaboratively with our community and public safety partners** with an emphasis on the prevention of crime, problem solving, and being responsive to the community's needs for public safety.
3. **To continue to seek and retain professional and competent staff** as well as continue the professional development of all employees.
4. **To be fiscally responsible** and maximize the public's resources that we are entrusted with.

## OUR TOP 10 OBJECTIVES

These 10 objectives are the guiding principles behind the decisions we make as an Office.

1. Focus on employee safety as a first priority at all times;
2. Focus on the legitimate, identified needs and priorities of the residents and visitors of Marion County;
3. Demonstrate fiscal accountability through showing taxpayers a high return on the public funds entrusted to us;
4. Steadily contribute to the quality of life in our community by involving our citizens;
5. Steadily enhance our relationships, communications, and mutually-beneficial partnerships;
6. Contribute to employee satisfaction by creating and maintaining an internal culture that values employee input, personal accountability, and recognition for a job well done;
7. Systematically work toward maintaining adequate, sustainable, dedicated funding for current and future Sheriff's Office operations, infrastructure, training and staffing;
8. Support Marion County's economic growth and future direction by recruiting and retaining well-qualified, well-trained professional team members focused on public safety;
9. Focus on the highest professional standards of public safety and our core services within the resources provided to us;
10. Demand management excellence by ensuring we are planning for the future needs of our community and our employees.

# Marion County Public Safety Coordinating Council

## **Mission**

To create a continuum of supports and services for adult offenders, juvenile offenders, and crime victims, resulting in a system that emphasizes community safety and prevents criminal activity.

## **Purpose**

The purpose of the Marion County Public Safety Coordinating Council ("Council") is to increase public safety by enhancing law enforcement efficiencies and reducing crime.

Program Name:	Supervision
Program Description:	<p>The Community Corrections Division of the Marion County Sheriff's Office provides supervision to clients in Marion County to enhance public safety, enforce court orders, and hold clients accountable. Our division's mission, or "our brand" is to consistently find ways to collaborate with criminal justice partners, focus resources and supervision on our highest risk clients, and utilize core principles of EBP to implement and sustain a research-based supervision and case management practice which best addresses our clients' needs. The Community Corrections Division has embraced Evidence-Based Practices and community policing as guiding philosophies to deliver supervision services to our client population. Key EBP components of this division are the use of assessments, case plans, enhancing client motivation, and the utilization of sanctions and services that reduce risk and promote client change. All of our staff have been trained in EPICS by the University of Cincinnati. This training was designed to give field officers the training necessary to apply the most effective supervision model available by addressing key "risk" factors within the client population to reduce the likelihood of future criminal behavior as well as maintain the highest level of accountability and community safety. Additionally, we have five staff trained as EPICS instructors to ensure our division staff provide continuous quality services within our EPICS implementation. We have also enhanced treatment services and have two Program Coordinator positions to ensure that our client programs utilize EBP in their correctional interventions.</p> <p>Parole/probation certified deputies provide the highest level of supervision to clients who present the greatest risk to the community (based on validated risk assessment tools). A variety of statutory, policy, and contractual mandates are satisfied, such as sex offender notification, management of clients sentenced to one year or less in local jails, transitional planning, hearings, and pre-sentence investigations. We collaborate with a number of community partners including Chemeketa Community College, Mid-Willamette Valley Community Action Agency, Marion County Circuit Court, Marion County District Attorney's Office, Marion County Health and Human Services, and MCRI. Our efforts have enhanced the ability to provide transition services, victim services and specialized support for the Drug Endangered Children initiative, Fostering Attachment/Treatment Court, Drug Court, Mental Health Court and Veterans Court. There is an ongoing effort to increase the number and scope of these partnerships in an effort to promote positive behavioral change within our supervised client population. Direct supervision caseloads are divided and organized based on crime of conviction, level of risk and geographic regions within the county, facilitating community partnerships, familiarity with the community, and effective community policing. There are specialized caseloads for sex offenders, gang, mental health, domestic violence, drug endangered children, transition/reentry, prison diversion, and clients participating in Drug Court, Mental Health Court and Veterans Court.</p> <p>Administration:</p> <p>The Administration provides focus, leadership, and integration for the various supervision and program facets of the Community Corrections Division. The administration has transitioned from a directive based model to an evidence-based practices supervisory model. This unit works collaboratively with system partners to develop public safety policy, ensure adequate funding and increase public safety within the community. The Administration is responsible for ensuring adherence to the contract with the Oregon Department of Corrections, including outcome measures.</p> <p>Intake and Assessment Services:</p> <p>The Intake and Assessment Unit's purpose is to:</p> <ul style="list-style-type: none"> <li>• Orient and explain the assessment process and to assure the client has a clear understanding of the expectations of being on supervision.</li> <li>• Assess the risk and needs of the client to ensure they are assigned to the appropriate resources and supervision level so the assigned parole/probation deputy can conduct specific case management geared to the individual case, in accordance with Evidence-Based Practices.</li> </ul> <p>o The assessment package utilizes a post-sentence questionnaire, PSC risk</p>

assessment, the Proxy risk assessment, the LS/CMI criminogenic risk and needs assessment, Case Plan, and the URICA. For clients assigned to the Sex Offender or Domestic Violence Unit, additional specialized risk assessments (i.e., Static/Stable/Acute, the Ontario Domestic Assault Risk Assessment-ODARA, etc.) are administered.

- Refer appropriate clients to “in-house” motivation and cognitive restructuring groups based on the URICA assessment.

#### Levels of Supervision:

The PSC risk score establishes the initial level of supervision. Clients assessed as high-risk or medium-risk are then assessed using the LS/CMI or WRNA which confirms their overall risk score and identifies criminogenic factors and specific client needs. Cases are assigned to specific units based on crime of conviction, risk level, and geographic location. There are specific supervision contact standards and caseload requirements for our high and medium risk populations to more closely align this division with evidence-based practices. All low-risk and limited-risk cases (except low and limited-risk domestic violence, sex offender, and Drug Endangered Children cases) are assigned to the Limited Supervision Unit (case-bank). Clients assigned to the Limited Supervision Unit are monitored for new law violations and behavior that constitutes a public safety threat. Clients are moved from the unit for behavior that threatens public safety as defined by set guidelines.

#### Field Training and Evaluation Program (FTEP):

The purpose of the FTEP program is to provide effective and efficient training for parole/probation deputies in Marion County. Newly hired parole/probation deputies are placed in a 40 week training program, during which they receive structured training and evaluation from at least four different, DPSST certified Field Training Officers.

#### Unit Assignments:

##### Domestic Violence Unit:

The Domestic Violence Unit supervises approximately 570 clients on parole/post-prison supervision or probation for domestic violence related crimes. This six person team of parole/probation deputies was formed to coordinate supervision and intervention efforts in an attempt to reduce the alarming incident rate of domestic homicide and domestic violence. Assessment of risk (based on the PSC, LS/CMI and ODARA assessment tools) is a key component in the case management process to ensure scarce supervision resources are focused on clients who pose the greatest risk to their victims and the community. The unit has incorporated a limited supervision caseload comprised of nearly 200 low-risk cases that report via an internet based web portal or US mail. One half-time case-aide is assigned to oversee these cases and monitor compliance. These clients are screened for new law violations and behavior that constitute a public safety threat. Clients in the low-risk category are still held accountable for any violations. The Domestic Violence Unit works closely with local law enforcement, batterer intervention programs, victim services, and other service agencies to enhance public safety and hold clients accountable.

##### Sex Offender Unit:

This specialized unit is responsible for the supervision of approximately 300 high and medium-risk sex offenders as well as 200 low-risk sex offenders currently being supervised on a limited supervision caseload. This team is comprised of six parole/probation deputies, one half-time case-aide, sex offender treatment providers, polygraph examiners, Marion County Victim Services and the Sex Crimes Team of the Marion County District Attorney's Office.

This team works in collaboration with law enforcement agencies, child welfare, schools, local neighborhood associations and the community as a whole, in an effort to end further victimization by reducing sexually offending behavior.

	<p><b>General Supervision Unit:</b></p> <p>The General Supervision Unit consists of 9 parole/probation deputies. This unit supervises approximately 450 clients on parole/post-prison supervision and probation for crimes related to illegal drug possession, property crimes, and non-domestic person to person type offenses (excluding domestic violence and sex offenses). This unit is the largest and most active field unit within our division which is responsible for tailoring supervision to each client's identified risk, need, and responsivity issues, and targeting resources towards clients who are at the highest risk to re-offend.</p> <p><b>Special Services Unit:</b></p> <p>The Special Services Unit (SSU) targets evidence-based supervision strategies toward our highest risk clients. This unit is comprised of two parole/probation deputies who supervise approximately 100 Clients. Those clients include affiliated gang clients as well as a subset of the criminal population that have displayed tendencies toward violence, egocentricity, impulsivity, and manipulation; and have significant deficits in expressing empathy or remorse. This unit maximizes division resources by employing validated risk assessments and utilizing cognitive-behavioral interventions and social learning techniques aimed at containing violence, reducing future criminal behavior, and increasing public safety. SSU strongly collaborates with area law enforcement agencies, has increased field contacts, works non-traditional hours, imposes curfews and incorporates electronic monitoring in order to better accomplish these objectives. They meet monthly with our in-house mental health specialist to staff cases and ensure clients are supervised in accordance with evidenced based practices and in a manner conducive to minimizing community risk and maximizing the benefits for the client. This unit is also responsible for compliance with statutory mandates for the supervision of Sexually Violent Dangerous Offenders, community notification, residency restrictions and other legislative requirements.</p> <p><b>Pre-sentence Investigation Unit:</b></p> <p>The primary purpose of the Pre-sentence Investigation Unit is to provide the sentencing court with accurate, timely and relevant data to aid the sentencing judge in determining the most appropriate sentencing alternative for the client. Reporting staff are encouraged to explore and recommend innovative programs to meet the needs of the client and the community. Pre-sentence Investigation Reports are consistent with this division's operating principles with regard to risk and sentencing guidelines. Whenever possible, victims are given an opportunity for input either in person or correspondence.</p> <p><b>1145 Unit:</b></p> <p>The 1145 (Local Control) Unit works with felony inmates sentenced to the DOC for one year or less, housed either at the Marion County Jail, Marion County Transition Center, or released to a reduced custody status. Staff assigned to this unit, monitor and develop release plans for every client, approximately 10 each month, sentenced to the custody of the Marion County Local Supervisory Authority with a period of post-prison supervision. They also coordinate transfers to other counties, participate in case staffing to establish appropriate supervision conditions, make recommendations and supervise clients in non-custody alternatives, track release dates, and monitor Local Control inmates lodged in other facilities. This unit is also responsible for data entry in both the state and county computer systems.</p> <p><b>Limited Supervision Unit:</b></p> <p>The Limited Supervision Unit (LSU) is the case-bank unit responsible for monitoring approximately 780 clients classified as low or limited-risk per the PSC and/or the LS/CMI. Clients are monitored for new law violations and behavior that constitute a public safety threat. Appropriate action on violations may include a report to the releasing authority, incarceration, intermediate sanctions, or increased level of supervision. Clients are moved from the unit for behavior that threatens public safety as defined by set guidelines. Working in collaboration with our victim services, LSU also monitors restitution payments to the Courts.</p>
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#### Drug Endangered Children Unit:

The Drug Endangered Children (DEC) Unit consists of one parole/probation deputy who supervises a caseload of approximately 35 medium and high-risk clients and approximately 35 low-risk clients, all of whom are on supervision for crimes related to drug offenses involving children. This parole/probation deputy works collaboratively with the Oregon Department of Human Services (DHS) to assess, develop and prioritize family reunification plans. In collaboration with DHS, the DEC deputy addresses client areas of need including substance abuse treatment, parenting education, and other services and interventions designed to reduce the client's risk to recidivate; and when appropriate, return children to a healthy parent and home.

