



## Governor's Re-entry Council, Steering Committee Minutes – Meeting #32 – November 2, 2011

Steering Committee Members Attending: Paula Bauer, Cindy D. Booth, Martin Burrows, Mark Cadotte, Phil Cox, Debra Giard, Greg Hamann, Sam Ko, Ginger Martin, Pegge McGuire, Stephanie Miles, Tim Moore, Fariborz Pakseresht, Evelyn Roth, Jay Scroggin, Paul Solomon

Guests: Nichole Brown, Janet Byrd, Janet Carlson, Amy Cook, Jim Keller

Item	Discussion	Action
Welcome and Introductions		
Review of Minutes from the October Meeting		Copies were distributed for review via e-mail. Members were asked to send corrections/revisions to Denise Taylor. None were received. Minutes were approved as submitted.
Announcements and Updates from Members	<p>Ginger Martin said during recent visits by the DOC executive team to institutions, several of the food services managers reported that every inmate working in the kitchen is getting a food handlers certification that they can take with them when they are released. Every institution not currently doing this certainly can and steps are being taken to accomplish this department-wide. Cindy Booth added that at the 7 institutions where Transition Coordinators are stationed, they are working with inmates to get food handlers certifications prior to release. They have established partnerships with counties and have learned that some counties issue county specific certification, while other counties issue statewide cards.</p> <p>As many are aware, DOC has been establishing a hiring process for inmate jobs that mirrors the process in the community. This enabled those who did not know how to complete a job application to learn how in a familiar environment. DOC also piloted a work performance assessment, which is now department wide and available to inmate work program supervisors. The assessments are conducted for all jobs above entry level within the first 30 days, annually, when the inmate changes work assignments, exit review if an inmate is removed from a job, and all working inmates, regardless of the job level, will receive a performance assessment within 12 months of release. Those who have demonstrated good soft skills will have an</p>	

Item	Discussion	Action
	assessment to take with them into the community as a work reference.	
<p>Re-entry Messaging Project Janet Byrd: Executive Director for Neighborhood Partnerships</p>	<p>Ms. Martin introduced Janet Byrd. Ms. Byrd has been working with multiple agencies, and especially DOC and Oregon Housing and Community Services about how we talk about what we do particularly when are serving challenging populations. It is important when getting people engaged how we phrase our goals. The housing and the employment workgroups have identified attitudes as one of the barriers to getting people permanent housing and permanent work. Janet has been influential in bringing resources into Oregon to work with us, learn more about “messaging” and to make progress in reducing the barriers to re-entry we have identified. Her presentation today will explain how and why we respond to certain messages and what the proposal is that we are trying to get funded.</p> <p>Ms. Byrd explained that Neighborhood Partnerships is a statewide, non-profit organization that has helped create a number of agencies that provide affordable housing. About 7 years ago, they brought housing advocates together from a variety of perspectives to discuss how they were talking about housing and how they could be more effective as advocates and messengers. The study of cognitive linguistics was introduced to the conversation. How do humans process information and how we reach decisions. While we think we are rational creatures, we are not. Research shows that our brains trick us and we don’t really know why we believe what we believe. PowerPoint Presentation is Attached.</p>	
<p>Employment/Education Workgroup a. Recommendations on the community colleges/workforce development budget note.  b. Preliminary findings from the employer perception survey</p>	<p>Cindy Booth introduced Evelyn Roth who is with the Department Community Colleges and Workforce Development (CCWD) and has been working with the Employment/Education Workgroup and is now a member of this Steering Committee. The Employment/Education Workgroup was tasked with collaborating with CCWD on their Legislative Budget Note. Overview attached</p> <p>Cindy Booth presented the preliminary information for Patrice Altenhofen, who was not able to attend today’s meeting. (Attached) The survey was made available to the members of SEDCOR (Strategic Economic Development Corporation), Oregon Employer Council and Cascade Employers Association. It is still open and available for response, which will be included in the final report.</p>	