Specific programs that are affiliated with the DEC Unit include intensive treatment with the Marion County Health Department, Marion County Child Behavioral Health, Shelly's House transitional housing and Services for Recovering Women Ex-Offenders, Mom's Mentor Program, Family Building Blocks, Her Place Residential Treatment Program, Fostering Attachment/Treatment Court headed by the Honorable Judge Manuel Perez, and Ten on Tuesdays Court (TOT) headed by the Honorable Judge Jennifer Gardiner.

#### SB416 Pilot Program:

The SB416 Pilot Program consists of two parole/probation deputies and funding for one deputy district attorney. The program goal is to develop and implement evidence-based strategies to improve the supervision of probationers and reduce recidivism. Five objectives frame the project including: 1) Develop an evidence-based sentencing program utilizing risk and needs assessments; 2) Develop partnerships with the District Attorney's Office and the Courts; 3) Provide evidence-based cognitive, motivation, substance abuse treatment and mentoring services; 4) Provide an appropriate level of case management that ensures coordinated delivery of client services; and 5) Collect and analyze project data and related outcome measures. Marion County's SB416 project frees up prison beds for high-risk clients who present the greatest threat to the community and allow for community supervision to safely manage and hold clients accountable in the community by providing services that will reduce the likelihood of future criminal behavior.

All program participants receive an appropriate level of case management that ensures coordinated delivery of client services. Program participants receive evidence-based cognitive, motivation, substance abuse treatment and pro-social mentoring services through Bridgeway Recovery Services. The primary goals include the desire to enhance community safety, reduce criminal activity, and to assist clients with substance abuse problems to enter and maintain an alcohol and drug free lifestyle. Since inception on July 1, 2012, this program has directly reduced Marion County's historically high prison admission rate. In doing so, the program has preserved valuable prison beds for more serious, higher risk clients who present the greatest threat to our community.

#### Downward Departure Unit

Marion County has two supervision caseloads that provide intensive supervision services to individuals receiving downward dispositional departures in lieu of a prison sentence who are ineligible to participate in the SB416 program. The goal of these caseloads is to utilize evidence-based strategies to improve the supervision of probationers and reduce recidivism. Supervising individuals on the downward departure caseloads frees up prison beds for high-risk clients who present the greatest threat to the community and allows for community supervision to safely manage and hold clients accountable in the community by providing services that will reduce the likelihood of future criminal behavior.

All program participants receive an appropriate level of case management that ensures coordinated delivery of client services. Program participants receive evidence-based cognitive and motivation programming as well as referrals to any relevant community treatment programs. The supervising deputy utilizes information from assessments to create a unique case plan tailored to each client which will reduce the likelihood of future criminal activity. The deputy focuses on developing rapport, utilizing a structured program of positive and negative reinforcement, and cognitive behavioral interventions intended to teach the participant social skills, problem solving skills, and techniques to target and change risky

thinking. Over time, the deputy teaches the participant skills to help them avoid antisocial peers and high risk situations as well as general life skills. These interventions are designed to help the participant reduce their risk of future criminal activity.

**Family Sentencing Alternative Program (FSAP):**  
The Family Sentencing Alternative Program (FSAP) is a collaborative effort involving the Sheriff's Office, District Attorney's Office, Oregon Judicial Department's Third Judicial District, and the Marion County Branch of DHS. FSAP is designed to identify qualified clients with primary custody of a minor child and divert them from prison to probation and community supervision. The target population served is medium-to-high-risk non-violent property and drug clients who are a custodial parent and have a presumptive prison sentence or have a probationary offer with a stipulated prison sentence upon revocation of probation. In an effort to reduce the traumatic effect that an incarcerated parent can have on families, caregivers, children and spouses; the FSAP program exists to provide wrap-around treatment, mentoring, and employment services to address underlying drivers of criminal conduct. The primary focus of FSAP is: preserving family unity and stability through diverting children from foster care; reducing prison bed usage and allowing for community supervision to safely manage and hold clients accountable; and reducing recidivism by providing services that will reduce the likelihood of future criminal behavior. This unit consists of one parole/probation deputy who supervises 20-25 high to medium-risk clients.

**Transitional Services Unit:**  
The main objective of our Transitional Services Unit (TSU) is to prepare and facilitate individuals for successful reentry back into our community from incarceration. TSU is made up of three parole/probation deputies who supervise clients participating in our transitional program Student Opportunity for Achieving Results (SOAR). TSU also provides adults in custody releasing to Marion County information pertaining to the various facets of reentry via the reach-in process. In addition to educating our releasing inmates on reentry, TSU also provides information to family and friends through Release Orientation seminars.

**Other Components:**

**Day Reporting Program:**  
The Day Reporting Program serves as an alternative sanctioning option for our parole/probation deputies as well as a capacity release option for our Jail and Transition Center. The program focuses on targeting the specific criminogenic risk and needs of each client. Services are tailored to address each client's risk and needs, helping to reduce the overall risk and increase the client's likelihood of success. Program elements include: job search, cognitive restructuring classes, substance abuse treatment, community service, or a combination of these programs to promote accountability and foster an opportunity for positive change.

**Hearings:**  
Assigned staff conduct due process hearings on clients accused of violating the conditions of parole/post-prison supervision and clients under the Interstate Compact. Hearings staff make their recommendations to the supervising authority, consistent with office policies and administrative sanctions sanctioning grid, and as outlined in the Parole Board Administrative Rules or the Interstate Compact Agreement.

**Sanctions:**  
A range of effective intermediate sanctions, such as: jail, house arrest, curfew, Transition Center, day reporting, restrictive conditions, extended supervision, community service, Electronic Monitoring program, and project assignments are available to our parole/probation deputies. Sanctions are implemented collaboratively with management utilizing a continuum of available sanctions and our EBP implementation. The goals of administering sanctions are client accountability, affecting positive changes in client

	<p>behavior, and providing adequate consequences for failing to abide by conditions of supervision.</p> <p>Victim Services:</p> <p>To address the many significant issues impacting victims interacting with the criminal justice system, the Community Corrections Division, in cooperation with the Marion County District Attorney's Office, created the Victim Service's Unit (VSU). It is currently staffed by one full-time Victim Services Coordinator who works on behalf of victims. The VSU is located and supervised in the Community Corrections Division and facilitates services to victims of clients currently being supervised in the division. Services provided include assistance in understanding conditions of supervision, ensuring victim's rights are being met, collection of unpaid court ordered restitution, referrals to community resources, crisis counseling, safety planning and an education program for the victims of abuse and violent crimes. The VSU also assists victims of domestic violence who desire reunification with safety planning and understanding the intervention process. The VSU Coordinator assists with the Chaperone Education Program designed to educate and train individuals interested in acting as community chaperones for sex offenders on supervision.</p> <p>Polygraph Services:</p> <p>The Community Corrections Division contracts with two polygraph examiners to provide regular, subsidized polygraph services for indigent clients requiring a polygraph as a condition of their supervision. Each polygraph examiner is authorized to conduct full disclosure, maintenance and specific-issue polygraphs as part of this division's surveillance and supervision strategies. Polygraphs are a vital tool in the evidence based supervision of specific populations of clients in order to assist in determining a client's compliance with the conditions of their supervision, to determine whether any violations have been committed, or to obtain an accurate offending and/or criminal history for the purposes of treatment.</p> <p>Interstate Compact:</p> <p>Designated parole/probation staff are assigned to investigate and complete Interstate Compact requests, per policy as defined by the Interstate Commission for Adult Offender Supervision. Investigations are completed within 30 days of assignment, and a report of the outcome is sent to the sending state via Oregon Interstate Compact.</p>
Program Category:	Supervision
Program Objectives:	To protect the public and reduce recidivism by providing the highest level of supervision to clients who present the greatest risk.
Method(s) of Evaluation:	<ul style="list-style-type: none"> <li>Statewide Outcome Measures.</li> <li>In-house caseload audits and individual performance evaluations.</li> </ul>

Monthly Average to be Served: 2995

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 (ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)	What, if any, state dollars are budgeted to the program and how much to each fund? (ie., GIA-\$25,000; M57-\$5000)
Bridgeway Recovery Services	Outpatient Substance Abuse (FSAP)	\$236,656


Funding Sources

<input checked="" type="checkbox"/> State Grant-In-Aid Fund	\$14,595,0004
<input type="checkbox"/> DOC M57 Supplemental Fund	
<input checked="" type="checkbox"/> CJC Justice Reinvestment Grant	\$2,419,423
<input type="checkbox"/> CJC Treatment Court Grant	
<input type="checkbox"/> County General Fund	
<input checked="" type="checkbox"/> Supervision Fees	\$180,438
<input checked="" type="checkbox"/> Biennial Carryover (GIA, M57, FSAPP)	\$302,244
<input type="checkbox"/> Other Fees (revenue)	
<input type="checkbox"/> Other State or Federal Grant	
Other: Please Identify	
<input checked="" type="checkbox"/> Interest Earnings, Net Working Capital	\$6,555,302
<input type="checkbox"/>	
<input type="checkbox"/>	

Additional Comments: Supervision fees are calculated through September 30, 2021.

Program Name:	Bridgeway Recovery Services - Treatment and Mentor Services
Program Description:	<p>The Community Corrections Division is currently providing both an evidence-based system of substance abuse treatment and mentoring services for adult clients. The current provider, Bridgeway Recovery Services, is providing alcohol and drug programming services that:</p> <ul style="list-style-type: none"> <li>• Address criminogenic needs, including responsivity factors through all phases of treatment.</li> <li>• Utilizes an Evidence Based Practices (EBP) curriculum and treatment that: <ul style="list-style-type: none"> <li>o Is based on cognitive-behavioral strategies.</li> <li>o Addresses a range of criminogenic needs of clients.</li> <li>o Emphasizes positive reinforcement contingencies for pro-social behavior.</li> <li>o Targets dynamic behaviors that are predictive of future criminal behavior.</li> <li>o Is designed to match key client characteristics and learning styles with relevant counselor characteristics and program features.</li> <li>o Facilitates transition of continuity of care from program to community.</li> </ul> </li> <li>• Employ motivational enhancement techniques to effectively engage clients.</li> <li>• Implement a client fee system to support costs of these services and demonstrate the ability to collect third party payments when available.</li> <li>• Include outpatient and intensive outpatient treatment services for clients, including those with co-occurring disorders.</li> <li>• Include relapse prevention services and aftercare services as part of outpatient services.</li> <li>• Provide social and/or sub-acute detoxification services for adults.</li> <li>• Service population includes probation and post-prison (1145/Local Control and DOC) releases.</li> </ul> <p>Mentoring services: certified alcohol/drug counselors serve as mentors in the community, working on an individual basis with clients transitioning from custody. Mentors help clients make the linkage to treatment, provide support wherever needed, and assist clients in developing their own support system utilizing EBP. Mentor's provide the following services that:</p> <ul style="list-style-type: none"> <li>• Facilitate transition from incarceration to a pro-social member of society.</li> <li>• Provide transition services and introduction to the recovery community.</li> <li>• Create opportunities for clients that will assist moving towards a lifestyle that is conducive to recovery.</li> <li>• Encourage clients to become productive members of the community.</li> <li>• Reduce recidivism.</li> <li>• Increase abstinence from drug/alcohol use.</li> <li>• Result in fewer positive urinalyses.</li> </ul>
Program Category:	Behavioral Health Tx Services - Substance Abuse
Program Objectives:	<ul style="list-style-type: none"> <li>• Enhance community safety.</li> <li>• Reduce criminal activity.</li> <li>• Assist clients with substance abuse related problems, to enter a viable program and maintain a substance free life style.</li> </ul>
Method(s) of Evaluation:	Correctional Program Checklist (CPC)