Item	Discussion	Action
	<p>Pegge McGuire said this information mirrors what the housing workgroup learned from surveying landlords. Martin Burrows said he has found the employers to be open, yet cautious to hiring people with a criminal history. Ms. Booth reported that 50 individuals identified themselves as willing to be contacted for follow-up.</p>	
<p>Re-entry Pilot Projects</p>	<p>Ginger Martin reminded us that the DOC budget had \$1 million added for re-entry pilot programs. It was decided to request proposals in the form of letters describing the project and the cost. There were 11 proposals submitted out of which 4 county projects were selected to respond to a second round of questions on how the individual programs could be scaled down; what would their project look like; what would that cost? Ms. Martin was pleased with the responses. She is waiting for responses from 2 more counties and she is hopeful that she will be able to provide information at the next meeting about the selected proposals.</p>	
<p>OYA/DOC/OACCD Recommendations for Improving Transition for Youth Convicted as Adults and Housed at OYA</p>	<p>In mid-October, a meeting was held with staff from Oregon Youth Authority, Department of Corrections and the Oregon Association of Community Corrections Directors to develop recommendations for improving transition for youth convicted as adults and housed at OYA. Ms. Martin said there are a number of small procedural changes that can be made that will make the process run more smoothly. Cindy Booth distributed a draft of a document with much of the who, when, what and a short list of things to work on. (Attached)</p> <p>Ms. Booth explained that one of the major issues with transition for youth involves those with a Second Look. These are youth who are referred by the juvenile court to be adjudicated in adult court for a non-Measure 11 offense and be eligible for 2<sup>nd</sup> Look under certain circumstances. This means that halfway through their sentence, they have the opportunity to go back to court and make a case for why they should be released and not complete their sentence in prison. If they are successful, the court will order conditional release. The majority of these youth are housed by OYA and DOC works with OYA and the county of release to develop a recommendation to the court and create a transition plan. Needless to say, the releases occur on a short time line. There are a number of youth housed at OYA who are DOC inmates with mandatory minimum sentences (M-11) and this process speaks most clearly to those individuals. The goal around the release planning piece is to ensure that DOC, OYA and the county of release understand that pertinent information is</p>	

Item	Discussion	Action
	<p>shared, release planning is done as far in advance as possible, and the county is involved sooner than in the past. Phil Cox said, for OYA the conversation with DOC and OACCD was timely since they had recently made changes to their procedure for transition. OYA has moved to a field case management system and are now assigning incarcerated youths a juvenile parole and probation officer (JPPO) much earlier in their sentence than before, much like has been done for those youth sentenced to community supervision. The JPPOs live in the communities; know the resources that are available; often know the adult parole and probation officers and can partner with DOC for transition services.</p>	
<p>Topics for November Governor's Re-entry Council Meeting</p>	<p>Ms. Martin said she will have the gap analysis document draft this group has been working on available for review; the sex offender workgroup will have suggestions for system changes. Greg Hamman suggested discussing the issue brief released in May, <i>Unlocking Potential: Results of a National Survey of Postsecondary Education in State Prisons</i>. (Attached)</p>	
<p>Next Meeting</p>	<p>The December meeting is cancelled. January 4, 2012 will be the next meeting.</p>	