Monthly Average to be Served: 150

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>
Bridgeway Recovery Services	Outpatient Substance Abuse	\$0

**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	\$304,960
<input type="checkbox"/> CJC Treatment Court Grant	_____
<input type="checkbox"/> County General Fund	_____
<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:	Drug Court
Program Description:	<p>The Drug Court program provides a collaborative approach, utilizing evidence-based practices to reduce substance abuse and recidivism in the community.</p> <p>The Drug Court team is comprised of the Marion County Sheriff's Office (Operations, Institutions, and Community Corrections Divisions), District Attorney's Office, defense attorney, Judge, Treatment Court Coordinator, Bridgeway Recovery Services, the Department of Human Services (Child Welfare and Assistance), Salem Housing Authority, faith based organizations, mental health services, mentors, and private citizens. A staffing team, consisting of the coordinator, parole/probation deputy, treatment counselor, Judge, District Attorney, Defense Attorney along with representatives from Voc Rehab and Oxford Housing meet weekly to discuss participants' needs and responsivity issues, address violations of the program's rules, provide evidence-based incentives, impose sanctions, and screen applicants for eligibility. This program utilizes a systems based approach and EBP by providing substance abuse treatment, intensive supervision, and community based sanctions.</p> <p>The Drug Court program is voluntary. Clients are referred from a variety of sources, but primarily from the District Attorney's Office and the Marion County Sheriff's Office. Participants must have a criminal charge from the Marion County Circuit Court to be eligible for the program, but they may be pre or post adjudication. Eligibility for the program is based on an assessed need for substance abuse treatment per the American Society of Addiction Medicine criteria as well as their level of risk according to the LS/CMI or WRNA. Participants consult with their attorneys and may choose to leave the program at any time.</p> <p>Drug Court provides intensive supervision in the community with weekly court appearances, weekly visits with the parole/probation deputy, and up to four substance abuse treatment sessions per week. This program maintains a close partnership between all of the agencies represented in the program in order to manage these clients in the community. It provides accountability through swift and appropriate sanctions for drug use and violating program rules. Each client has an individual treatment plan, which addresses their needs and responsivity issues as well as public safety, including substance abuse treatment, medication, mental health treatment, 12-step support groups, anger management treatment, or other specialized treatment that may be recommended.</p>
Program Category:	Behavioral Health Tx Services - Substance Abuse
Program Objectives:	<ul style="list-style-type: none"> <li>• Systems integration of services for clients.</li> <li>• Reduce substance abuse and recidivism in the community.</li> <li>• Increase public safety and reduce cost to the public safety system.</li> </ul>
Method(s) of Evaluation:	<ul style="list-style-type: none"> <li>• Correctional Program Checklist (CPC)</li> <li>• Treatment completion data.</li> <li>• Recidivism data.</li> <li>• Structured sanctions data.</li> </ul>

Monthly Average to be Served: 45-50

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 (ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)	What, if any, state dollars are budgeted to the program and how much to each fund? (ie., GIA-\$25,000; M57-\$5000)
Bridgeway Recovery Services	Mental Health, Dual Diagnosis, Substance Abuse Treatment	\$0
Drug Court Program - overall		\$0


Funding Sources

<input checked="" type="checkbox"/> State Grant-In-Aid Fund	\$131,145
<input type="checkbox"/> DOC M57 Supplemental Fund	
<input checked="" type="checkbox"/> CJC Justice Reinvestment Grant	\$20,000
<input type="checkbox"/> CJC Treatment Court Grant	
<input type="checkbox"/> County General Fund	
<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:	High Risk Sex Offender Treatment
Program Description:	<p>The Community Corrections Division contracts with Effective Foundations, an evidenced based treatment provider, to provide a range of treatment services including sex offender treatment, case planning and cognitive intervention to indigent sex offenders diagnosed high in psychopathic traits and/or high risk for future violence or deviant sexual activity. Built on evidence-based treatment models, the services provided to clients referred to Effective Foundations will include treatment in both individual and group formats with a primary goal of reducing criminal activity and increasing community safety. These goals will be accomplished by motivating clients to embrace a pro-social lifestyle and by teaching skills to recognize and replace maladaptive thoughts and behaviors, as well as manage their behavior. Clients will be taught skills such as problem solving and impulse control.</p> <p>In collaboration with Marion County Community Corrections, Effective Foundations will ensure a minimum of 250-300 hours of cognitive based services for the target population which will include relapse prevention and aftercare services. All services will be directed at enhancing client motivation, addressing criminogenic risk factors, and providing skills to help clients manage their behaviors in a pro-social manner.</p>
Program Category:	Behavioral Health Tx Services - Sex Offender Tx
Program Objectives:	<ul style="list-style-type: none"> <li>• Multi-disciplinary team collaboration for community supervision of clients.</li> <li>• Encourage the development of pro-social support networks and community accountability partners.</li> <li>• Utilize cognitive behavioral interventions to address client risk factors, self-management, relapse prevention strategies and impulse control.</li> <li>• Promote victim and community safety.</li> <li>• Diminish clients' anti-social attitudes and beliefs.</li> </ul>
Method(s) of Evaluation:	Correctional Program Checklist (CPC)

Monthly Average to be Served: 10

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 (ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)	What, if any, state dollars are budgeted to the program and how much to each fund? (ie., GIA-\$25,000; M57-\$5000)
Effective Foundations	Sex Offender, Cognitive, Anger Management,	\$24,000

Funding Sources

- ☒ State Grant-In-Aid Fund \$24,000  
☐ DOC M57 Supplemental Fund \_\_\_\_\_  
☐ CJC Justice Reinvestment Grant \_\_\_\_\_  
☐ CJC Treatment Court Grant \_\_\_\_\_  
☐ County General Fund \_\_\_\_\_

<input type="checkbox"/> Supervision Fees	<hr/>
<input type="checkbox"/> Biennial Carryover (GIA, M57, FSAPP)	<hr/>
<input type="checkbox"/> Other Fees (revenue)	<hr/>
<input type="checkbox"/> Other State or Federal Grant	<hr/>
Other: Please Identify	<hr/>
<input type="checkbox"/>	<hr/>
<input type="checkbox"/>	<hr/>
<input type="checkbox"/>	<hr/>

Additional Comments:

Program Name:	Chaperone Education Program
Program Description:	This is a 10 hour education program for family members and community members who express a desire to support a sex offender in their supervision compliance while in the community by reducing clients' prohibited contacts and limiting their relapsing behaviors. The class is collaboratively taught by a team comprised of a Deputy District Attorney, a sex offender treatment provider, a parole/probation deputy and our Community Corrections Division's Victim Services Coordinator.
Program Category:	Other Programs and Services
Program Objectives:	<ul style="list-style-type: none"> <li>Educate potential chaperones in understanding sexual deviance and sexual offense cycles.</li> <li>Promote victim and community safety.</li> <li>Increase clients' natural pro-social support system.</li> <li>Evaluate an individual's suitability for becoming an approved chaperone.</li> </ul>
Method(s) of Evaluation:	N/A

Monthly Average to be Served: 10

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

Funding Sources

- ☒ State Grant-In-Aid Fund \$400  
☐ 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)  
☐ Other State or Federal Grant  
 Other: Please Identify  
☐  
☐

Additional Comments:

Program Name:	Marion County Reentry Initiative (MCRI) - Transitional Services
Program Description:	<p>MCRI is a collaborative endeavor involving the Community Corrections Division of the Marion County Sheriff's Office, education, and non-profit agencies working together to rebuild lives, promote community safety and save taxpayer money by breaking the cycle of criminal activity. Our most active community partners within MCRI include Mid-Willamette Valley Community Action Agency, Chemeketa Community College, Bridgeway Recovery Services and Marion County Health and Human Services. The main components of MCRI are reach-ins, De Muniz Resource Center, Marion County TJC, and SOAR. MCRI targets services towards medium to high risk clients releasing from jail and prison.</p> <p>Reach-Ins:</p> <p>With logistical assistance from DOC, parole/probation deputies within our Transitional Services Unit conduct reach-ins at 180 days prior to an Adult in Custody's (AIC) release. The reach-in process consists of targeted participant interaction to prepare releasing AICs from state prisons for long term and productive life change in the community. This change is achieved by engaging AICs prior to release and providing them with realistic information pertaining to the various facets of reentry into the community. Reach-in participants are educated on EBP related to risk assessments, available services, and other community partners/resources. Appropriate referrals are then made to Marion County Reentry Initiative partners based on assessments and the needs of the participant. The majority of reach-ins are conducted in person at valley institutions including Oregon State Penitentiary, Santiam Correctional Institution, Coffee Creek Correctional Facility, and Oregon State Correctional Institution.</p> <p>Transition from Jail to Community Program (TJC):</p> <p>The Marion County Transition from Jail to Community Program provides targeted transition planning and pre-release services to AICs at the Marion County Transition Center. Participants receive an array of MCRI services to address specific criminogenic needs to ensure a smooth transition from incarceration back to the community. Services include pre-release reach-ins, case planning, motivational and cognitive programming, education, employment services, and referrals for treatment, housing, and transportation in the community post-release. This program includes funding for one parole/probation deputy, one jail counselor, support for the operation of the De Muniz Resource Center, and Transition Center bed costs.</p> <p>De Muniz Resource Center:</p> <p>The De Muniz Resource Center is designed to be a one stop center for individuals seeking a successful transition from incarceration back to the community. Resource center staff are there to help guide individuals through their transition process. Services provided at the resource center include:</p> <ul style="list-style-type: none"> <li>• Employment assistance.</li> <li>• Education/self improvement classes.</li> <li>• Housing search assistance and tenant education classes.</li> <li>• Legal aid clinic.</li> <li>• Referrals to substance abuse recovery resources and on-site support meetings.</li> <li>• Community Health/mental health resource information.</li> <li>• Basic needs referrals (food, clothing, transportation, etc.).</li> <li>• OHP enrollment assistance</li> </ul>