# Talking About Re-Entry :

*Use Your Passion,  
Increase Your Impact*

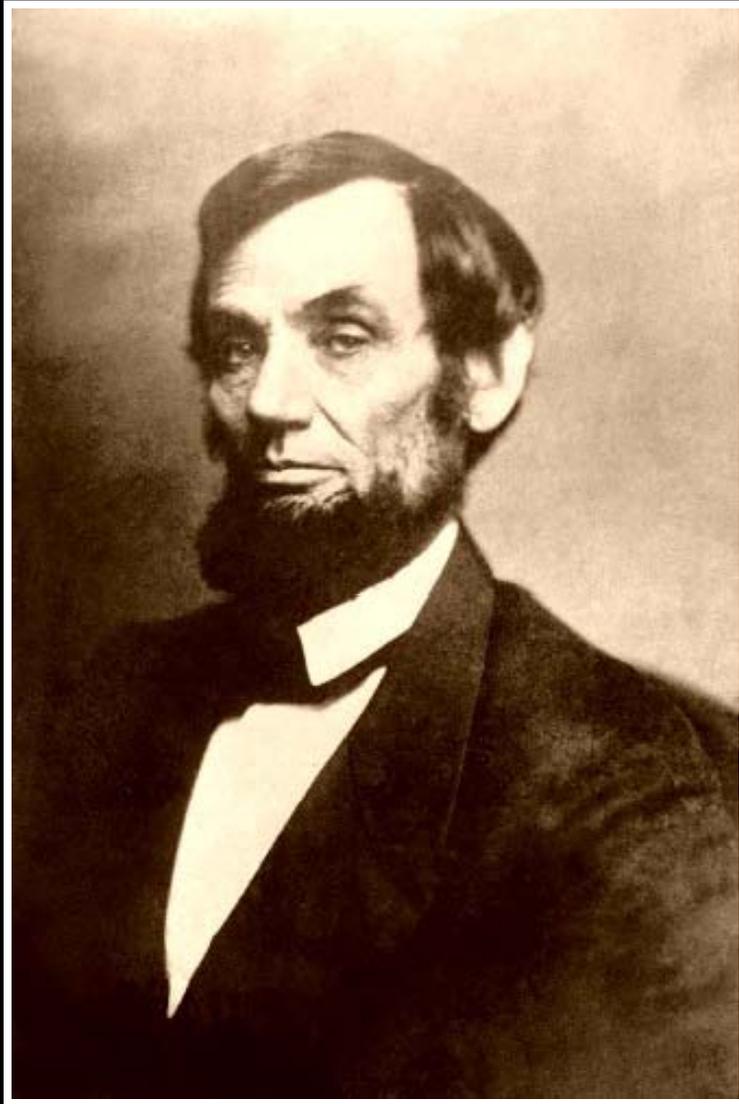
**November 2, 2011**

**Re-Entry Steering Committee**

Janet Byrd

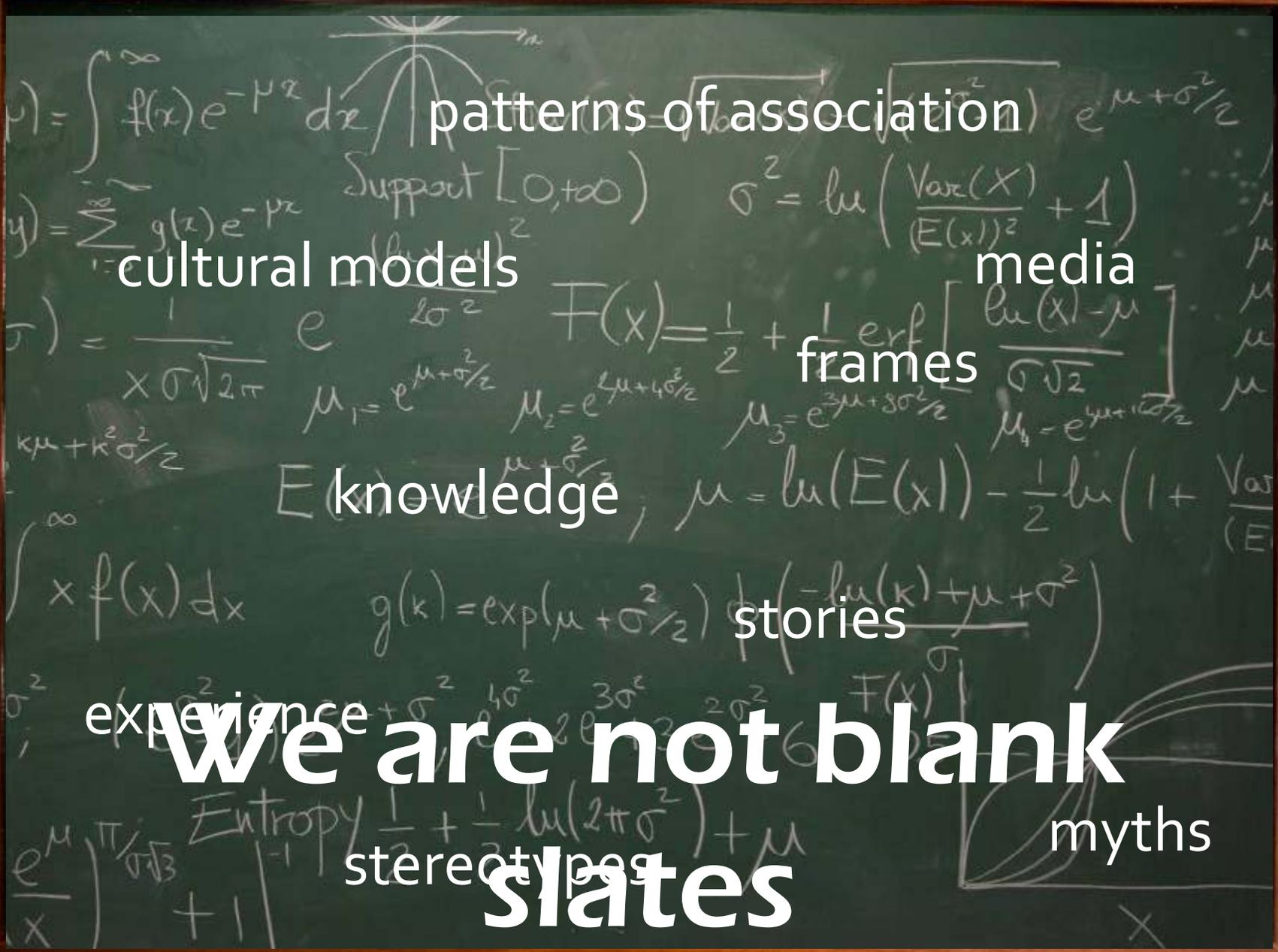
Neighborhood Partnerships

# We Need to Build Public Will



"Public sentiment is everything. With public sentiment, nothing can fail; without it nothing can succeed. Consequently, he who molds public sentiment goes deeper than he who enacts statutes or pronounces decisions. He makes statutes and decisions *possible* or *impossible* to be executed."

- Abraham Lincoln



patterns of association

cultural models

media

frames

knowledge

stories

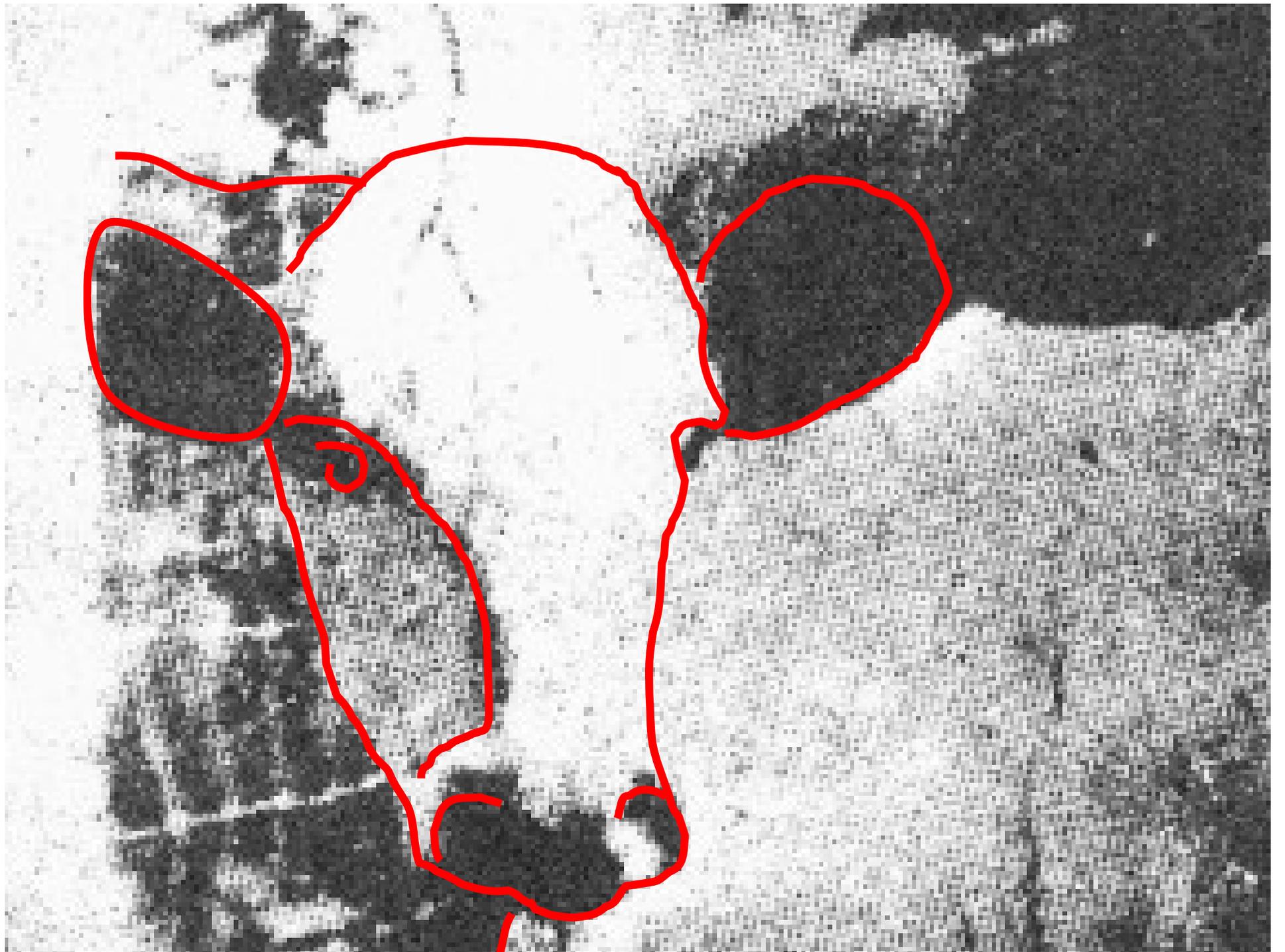
experience

**We are not blank**

myths

stereotypes

**slates**



# Frames Influence Decisions

“Every frame defines the issue, explains who is responsible, and suggests potential solutions. All of this is conveyed by images, stereotypes, or anecdotes.”

- Charlotte Ryan, Prime Time Activism, 1991

# Framing Happens

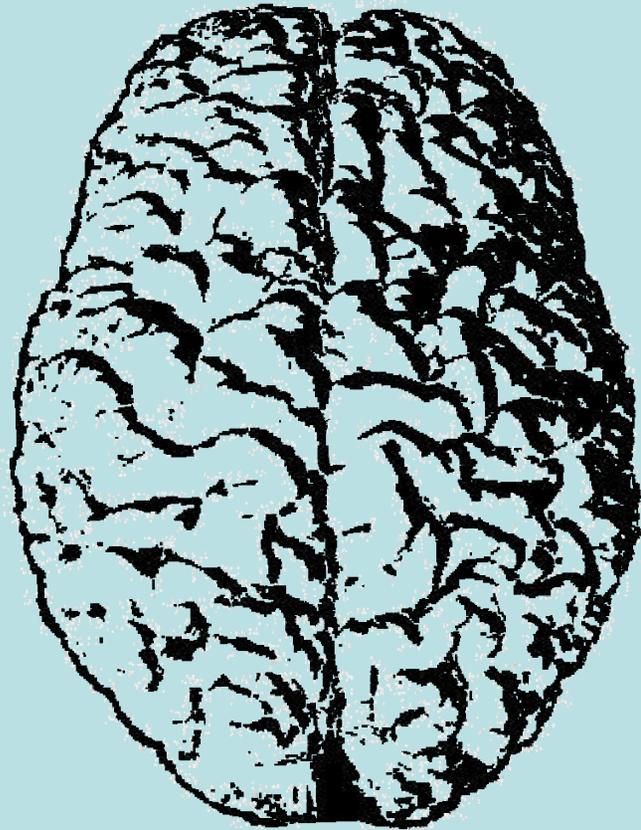
- **Frames are used by our brains to make sense of incoming information**
- **It happens fast**
- **Frames fill in the blanks**
- **They direct thinking**