	<p><b>Student Opportunity for Achieving Results (SOAR):</b></p> <p>SOAR is a 12 week program that encompasses elements of stability, structure, and enhanced supervision. SOAR provides cognitive programming, substance abuse treatment, transition/case planning, employment assistance, subsidy housing as needed, as well as referrals to social and educational services based on the unique needs and circumstances of the individual. Clients accepted into this program are considered students of Chemeketa Community College. This program was created in partnership with the Community Corrections Division of the Marion County Sheriff's Office, Chemeketa Community College, and Marion County Health and Human Services. SOAR as a whole is dedicated to encourage, assist, and inspire individuals towards optimum, self-management and well-being.</p> <p><b>Release Orientation:</b></p> <p>Release Orientation was designed for the family and friends of AICs releasing to Marion County from DOC. The purpose of this one-time session is to ease the fear and anxiety related to the reentry process for both those releasing from prison and their families. The transition parole/probation deputies share information on healthy ways to support and encourage a loved one in their successful transition back into our community and establish a positive partnership with our client's natural community support through education, knowledge, and communication. The parole/probation deputies also discuss the conditions of supervision, what the transition looks like from prison to the community for their loved one, and answer any questions the participants might have.</p> <p><b>Alternative to Incarceration Program (AIP) Supervision:</b></p> <p>Once a client has completed the Oregon Department of Corrections AIP program, they are released to transitional leave. Before being released to transitional leave, a parole/probation deputy from our Transitional Services Unit conducts a telephonic reach-in. The purpose of the telephonic reach-in is to begin to develop rapport, provide pertinent information in regard to their transition, and start the process of gathering information concerning the client's risk and needs.</p> <p>After release, clients are supervised in the appropriate general or specialty unit for the duration of their transitional leave. While on transitional leave, an LS/CMI or WRNA risk/need assessment is completed which is accompanied by an individualized case plan. Appropriate service referrals are then made to minimize the clients' risk and needs.</p>
Program Category:	Transition Services
Program Objectives:	<ul style="list-style-type: none"> <li>• To educate releasing clients and their families on community supervision and the resources available to them.</li> <li>• To provide clients being released into our community a positive reintegration through targeting meaningful interventions.</li> <li>• To foster positive working relationships with clients and minimize their misconceptions and/or anxieties of community supervision prior to release.</li> <li>• Reduce recidivism rates by providing services proven by research to assist in mitigating a releasing clients' criminogenic needs.</li> </ul>
Method(s) of Evaluation:	<ul style="list-style-type: none"> <li>• Statewide Outcome Measures.</li> <li>• Successful completion rates of MCRI programs.</li> <li>• Reporting rates of releasing clients for their initial appointment with our office.</li> </ul>

Monthly Average to be Served: 260-280    Type of Offender(s) Served:    Crime Category:    Gender:    Risk Level:

<input 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 type="checkbox"/> Misdemeanor	<input checked="" type="checkbox"/> Female	<input checked="" type="checkbox"/> Medium
<input checked="" type="checkbox"/> Local Control			<input type="checkbox"/> Low

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

Provider Name	Treatment Type (ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)	What, if any, state dollars are budgeted to the program and how much to each fund? (ie., GIA-\$25,000; M57-\$5000)
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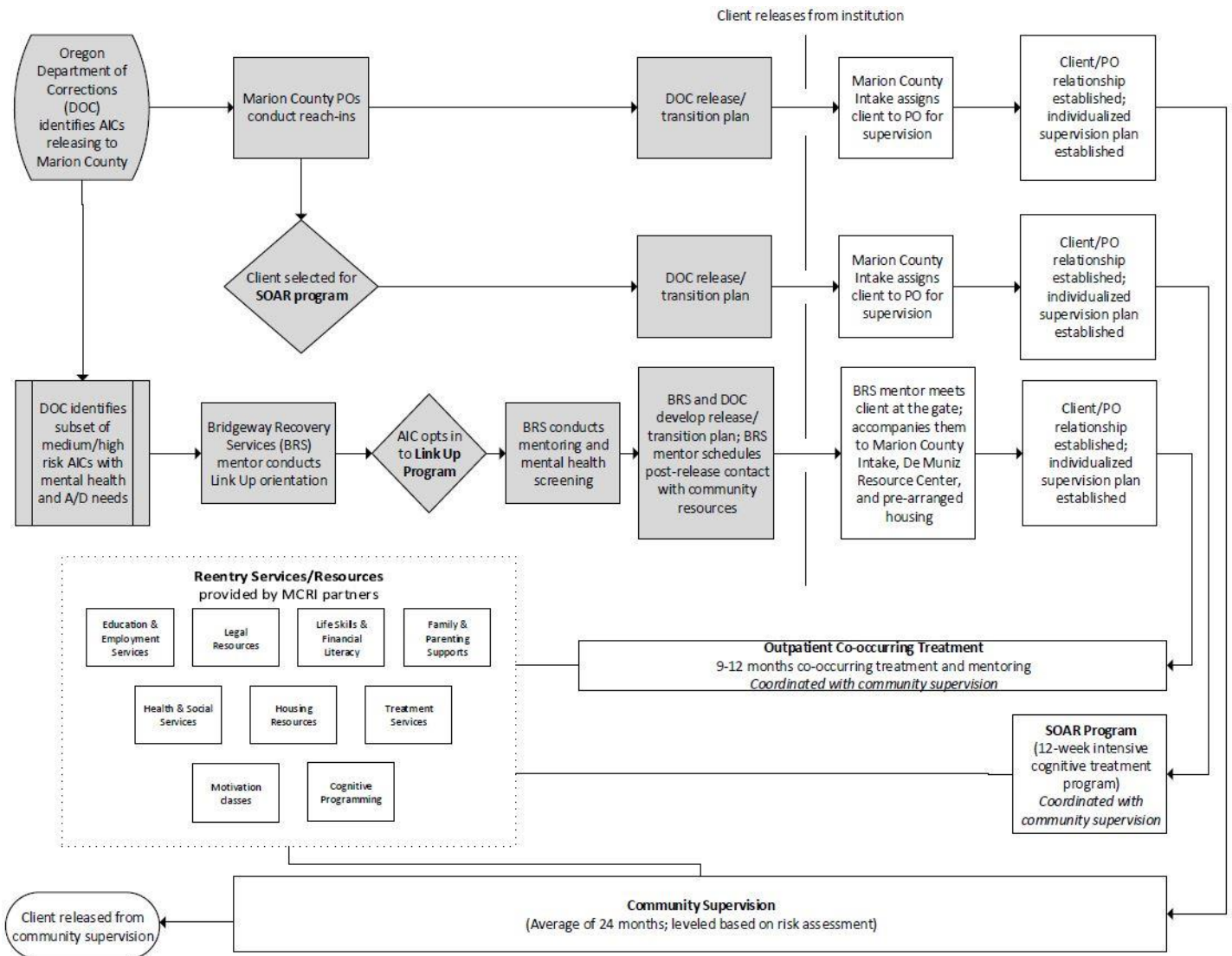
Bridgeway Recovery Services (AIP)	Outpatient Substance Abuse	\$0
Student Opportunity for Achieving Results (SOAR)	Outpatient Substance Abuse	\$477,814

Funding Sources

<input checked="" type="checkbox"/> State Grant-In-Aid Fund	\$313,074
<input checked="" type="checkbox"/> DOC M57 Supplemental Fund	\$1,138,017
<input checked="" type="checkbox"/> CJC Justice Reinvestment Grant	\$1,705,287
<input type="checkbox"/> CJC Treatment Court Grant	
<input type="checkbox"/> County General Fund	
<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:

# MCRI Prison Reentry Flow Chart



Program Name:	Subsidized Transitional Housing
Program Description:	<p>All clients releasing to Marion County without a proposed residence are identified prior to their release. Each case is screened to determine if they pose a substantial risk to public safety. They are also screened to determine if it is appropriate to subsidize their housing in order to enhance the possibility of supervision compliance, and to minimize the possibility that they will recidivate.</p> <p>Other non-transitional clients who have a significant housing need and have demonstrated motivation and compliance may be subsidized, thereby providing an increased probability that the allocation of resources will produce a positive outcome.</p>
Program Category:	Transition Services
Program Objectives:	<ul style="list-style-type: none"> <li>• Placement of transitional clients in stable and appropriate housing.</li> <li>• Increase supervision compliance.</li> <li>• Increase ability to locate clients.</li> <li>• Increase public safety.</li> <li>• Increase program compliance.</li> <li>• Reduce recidivism.</li> </ul>
Method(s) of Evaluation:	Data analysis

Monthly Average to be Served: 30-60

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

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	\$233,388
<input type="checkbox"/> CJC Treatment Court Grant	_____
<input type="checkbox"/> County General Fund	_____
<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	_____

☐☐☐

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Additional Comments:

Program Name:	Mental Health Services
Program Description:	<p>Mental health services are provided by one Mental Health and Evaluation Specialist (Master of Social Work &amp; Qualified Mental Health Professional). Services are provided to clients transitioning from incarceration to the community and/or are currently serving probation, parole or post-prison supervision sentences. Current services include case management/supervision strategy consultations, psychiatric evaluations, assessments, diagnoses, treatment referrals, transition planning, service brokerage, and prescription and medication assistance.</p> <p>For clients that have demonstrated psychopathic traits and/or tendencies, the specialist is able to screen for the presence of psychopathy via the Psychopathy pre-screen (PSCAN) assessment. For those high-scoring clients, the specialist will utilize the Hare Psychopathy Checklist (PCL-R) to ascertain level of dangerousness and likelihood to recidivate.</p> <p>The specialist assists as a consultant, trainer and liaison between this division and several partnering community agencies to include Marion County Mental Health, DOC, Marion County Jail, Psychiatric Crisis Center and area treatment providers.</p>
Program Category:	Behavioral Health Tx Services - Mental Health
Program Objectives:	<ul style="list-style-type: none"> <li>•Interview and assess adult clients utilizing the LS/CMJ/WRNA, PSCAN, and PCL-R to ascertain level of dangerousness and likelihood to recidivate.</li> <li>•Provide mental health evaluations, determine treatment needs and develop individualized client treatment plans.</li> <li>•Provide prescription and medication assistance to serious and persistent mentally ill clients.</li> <li>•Assist in overcoming barriers to accessing community mental health services.</li> <li>•Provide consultation and case management strategies to parole/probation deputies which facilitate positive client change and reduce the likelihood of recidivism.</li> </ul>
Method(s) of Evaluation:	N/A

Monthly Average to be Served: 30

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

Funding Sources

- ☒ State Grant-In-Aid Fund \$269,164  
☐ DOC M57 Supplemental Fund  
☐ CJC Justice Reinvestment Grant  
☐ CJC Treatment Court Grant

<input type="checkbox"/> County General Fund	<hr/>
<input type="checkbox"/> Supervision Fees	<hr/>
<input type="checkbox"/> Biennial Carryover (GIA, M57, FSAPP)	<hr/>
<input type="checkbox"/> Other Fees (revenue)	<hr/>
<input type="checkbox"/> Other State or Federal Grant	<hr/>
Other: Please Identify	
<input type="checkbox"/>	<hr/>
<input type="checkbox"/>	<hr/>
<input type="checkbox"/>	<hr/>

Additional Comments:

Program Name:	Mental Health Court
Program Description:	<p>Program provides a collaborative multi-system approach, utilizing evidence-based practices and mental health services to address those clients on supervision who suffer from mental illness.</p> <p>The Mental Health Court team is comprised of the Marion County Sheriff's Office (Community Corrections Division and Operations Division), the District Attorney's Office, defense attorney, Judge, Treatment Court Coordinator, Marion County Health and Human Services, Bridgeway Recovery Services, and Vocational Rehabilitation. This program currently provides services for approximately 25-30 clients. The Mental Health Court team meets weekly to discuss participant needs and responsivity issues, address violations of the program rules, apply evidence-based incentives, impose sanctions, and screen potential participants for eligibility. The team screens potential participants who have a serious and persistent mental illness (SPMI). Clients are eligible after receiving a state filed criminal charge out of the Marion County Circuit Court and are screened based on offenses committed by clients where mental illness is one of the major factors as to why the offense occurred. The team collaboratively decides on interventions and sanctions based on each client's behavior.</p> <p>Mental Health Court is a voluntary program and clients are referred through various agencies (i.e., District Attorney's Office, Defense Attorneys). Clients have consultations with their attorneys and can choose not to participate in the program at any time. When this occurs, clients are returned to the normal criminal court adjudication process.</p> <p>This program provides intensive supervision through court appearances 3 times a month, weekly contacts with the parole/probation deputy, and dual diagnosis meetings. Clients meet with their mental health providers based off of the needs that are developed in their treatment plans. These needs dictate the frequency of their contacts with their treatment providers. Some are also involved with substance abuse counselors as well. Each client has an individual treatment plan which addresses his or her personal needs as well as community safety. Each treatment plan outlines mental health treatment needs, medication, substance abuse treatment, anger management treatment, self-help groups, and other specialized treatment as recommended.</p>
Program Category:	Behavioral Health Tx Services - Mental Health
Program Objectives:	<ul style="list-style-type: none"> <li>• Community safety.</li> <li>• Mental health stabilization and education.</li> <li>• Integration of services for clients.</li> <li>• Reduce criminalization of clients suffering from mental illness.</li> <li>• Increase public safety and reduce cost to the public safety system.</li> </ul>
Method(s) of Evaluation:	<ul style="list-style-type: none"> <li>• Correctional Program Checklist (CPC)</li> <li>• Treatment completion data.</li> <li>• Recidivism data.</li> <li>• Structured Sanction data.</li> </ul>

Monthly Average to be Served: 25-30

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 (ie., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)	What, if any, state dollars are budgeted to the program and how much to each fund? (ie., GIA-\$25,000; M57-\$5000)
Marion County Health and Human Services	Mental Health Services/Outpatient Substance Abuse Treatment	

Bridgeway Recovery Services	Mental Health, Dual Diagnosis	\$0

Funding Sources

<input checked="" type="checkbox"/> State Grant-In-Aid Fund	\$243,914	<hr/>
<input type="checkbox"/> DOC M57 Supplemental Fund		<hr/>
<input type="checkbox"/> CJC Justice Reinvestment Grant		<hr/>
<input type="checkbox"/> CJC Treatment Court Grant		<hr/>
<input type="checkbox"/> County General Fund		<hr/>
<input type="checkbox"/> Supervision Fees		<hr/>
<input type="checkbox"/> Biennial Carryover (GIA, M57, FSAPP)		<hr/>
<input type="checkbox"/> Other Fees (revenue)		<hr/>
<input type="checkbox"/> Other State or Federal Grant		<hr/>
Other: Please Identify		
<input type="checkbox"/>		<hr/>
<input type="checkbox"/>		<hr/>
<input type="checkbox"/>		<hr/>

Additional Comments:

Program Name:	Veterans Treatment Court
Program Description:	<p>Program provides a collaborative multi-system approach, utilizing evidence-based practices to address veterans on supervision who suffer from mental illness and/or substance abuse issues.</p> <p>The Marion County Veterans Treatment Court team is comprised of the Marion County Sheriff's Office (Community Corrections Division and Operations Division), the District Attorney's Office, defense attorney, Judge, Veterans Court Coordinator, Veterans Administration Veteran Justice Outreach Officer, Accredited Veteran Service Officer, Salem Vet Center Counselor, Veteran Mentor Coordinator and Veteran Jail Liaison. This program currently provides services for approximately 30 veteran participants. The Veterans Treatment Court team meets three times each month to discuss participant needs and responsivity issues, address violations of the program rules, apply evidence based incentives, impose sanctions, and screen potential participants for eligibility. The team collaboratively decides on interventions and sanctions based on each client's behavior.</p> <p>Veterans Treatment Court is a voluntary program and clients are referred through various agencies (i.e., District Attorney's Office, Defense Attorneys, parole/probation deputies, etc.). Clients are eligible after receiving a state filed criminal charge out of the Marion County Circuit Court and are currently serving or have been discharged from any branch of the United States Armed Services. Clients have consultation with their attorneys and can choose not to participate in the program at any time. When this occurs, clients are returned to the normal criminal court adjudication process.</p> <p>This program provides intensive supervision through court appearances, weekly visits with the parole/probation deputy, and programs for substance abuse and mental health concerns. Each client has an individual treatment plan which addresses their personal needs as well as community safety. Each treatment plan outlines mental health treatment needs, medication, substance abuse treatment, anger management treatment, self-help groups, and other specialized treatment as recommended.</p>
Program Category:	Other Programs and Services
Program Objectives:	<ul style="list-style-type: none"> <li>• Community safety.</li> <li>• Integration of services for clients.</li> <li>• Reduce criminalization of Veteran clients suffering from mental illness and/or substance abuse.</li> <li>• Increase public safety and reduce cost to the public safety system.</li> </ul>
Method(s) of Evaluation:	<ul style="list-style-type: none"> <li>• Treatment completion data.</li> <li>• Recidivism data.</li> <li>• Structured Sanction data.</li> </ul>

Monthly Average to be Served: 30

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 (i.e., Anger Management, Cognitive, DV, Dual Diagnosis, Sex Offender, Inpatient Substance Abuse, or Outpatient Substance Abuse)	What, if any, state dollars are budgeted to the program and how much to each fund? (i.e., GIA-\$25,000; M57-\$5000)
Veterans Administration	Mental Health Services, Inpatient Substance Abuse, Outpatient Substance Abuse, Medication administration,	\$0
VET Center	Mental Health Services	\$0
Bridgeway Recovery Services	Outpatient Substance Abuse	\$0

Bridges 2 Safety	Batterers Intervention	\$0
Northwest Intervention Enterprises	Batterers Intervention	\$0
Solutions D.V.I.P.	Batterers Intervention	\$0

Funding Sources

<input checked="" type="checkbox"/> State Grant-In-Aid Fund	\$131,145
<input type="checkbox"/> DOC M57 Supplemental Fund	
<input type="checkbox"/> CJC Justice Reinvestment Grant	
<input type="checkbox"/> CJC Treatment Court Grant	
<input type="checkbox"/> County General Fund	
<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:	Electronic Monitoring Program
Program Description:	<p>The Electronic Monitoring Program, managed by a community corrections case aide, provides electronic supervision of clients through the use of global positioning system ankle bracelets or a smart phone based application. These allow staff to track clients general location and compliance with the conditions of supervision and pretrial monitoring. This program serves both individuals awaiting trial, as well as convicted clients who are completing a term of parole, post-prison supervision, or probation and has applicability across a spectrum of local corrections agencies.</p> <p>The Electronic Monitoring Program contracts with Satellite Tracking of People for Global Positioning System (GPS) equipment and monitoring management software. Satellite Tracking of People provides passive and active GPS tracking of clients in the community. In addition, the Community Corrections Division contracts with Telmate Guardian for a client monitoring software product that is installed on a client's smart phone. The Telmate Guardian application captures location information as well as biometrics, such as facial photos and voice samples. This allows for verifying the client's location as well as custom recorded check-in requirements.</p> <p>The Electronic Monitoring Program is used by community corrections deputies as an alternative to a jail custody sanction and/or as a tool to augment traditional supervision by increasing surveillance for higher risk clients. The local courts use electronic monitoring as an alternative to jail for select defendants pending trial as well as a sentence for convicted clients. The Marion County Jail and Transition Center use this program as a reduced level of custody for adults in custody who are deemed inappropriate for traditional incarceration. Finally, the Electronic Monitoring Program is used for certain high risk Transition Center adults in custody who are allowed to maintain outside employment while they complete their term of incarceration.</p>
Program Category:	Community-Based Custodial Alternatives
Program Objectives:	<ul style="list-style-type: none"> <li>• Independent verification of compliance.</li> <li>• Intensive surveillance for select high risk clients.</li> <li>• Cost-effective and risk-appropriate alternatives to incarceration.</li> </ul>
Method(s) of Evaluation:	N/A

Monthly Average to be Served: 40

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

#### Funding Sources

- ☒ State Grant-In-Aid Fund \$222,116  
☐ DOC M57 Supplemental Fund                       
☐ CJC Justice Reinvestment Grant

<input type="checkbox"/> CJC Treatment Court Grant	_____
<input type="checkbox"/> County General Fund	_____
<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:	Motivation and Cognitive Programming
Program Description:	<p>The purpose of this multifaceted program is to assist clients through the stages of change (motivation) while building cognitive skills and addressing related behaviors to prepare the client for a pro-social lifestyle. This in-house programming begins during our intake process. At intake, each client assessed at high or medium risk takes the URICA. The URICA determines each individual's stage of change, or willingness to address problem areas, such as drug and alcohol abuse, in their life. The URICA determines whether someone is ready or not for treatment. Based on the URICA scoring, those clients determined not ready for any treatment referrals are referred to our Motivation Group. Currently approximately 69% of our high and medium risk population are not ready to enter into mandated treatment programming.</p> <p>The Motivation group is a 8 hour comprehensive course. This curriculum based, motivational group model is applicable to all clients, regardless of ultimate treatment specific needs. The group process and approach elicit and effect positive change in clients who are struggling with pro-social life choices; related thinking and behaviors. At the end of the course, clients are reassessed using the URICA to determine if the stage of change has moved to a ready for treatment status. If so, the client is referred to the applicable treatment program. If determined not ready the client is referred to our Cognitive Behavioral Intervention Program.</p> <p>Both the Cognitive I and Cognitive II programs are based on research demonstrating that antisocial thoughts and cognitive skill deficits are causally related to criminal behavior. This program targets antisocial thoughts, related behaviors, and skill deficits by using an approach including modeling, rehearsing, graduated practice, and rewarding.</p> <p>The Cognitive I program is a 20 hour program designed to focus on the following:</p> <ul style="list-style-type: none"> <li>• Identify situations, thoughts and feeling that are high-risk for criminal behavior.</li> <li>• Replace cognitive distortions with rational thoughts.</li> <li>• Problem solving, coping, and social skills.</li> <li>• Plan alternative pro-social responses to replace antisocial responses to situations.</li> <li>• Evaluate their behavior and reinforce their responsible behaviors.</li> </ul> <p>As with the Motivation group, a URICA is administered at the end of the program to determine whether someone is ready for treatment. If the client is still not ready for treatment, they are referred to the Cognitive II Program.</p> <p>The Cognitive II program is a 20 hour program designed to focus on the following:</p> <ul style="list-style-type: none"> <li>• Recognize high-risk thoughts and actions that can lead to criminal behavior.</li> <li>• Evaluate styles of communication.</li> <li>• Learn and practice the six steps of problem solving.</li> <li>• Consider anchors that provide motivation for responsible behavior.</li> <li>• Recognize high-risk thoughts and alternative ways of thinking.</li> <li>• Learn to cope with high-risk thoughts.</li> </ul> <p>This is a group process that is highly interactive and engages participants in exercises that help them examine their thoughts, behavior, and core values.</p>
Program Category:	Behavioral Health Tx Services - CBT
Program Objectives:	The primary objective is to utilize this program(s) to break down resistance to change, increase pro-social thoughts and behaviors, and obtain readiness to complete any required treatment programming.
Method(s) of Evaluation:	Correctional Program Checklist (CPC), with related technical assistance follow-up.