**Sam is a Snake**

- **Would you lend money to Sam?**
- **Would you let him housesit?**
- **Would you like him to date your daughter?**
- **Would you trust him to keep a secret?**

# Framing is Always Happening

- If we do not pay attention to how we frame our issues people will default to the **“pictures in their heads”**

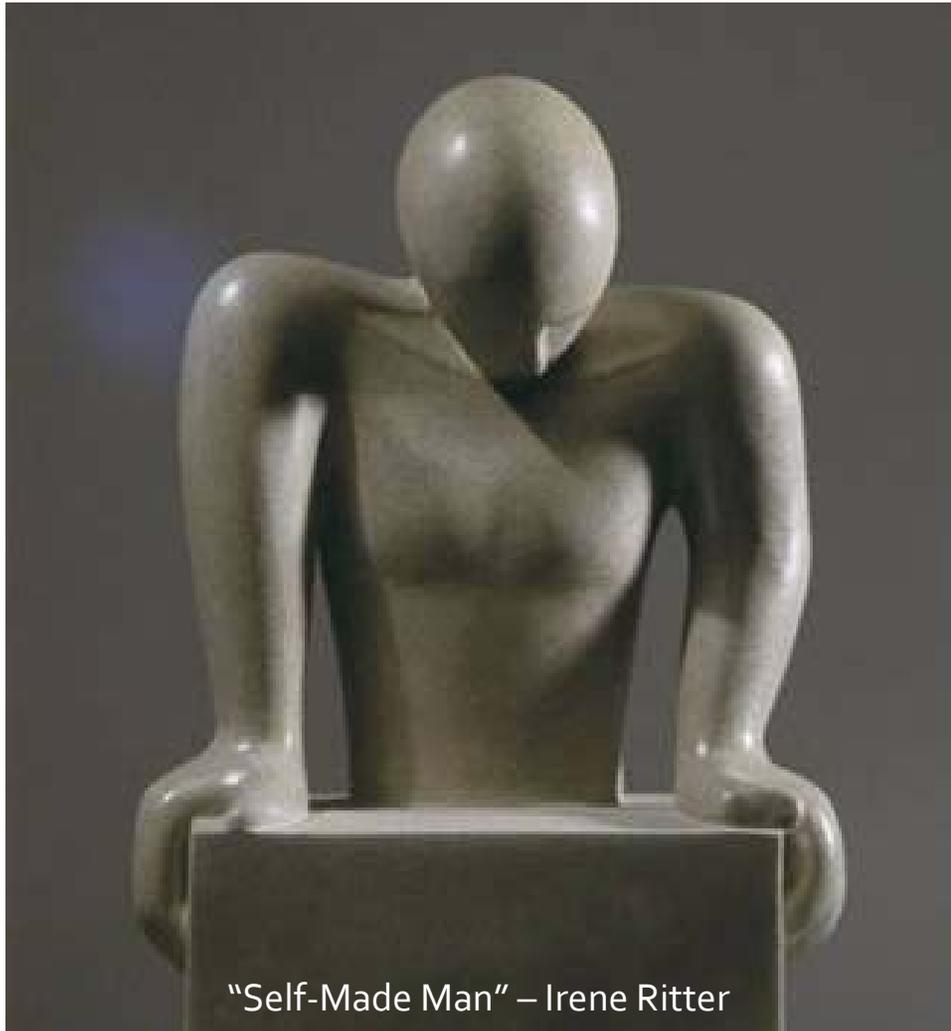


our brains are  
rapidly seeking  
to connect new  
information to  
the existing  
**stories** in our  
heads

# Master Narratives

Whenever we engage in public debates we may think of ourselves as conduits of information. However, our audiences think about those same policies, issues, and programs in terms of the background story— **the master narrative** —that lies beneath our bullet-points, facts, statistics, and legal citations.

# The Triumphant Individual



"Self-Made Man" – Irene Ritter

**Independence**

# The Benevolent Community



Dave Kolpack / AP

**Interdependence**

# Core Beliefs about Criminal Justice



- Desire to Help vs Belief in Punishment
- People can change vs Risk to Community
- Aware of challenges people face vs little tolerance for failure
- SAFETY dominates

## **Discussion :**

**How are the issues you work on  
“framed” in the public mind?**

**What Master Narratives are at play?**



# Speaking to Values Directs Thinking

# Values Matter

- We reason first from deeply held values.
- Values help answer: “Why does this matter to me/us?”
- We need to start with Values, not with the policy and program details

## Speak to Values First

“The safety of the whole community is **protected** when we ensure that we are offering a path of opportunity to everyone. One of the ways we do this is through **our public safety system** that support individuals seeking to take advantage of their **second chance** and become full contributors to their communities. We know how to do this – and we need to continue to build the **community supports to let these individuals succeed.**”

# Levels of Thinking

- **Level One** – Values

protection, family well-being, opportunity,  
prosperity

- **Level Two** -- Big ideas:

Housing, workforce development, education

- **Level Three** – Issues:

EITC

EHA

Housing Development

Services

# Tools and Techniques

- Situational not Dispositional
- Frames over facts
- Don't reinforce the negative
- Frame with Stories and Metaphors, use helpful Master Narratives

# Avoiding “Otherization” through Situation rather than Disposition

... people re-entering the  
community ...

# Humanize those who are Re-entering post-incarceration

- What kind of soup would this man like?
- Who is affected: Families, veterans, children, hardworking families

# Facts do not Trump Frames

Understanding means finding a story you already know and saying, “Oh yeah, that one.” **Even just one piece of affirming information about a stereotype is sufficient to confirm the entire stereotype,** whereas presentation of even several disconfirming cues has little effect on disconfirming the stereotype.

- *(Schank, 1998 & Gurwitz and Dodge, 1977)*

# Reinforcing the Opposing Frame

"The governor is not talking about taking away people's French fries. He just wants to offer them the choice of having carrots."

*Oregon's governor wants healthier state work force, but vendors say don't take the Snickers (The Oregonian, 10/6/10)*

"Hookah lounges promote a social norm that smoking is cool and safe..."

*Hookah smokers say doctors are too huffy (The Hillsboro Argus, 11/16/10)*

# Reinforcing a Counter Frame

"It seems like a naïve goal. Poverty has been around forever, and the homeless, no matter how prosperous a nation or a county might be, seem to be omnipresent. But in 2008, Fairfax County... committed itself to preventing and ending homelessness in 10 years."

*Dedicated to ending homelessness by 2018  
The Washington Post, 8/18/11*

"The stereotype of homeless people as single, middle-aged adults doesn't really apply in Washington County."

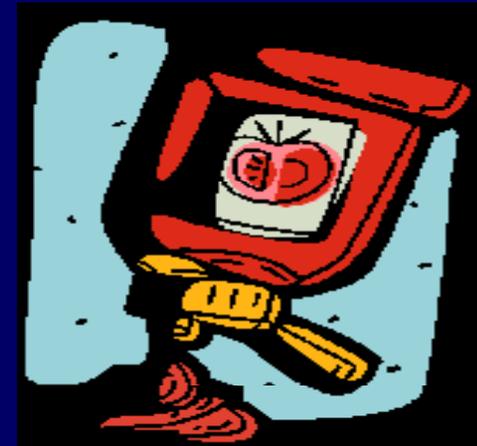
*Helping Homeless Families in Washington County  
OPB Radio, 5/22/08*

# Simplifying Model

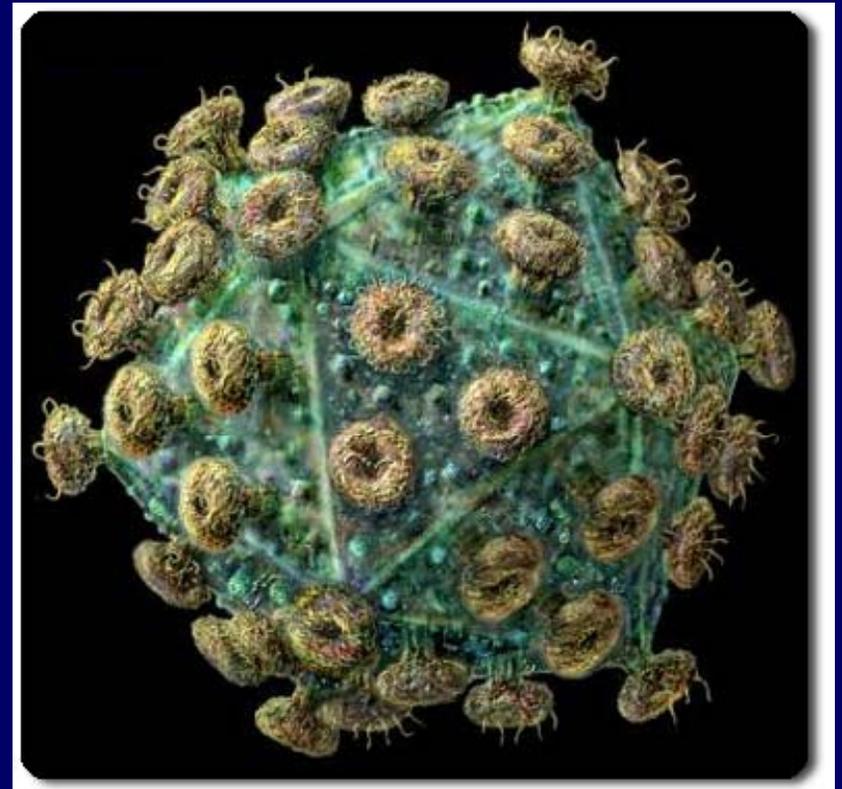
Hanford Nuclear Reservation is moving radioactive waste 7 miles from waste tanks to treatment plant.