Monthly Average to be Served: 15-20

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

**Funding Sources**

<input checked="" type="checkbox"/> State Grant-In-Aid Fund	<u>\$1,000</u>
<input type="checkbox"/> DOC M57 Supplemental Fund	<u>                    </u>
<input type="checkbox"/> CJC Justice Reinvestment Grant	<u>                    </u>
<input type="checkbox"/> CJC Treatment Court Grant	<u>                    </u>
<input type="checkbox"/> County General Fund	<u>                    </u>
<input type="checkbox"/> Supervision Fees	<u>                    </u>
<input type="checkbox"/> Biennial Carryover (GIA, M57, FSAPP)	<u>                    </u>
<input type="checkbox"/> Other Fees (revenue)	<u>                    </u>
<input type="checkbox"/> Other State or Federal Grant	<u>                    </u>
Other: Please Identify	
<input type="checkbox"/>	<u>                    </u>
<input type="checkbox"/>	<u>                    </u>
<input type="checkbox"/>	<u>                    </u>

Additional Comments:

Program Name:	Employment Services
Program Description:	<p>The purpose of the Employment Services is to work in coordination with DOC to develop and foster professional relationships with employers, staffing agencies and partners within MCRI. Employment Services works collaboratively with other programs, staff members and community partners. Their goal is to improve programs and curricula, expand services, assist in the successful operation of the program and ensure gainful long term employment for the clients we supervise.</p> <p>The team has an on-campus resource center that provides employment workshops and other life skills programming. All services are designed to assist clients in obtaining gainful employment and becoming contributing members of society. The team assists by empowering clients with the proper tools and resources to overcome barriers to gainful employment and retention. Through collaboration and education with the community and local employers, our goal is to increase the awareness and highlight the return on investment and the benefits of hiring our clients.</p>
Program Category:	Other Programs and Services
Program Objectives:	<ul style="list-style-type: none"> <li>• Identify and coordinate employment and other opportunities for our client population by developing and maintaining partnerships with local employers. As partners, we will provide education and support in hiring and maintaining clients as productive employees.</li> <li>• Collaborate with and educate the business community for work experience and long term employment opportunities.</li> <li>• Provide one on one support though job coaching and employment readiness.</li> <li>• Provide retention services to ensure client success and employer satisfaction.</li> <li>• Continue to develop new job readiness education and assessment programs in collaboration with MCRI and DOC.</li> </ul>
Method(s) of Evaluation:	Employment services will be evaluated by tracking and evaluating data regarding employment, employment retention and recidivism outcomes.

Monthly Average to be Served: 30-40

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

Funding Sources

- ☒ State Grant-In-Aid Fund \$437,644  
☐ DOC M57 Supplemental Fund  
☐ CJC Justice Reinvestment Grant  
☐ CJC Treatment Court Grant  
☐ County General Fund

<input type="checkbox"/> Supervision Fees	<hr/>
<input type="checkbox"/> Biennial Carryover (GIA, M57, FSAPP)	<hr/>
<input type="checkbox"/> Other Fees (revenue)	<hr/>
<input type="checkbox"/> Other State or Federal Grant	<hr/>
Other: Please Identify	<hr/>
<input type="checkbox"/>	<hr/>
<input type="checkbox"/>	<hr/>
<input type="checkbox"/>	<hr/>

Additional Comments:

Program Name:	Marion County Transition Center
Program Description:	<p>The Transition Center facility is used as a means to hold adults in custody (AICs) accountable and ensure the safety of the public while preparing them for reentry into the community. The mission of the Transition Center is to provide just and humane care for AICs incarcerated at the center by providing a positive rehabilitative environment.</p> <p>The Transition Center has a current capacity of 144 AICs. This is a minimum security facility providing a structured environment where AICs can begin the transition process back to the community. If AICs are not currently on a supervised work crew they are expected to participate in programming, which may include outside employment if verified. All AICs who are assigned to a work crew or work detail are also required to participate in transitional planning for assistance with resources, identification, and referrals if appropriate. Additional cognitive programming classes are available through The Pathfinder Network.</p> <p>The Transition Center has expanded its capacity to provide more work release options for AICs who have community jobs. This is a significant step in making our Transition Center more of a transition program rather than a sanction-only facility. The Transition Center also provides emergency temporary boarder beds for supervised clients who are having difficulty finding a place to live in the community.</p> <p>The Transition Center is the central location for our Marion County Reentry services including; the Marion County Transition from Jail to the Community (TJC) Program, the De Muniz Resource Center, and the Pretrial Release Program.</p> <p><b>Core Correctional Practices</b></p> <p>The Transition Center has adopted Core Correctional Practices (CCP). The principles of effective intervention emphasized in CCP remind staff to communicate with AICs using the skills and techniques shown to have the greatest impact on reducing future criminal activity.</p> <p><b>Direct Sanctions</b></p> <p>The Transition Center also accepts direct sanctions from community corrections deputies, which allows clients to be held accountable without returning them to jail. This prevents the disruption of positive activities such as employment and treatment programming, while still maintaining accountability for violations.</p> <p><b>Pretrial Release Program</b></p> <p>The goal of the Pretrial Release Program is to promote future court appearances, enhance public safety, and provide the Court with practical, risk-based monitoring and support options for defendants that require oversight while pending adjudication. The program model is based of the National Association of Pretrial Services Agencies (NAPSA) evidence-based standards on pretrial release. Key elements of pretrial monitoring include: utilizing risk assessments to make informed decisions; using the least restrictive interventions needed to promote pretrial success; notification of upcoming court appearances; informing the Court of new arrests or defendant conduct that may justify modification of conditions; and monitoring defendants' compliance with court-ordered conditions. Pretrial monitoring is individualized and tailored to a defendant's assessed risk levels and risk factors. It is specifically designed to promote court appearances and enhancing public safety.</p> <p>Before being placed in the Pretrial Release Program, defendants are evaluated to determine if they are appropriate for release. Following the release investigation, program staff make a recommendation to the Court as to whether a defendant is appropriate for release to the community based on several variables; including public safety risk, flight risk, and the presence of any protective factors (e.g., stable housing, employment, community ties, awareness of substance abuse issues, etc.). If a defendant is determined to be eligible for the Pretrial Release Program, staff also make a recommendation as to the level of pretrial monitoring the defendant should be held to. Defendants are monitored through a combination of phone contacts, office appointments, and electronic monitoring. Defendants are monitored from the time of release until the criminal case is resolved. While in the Pretrial Release Program, staff encourage clients to seek needed community resources such as substance abuse treatment, stable housing, and signing up for insurance (Oregon</p>

	<p>Health Plan, etc.).</p> <p>The Pretrial Release Program is staffed with three Case Aides that provide evidence-based monitoring, supervision, and support of pretrial defendants. The current caseload size averages 350 with room for continued expansion.</p> <p>From program inception in March 2019 until May 31, 2021, the Pretrial Release Program received 1,668 referrals. Of those referrals:</p> <ul style="list-style-type: none"> <li>• 57 were referred back to Court (3%)</li> <li>• 94 were force released from custody prior to pretrial evaluation (6%)</li> <li>• 47 posted bail prior to pretrial evaluation (3%)</li> <li>• 1,470 were released to pretrial monitoring (88%)</li> </ul>
Program Category:	Custodial/Sanction Beds
Program Objectives:	<ul style="list-style-type: none"> <li>• Ensure budget expenditures do not exceed approved yearly appropriation.</li> <li>• Ensure facility safety and sanitation.</li> <li>• Ensure AICs are actively participating on work crews and assignments.</li> <li>• Direct AICs to attend cognitive programs offered in the facility or as directed by their community corrections deputy.</li> <li>• Provide services to the community through the work of AIC labor on work crews.</li> <li>• Communicate any problems or concerns with the AIC to the assigned community corrections deputy.</li> <li>• Facilitate Marion County TJC programming.</li> <li>• Promote future Court appearances.</li> <li>• Enhance public safety.</li> <li>• Provide the Court with practical, risk-based monitoring, supervision, and support options for defendants that require oversight while on pretrial release.</li> <li>• Provide pretrial monitoring which is individualized and tailored to a defendant's assessed risk levels and risk factors.</li> <li>• Using the least restrictive interventions needed to promote pretrial success</li> </ul>
Method(s) of Evaluation:	<ul style="list-style-type: none"> <li>• Monthly and annual review of expenditures.</li> <li>• Daily inspection by staff with weekly review by Transition Center Supervisor.</li> <li>• Quarterly inspection by Safety Committee.</li> <li>• Weekly review and monitoring by Transition Center Supervisor.</li> <li>• Utilizing risk assessment to make informed decisions.</li> <li>• Release investigation is based on several variables, including public safety risk, flight risk, and the presence of any protective factors.</li> <li>• Program staff make a determination as to the level of pretrial monitoring the defendant should be held to.</li> </ul>

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


Funding Sources

<input checked="" type="checkbox"/> State Grant-In-Aid Fund	\$1,950,532
<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	\$4,011,838
<input type="checkbox"/> Supervision Fees	
<input type="checkbox"/> Biennial Carryover (GIA, M57, FSAPP)	
<input checked="" type="checkbox"/> Other Fees (revenue)	\$702,000
<input type="checkbox"/> Other State or Federal Grant	
Other: Please Identify	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

Additional Comments:

Program Name:	Jail Division
Program Description:	<p>The purpose of the facility is to provide a means to hold clients accountable and ensure the safety of the public.</p> <p>The Marion County Jail provides a maximum security, direct supervision facility in a manner consistent with the vision and operation principles of the Marion County Sheriff's Office and as provided by ORS 169.076 and the Oregon Jail Standards. The jail has a budgeted population capacity of 415 Adults In Custody (AIC). Administration of the facility includes responsibility for the budget, personnel, business services, support services, AIC housing and intake/release. The intake and release process includes medical screening/assessment, searches, property inventory and bail acceptance, etc. AIC housing includes security and capacity management, fire safety, sanitation (including janitorial and laundry) food and medical services as well as AIC programming. In addition to managing jail operations, the jail administration supports other county and state criminal justice agencies.</p>
Program Category:	Custodial/Sanction Beds
Program Objectives:	<ul style="list-style-type: none"> <li>• Ensure budget expenditures do not exceed approved yearly appropriation.</li> <li>• Account for 100% of all inmate funds.</li> <li>• Ensure facility safety and sanitation.</li> <li>• Prevent the admission of medically unstable inmates.</li> <li>• Provide mandated medical and dental services (ORS 169.076) to 100% of cases requiring medical intervention.</li> <li>• Prepare and maintain medical records, which comply with statute on 100% of cases referred to the medical unit.</li> <li>• Provide a range of religious, education, support groups, as well as recreation services for AIC's.</li> </ul>
Method(s) of Evaluation:	<ul style="list-style-type: none"> <li>• Monthly and annual review of expenditures.</li> <li>• Contract with vendors to provide auditable services and record keeping of AIC funds.</li> <li>• Conduct: <ul style="list-style-type: none"> <li>o Minimum of one fire drill per quarter which includes staff and AIC participation.</li> <li>o Daily unit inspection by staff.</li> <li>o Quarterly unit inspection by Jail Commander.</li> <li>o Annual inspection by the Board of Commissioners.</li> <li>o Semiannual inspection by the county health officer.</li> </ul> </li> <li>• Screening of all in-coming arrestees by deputies with referrals to medical staff for additional screening as necessary.</li> <li>• Ongoing review of practices and policies.</li> <li>• Biennial self and formal audits for compliance with Oregon Jail Standards.</li> <li>• Annual review of programs offered.</li> </ul>