The waste is a non-Newtonian liquid and doesn't follow the laws of gravity and motion. At first you have to pump hard to get the waste moving, then less hard to keep the same speed.

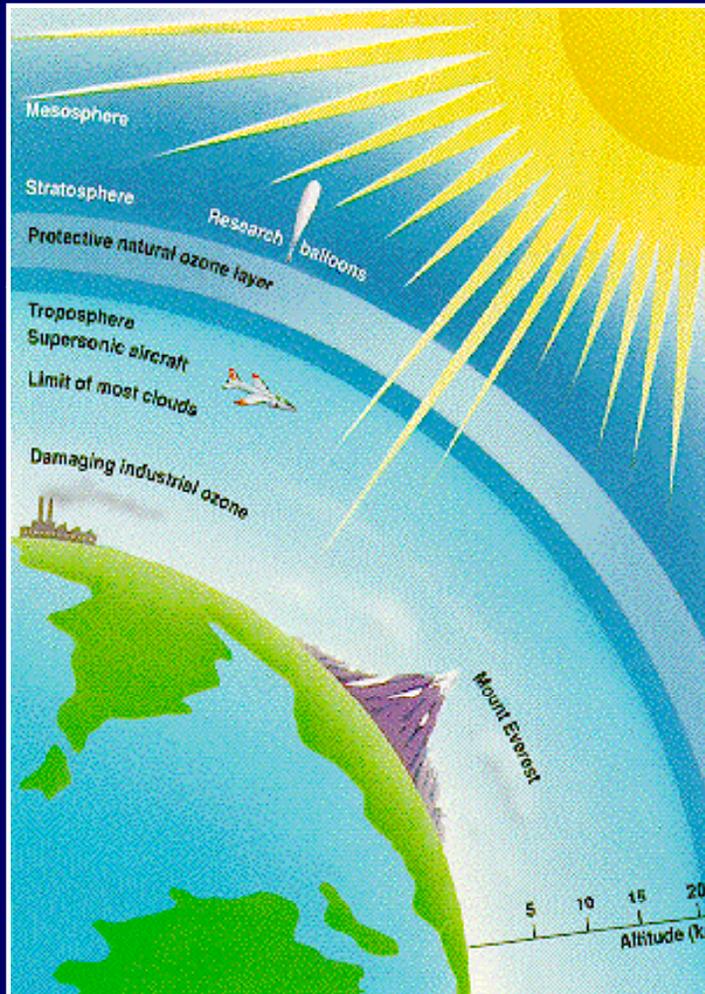
The "radioactive toxic brew acts like ketchup"



# The Power of Metaphors



# Ozone Depletion





# Next Steps?

Looking for a new “common sense” in Oregon

# Back to Work Oregon

## Background

The Back to Work Oregon program is one of Governor Kitzhaber's first 5 initiatives to get Oregon's economy back on track. The program is resourced with a \$3.4 million investment from Oregon's general fund to place 663 Oregonians into long term jobs matched by Local Workforce Investment Boards putting an additional 662 unemployed Oregonians back to work using local federal and non-federal resources. The program consists of 2 components:

- *On-the-Job Training (OJT)* which is a "hire-first" program that reimburses a company for the cost of training a new employee. A rigorous training plan is put in place by the company which leads to employee retention in the job. The employee becomes a taxpayer by drawing a paycheck during training and beyond.
- *Oregon's National Career Readiness Certificate (NCRC)* which demonstrates that an individual has the foundational skills necessary to succeed in the training plan and on the job, and provides the individual with a portable credential for future career growth.

The Department of Community Colleges and Workforce Development (CCWD) will oversee and manage the program from the state level and Oregon's 7 Local Workforce Investment Boards will operate the program locally. This program is intended to help recovering Oregon companies open more job vacancies while helping Oregonians get back to work sooner. It addresses both the needs of business for skilled workers and the needs of Oregonians to have job-specific, certified, transportable skills.

## Program Overview

The intent of this program is to place unemployed Oregonians who are at least age 18 into long-term, permanent job positions. Trainees are hired into full-time, long-term employment with a portable certificate and receive employer provided training. The trainee is a paid employee of a company.

The trainee will be given an opportunity to earn an NCRC prior to placement in OJT, or during the training period. Since some employers may "prefer" OJT candidates with and NCRC, the opportunity to earn an NCRC prior to OJT placement may be a benefit for the trainee.