Monthly Average to be Served: 500

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


Funding Sources

<input checked="" type="checkbox"/> State Grant-In-Aid Fund	\$7,130,160
<input type="checkbox"/> DOC M57 Supplemental Fund	
<input checked="" type="checkbox"/> CJC Justice Reinvestment Grant	\$421,175
<input type="checkbox"/> CJC Treatment Court Grant	
<input checked="" type="checkbox"/> County General Fund	\$38,674,794
<input type="checkbox"/> Supervision Fees	
<input type="checkbox"/> Biennial Carryover (GIA, M57, FSAPP)	
<input checked="" type="checkbox"/> Other Fees (revenue)	\$756,712
<input type="checkbox"/> Other State or Federal Grant	
Other: Please Identify	
<input checked="" type="checkbox"/>	\$4,158,879
<input type="checkbox"/>	
<input type="checkbox"/>	

Additional Comments:

Program Name:	Enforcement Division
Program Description:	The primary mission of the Enforcement Division of the Sheriff's Office is to work collaboratively with the citizens of Marion County, provide consistent follow through on cases and calls involving the public, and help in efforts to enhance our community livability.
Program Category:	Other Programs and Services
Program Objectives:	<p>Calls for Service: Respond to and investigate calls from the public in a timely and professional manner.</p> <p>Criminal Arrests: Investigate criminal matters and, when appropriate, take suspects into custody.</p> <p>Motor Vehicle Accident Investigations: Respond to and investigate motor vehicle collisions that occur on public roadways.</p> <p>Volunteer Organizations: Provide opportunities for citizens to serve as trained members of Search and Rescue, Reserve and Cadet programs, Marine Patrol, and Mounted Posse.</p> <p>Community Policing: Forming partnerships with the citizens of Marion County to enhance public safety such as Neighborhood Watch, Neighborhood Associations, Voice, partnership with the media, Citizen's Academy, National Night Out, Law Enforcement for Youth, Shop with a Cop, and Special Olympics.</p> <p>Traffic Safety Team: Through Education, Enforcement and Engineering the Traffic Safety Team works to reduce fatal crashes and improve roadway safety.</p> <p>Marine Patrol: Patrol and enforce laws on public waterways located in Marion County.</p> <p>Forest Patrol: Patrol and enforce laws on state and federal forest lands. Primary law enforcement includes illegal drug manufacturing and growth, theft of forest products from timber to bear grass, and crimes regarding fish and game.</p> <p>Criminal Investigations Unit: Investigate person and property crimes that require specialized dedicated skills, thereby enhancing the ability to arrest suspects in these cases.</p> <p>Directed Patrol Units: Primary focus is to address livability issues within the unincorporated areas of Marion County. Livability issues include but are not limited to assisting our homeless population, property and drug crimes, accessibility to programs and services, etc.</p> <p>Computer Forensics Unit: Specializes in child pornography cases, advanced analysis of electronic devices, direct support of the Criminal Investigations Unit.</p> <p>Youth Services Detective: Address child abuse, neglect and sexual exploitation cases involving our youth. Investigate school related incidents as needed and participate in youth threat assessment.</p>
Method(s) of Evaluation:	N/A

Monthly Average to be Served: N/A

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

#### Funding Sources

<input checked="" type="checkbox"/> State Grant-In-Aid Fund	\$54,582
<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	\$22,859,280
<input type="checkbox"/> Supervision Fees	
<input type="checkbox"/> Biennial Carryover (GIA, M57, FSAPP)	
<input checked="" type="checkbox"/> Other Fees (revenue)	\$4,902,490
<input checked="" type="checkbox"/> Other State or Federal Grant	\$634,342
Other: Please Identify	
<input checked="" type="checkbox"/> Interest Earnings, Net Working Capital	\$9,590,068
<input type="checkbox"/>	
<input type="checkbox"/>	

Additional Comments:

Program Name:	Operations Division
Program Description:	The Operations Division of the Sheriff's Office is responsible for providing administrative support to the Enforcement Division, Institutions Division and our Community Corrections Division. The Operations Division provides mandated functions of the Sheriff's Office such as: civil process, judicial security, alarm permits, and concealed handgun licensing. It also provides all necessary support staff to run a 24/7, public safety operation.
Program Category:	Administration
Program Objectives:	<p>Community Resource Unit: creates community partnerships through education; and maintains a collaborative effort between the Sheriff's Office, citizens, businesses, non-profits, and civic groups whose core mission is the prevention of crime and community safety.</p> <p>Judicial Security Unit: provide security for 14 Circuit Court Judges, four Referees, one Family Court Judge, and one Justice Court Judge.</p> <p>Civil Process Unit: responds to all legal processes directed to the Sheriff, including, but not limited to: Writs of Execution (Real and Personal Property Sales), Forcible Entry Detainers/Evictions, notice, provisional and enforcement processes, and various other court orders/documents.</p> <p>Criminal Records Unit: processes all police reports generated by the Marion County Sheriff's Office.</p> <p>Concealed Handgun Licenses: process applications for concealed handguns in accordance with laws and regulations.</p> <p>Alarm Permits: in addition to reducing the number of false alarms, the permit system contributes to a more effective response to an alarm.</p> <p>Public Information Officer: reports to the media and to the public, accurate information on the activities of the Sheriff's Office, as deemed appropriate by the Sheriff.</p> <p>Administrative Support: provides budget, administrative and technical support for the entire Sheriff's Office.</p> <p>Code Enforcement Services: responsible for educating and enforcing all county ordinances and codes.</p>
Method(s) of Evaluation:	N/A

Monthly Average to be Served: N/A

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

Funding Sources

- ☒ State Grant-In-Aid Fund \$1,982,704  
☐ DOC M57 Supplemental Fund                       
☐ CJC Justice Reinvestment Grant

<input type="checkbox"/> CJC Treatment Court Grant	
<input checked="" type="checkbox"/> County General Fund	\$18,544,944
<input type="checkbox"/> Supervision Fees	
<input type="checkbox"/> Biennial Carryover (GIA, M57, FSAPP)	
<input checked="" type="checkbox"/> Other Fees (revenue)	\$1,599,156
<input type="checkbox"/> Other State or Federal Grant	
Other: Please Identify	
<input checked="" type="checkbox"/> Interest Earnings, Net Working Capital	\$3,407,412
<input type="checkbox"/>	
<input type="checkbox"/>	

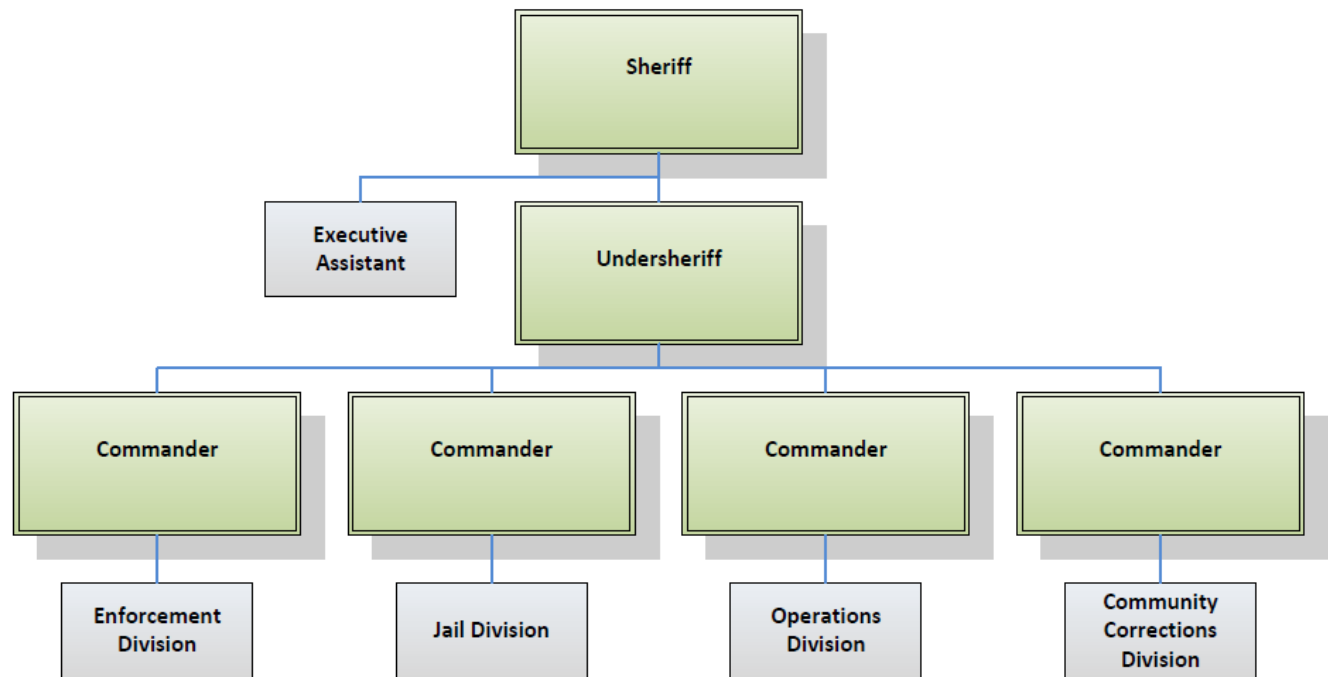
Additional Comments:

## APPENDIX A

## Marion County 2021-2023 Community Corrections Budget Summary

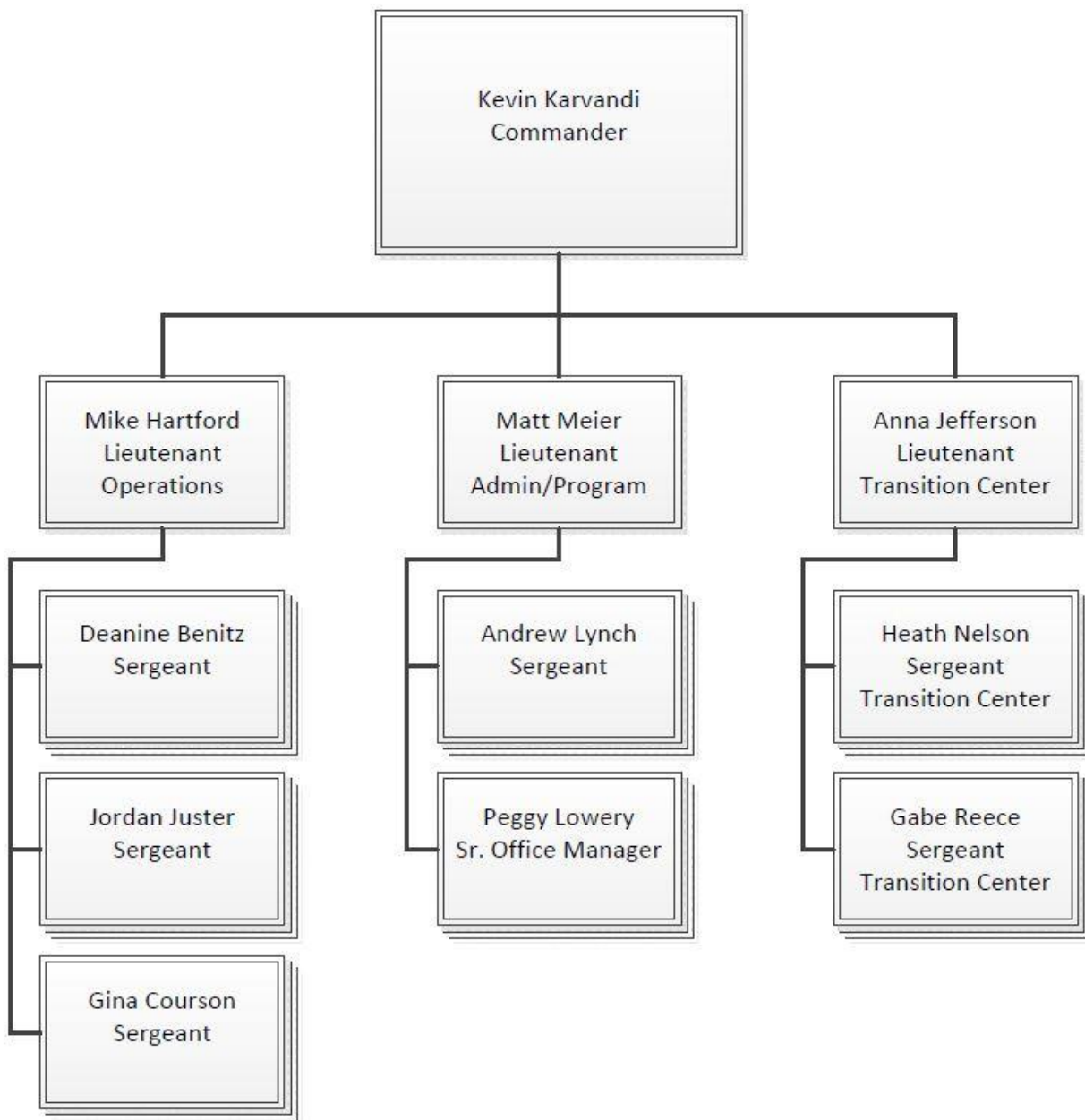
Program Name	Grant in Aid Fund	All Other Funds and Fees	Total
Supervision	\$14,595,004	\$9,457,407	\$24,052,411
Substance Abuse-Tx & Mentor	\$0	\$304,960	\$304,960
Substance Abuse-Drug Court	\$131,145	\$20,000	\$151,145
Sex Offender Svc - Tx	\$14,000	\$0	\$14,000
High Risk Sex Offender - Tx	\$24,000	\$0	\$24,000
Sex Offender Svcs-Chaperone	\$400	\$0	\$400
Transition Services	\$313,074	\$2,843,304	\$3,156,378
Transition Services-Subsidized Housing	\$0	\$233,388	\$233,388
Mental Health Services	\$269,164	\$0	\$269,164
Mental Health Services-Court	\$243,914	\$0	\$243,914
Veterans Treatment Court	\$131,145	\$0	\$131,145
Other Programs-Elec Monitoring	\$222,116	\$0	\$222,116
Other Programs-Motivation & Cog Pgm	\$1,000	\$0	\$1,000
Other Program - Empl Svc	\$437,644	\$0	\$437,644
Operations	\$1,982,704	\$23,551,512	\$25,534,216
Enforcement	\$54,582	\$37,986,180	\$38,040,762
Transition Center	\$1,950,532	\$4,713,838	\$6,664,370
Jail	\$7,130,160	\$44,011,560	\$51,141,720
<b>Fund Total</b>	<b>\$27,500,584</b>	<b>\$123,122,149</b>	<b>\$150,622,733</b>

**Marion County Sheriff's Office**  
***Organizational Chart***



## Marion County Sheriff's Office, Community Corrections Division **Organizational Chart**

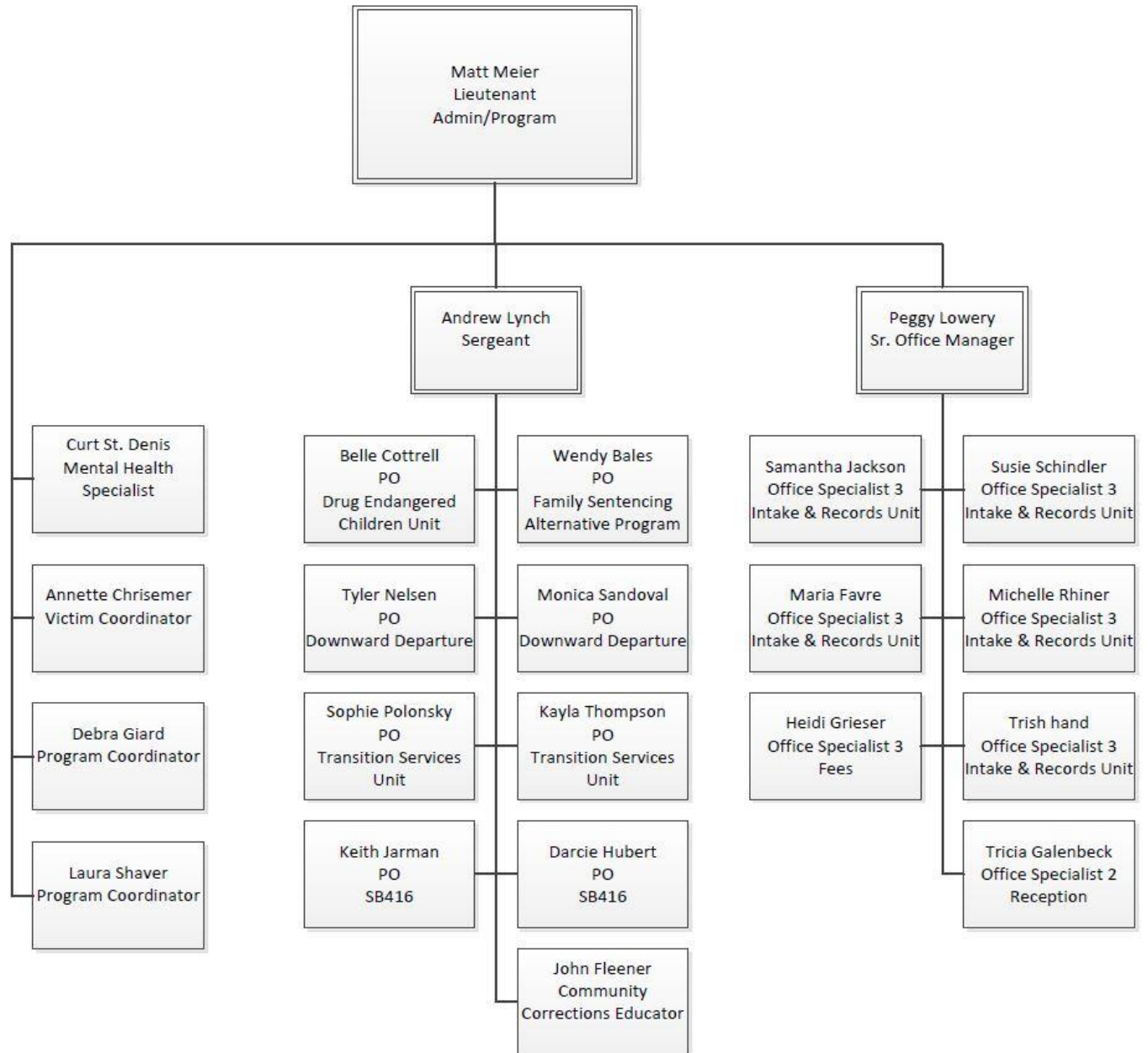
### Leadership Team



# Marion County Sheriff's Office, Community Corrections Division

## Organizational Chart

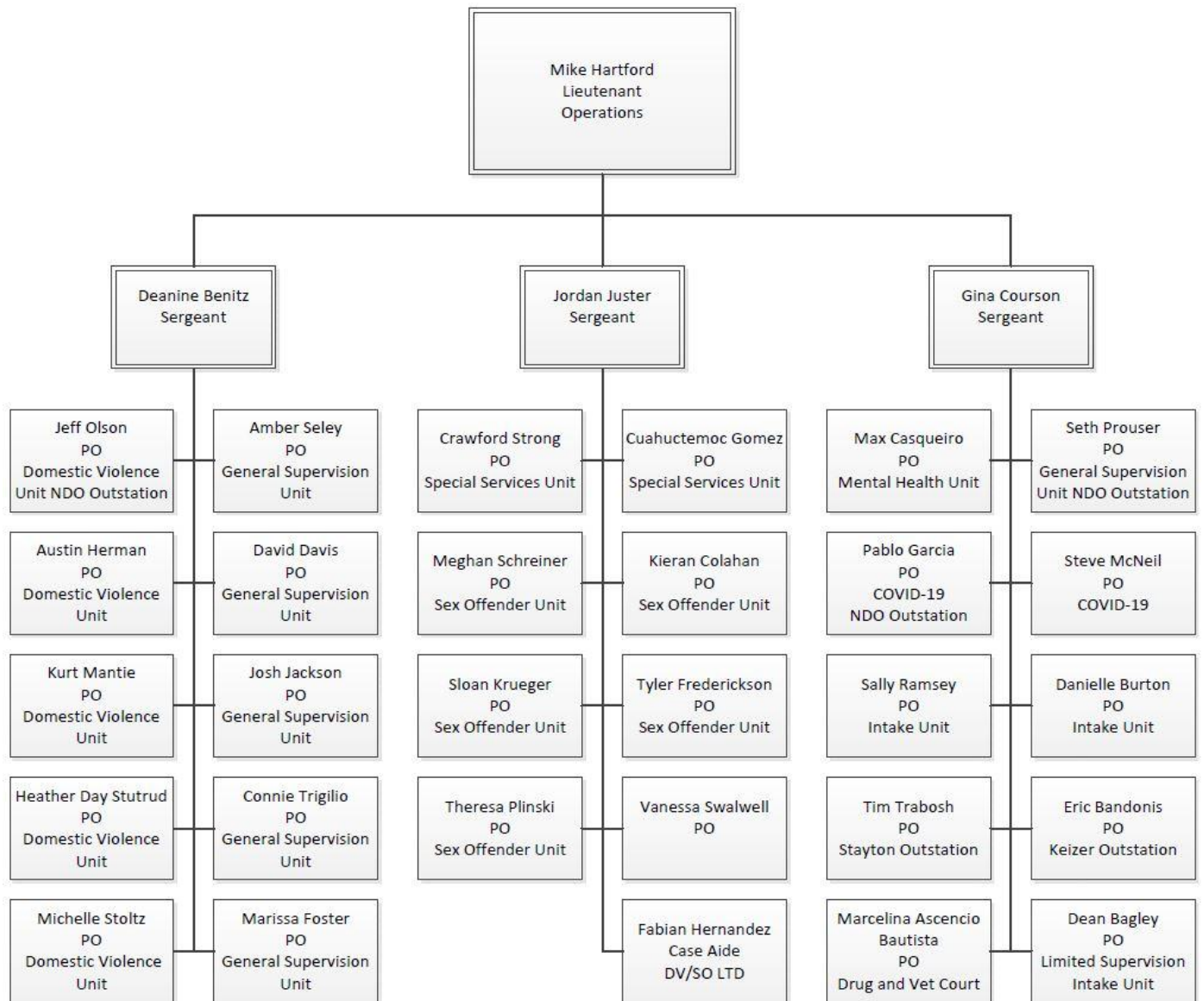
### Administrative and Program Staff



# Marion County Sheriff's Office, Community Corrections Division

## Organizational Chart

### Operations Staff



## Marion County Sheriff's Office, Community Corrections Division **Organizational Chart**

### Transition Center Staff