## Partnership between CCWD and Department of Corrections (DOC)

CCWD received a 2011-2013 legislative budget note requiring coordination with DOC to assure that persons released from prison are included as a target population for OJT funds for the purpose of expanding job opportunities for this population. The Re-entry Employment and Education Workgroup is developing an implementation plan to facilitate the connections between Local Workforce Development Boards and state and community corrections staff in placing persons released from prison into OJTs in Marion and Multnomah counties through the Back to Work Oregon program.

## Statewide Contacts:

- Evelyn Roth, Community Colleges and Workforce Development, 503.947.2431, [Evelyn.M.Roth@state.or.us](mailto:Evelyn.M.Roth@state.or.us)
- Agnes Balassa, Oregon Workforce Partnership, 541.485.6956, [info@oregonwfpartnership.org](mailto:info@oregonwfpartnership.org)

# Employer Perception Survey

<b>1) Do you have difficulty finding qualified employees?</b>	Frequency	Percent
Yes:	214	51.7%
No:	200	48.3%
<b>2) Does your application for employment ask applicants to disclose felony convictions and/or criminal history?</b>	Frequency	Percent
Yes:	351	84.8%
No:	63	15.2%
<b>3) Do you conduct criminal background checks on applicants for employment?</b>	Frequency	Percent
Yes, for all jobs:	236	56.9%
Yes, for those jobs where a conviction history would be relevant:	88	21.2%
No:	91	21.9%
<b>4) What is your policy regarding hiring applicants with a conviction history?</b>	Frequency	Percent
We do not hire anyone with a conviction history:	53	12.9%
It depends on the nature of the crime; generally, we do not hire anyone with a conviction history that relates to the functions of the open position:	337	81.8%
We do not consider conviction history when making employment decisions:	22	5.3%
<b>5) Is your business or industry subject to regulations that preclude you from hiring applicants with a conviction history?</b>	Frequency	Percent
Yes:	130	31.7%
No:	280	68.3%
<b>6) What is your general perception of applicants with a conviction history?</b>	Frequency	Percent
Prone to alcoholism and drug addiction:	72	18.3%
Motivated to succeed:	60	15.3%
Likely to reoffend :	90	22.9%
Unable to change no matter what happens :	16	4.1%
Willing to work hard:	95	24.2%
Not trustworthy or able to hold positions of responsibility:	77	19.6%
Grateful for employment:	143	36.4%
Prone to having a bad attitude, disrespectful, trouble-maker:	59	15.0%
Other:	184	46.8%
<b>7) Your top concern about hiring applicants with a conviction history is:</b>	Frequency	Percent
Lack of training/potential:	30	7.3%
Safety of my clients and employees:	143	34.8%
Lack of trust:	78	19.0%
Liability if the person reoffends:	96	23.4%
Other:	64	15.6%
<b>8) Would you be more likely to hire qualified applicants with a conviction history if they applied through a program where they were pre-screened and matched for jobs based on their training and experience?</b>	Frequency	Percent
Yes:	252	62.1%
No:	154	37.9%
<b>9) Which of the following would be an incentive for you to hire a qualified applicant with a conviction history? more</b>	Frequency	Percent
Financial incentives from Federal/State resources:	116	28.4%
Pre-screening and job matching provided by outside resources:	203	49.6%
Job coaching and supervision provided by outside resources:	172	42.1%
No cost (to employer) random drug screenings for a certain timeframe:	128	31.3%
None of the above:	130	31.8%
Other:	52	12.7%

# Employer Perception Survey

<b>10) "If customers or employees found out that one of my employees had a conviction history they would leave my business."</b>	Frequency	Percent
Agree:	32	7.8%
Do not agree :	196	47.5%
Believe it's a possibility:	185	44.8%
<b>11) Do you have other concerns about hiring applicants with a conviction history?</b>		
211 "other concerns" shared		
<b>12) How could providing employment to people with a conviction history benefit your</b>		
239 comments shared		
<b>13) Would you like to share an experience you have had employing a person with a conviction</b>		
132 experiences shared		
<b>14) Were you aware that the following types of information is available for many applicants with conviction histories? more</b>	Frequency	Percent
Name & number of probation / parole officer:	131	87.3%
Work program participation & work safety record while incarcerated:	69	46.0%
Educational achievements while incarcerated:	85	56.7%
Work skills certifications received and/or maintained while incarcerated:	84	56.0%
Disciplinary record while incarcerated:	51	34.0%

**DRAFT**

# Reach-in and Release Process DOC Youth House at OYA

**YOUTH ADJUDICATED AS ADULT  
SENTENCED TO DOC – Regular Release**

**NOTIFY COUNTY**

- Projected Release Date
- Location
- JPPO assigned

**Check-in with presumed county of record**

**REACH-INS:**

**Incarceration-phase reach-in(s)  
arranged/scheduled**

**RELEASE PLANNING:**

**Confirm Youth's Location – Begin Release Plan**

- Summary of Youth's OYA Program Participation
- Transition Needs

**County of Record – Confirmation**

**Transition MDT Scheduled**

**Release Plan to  
Community Corrections Agency**

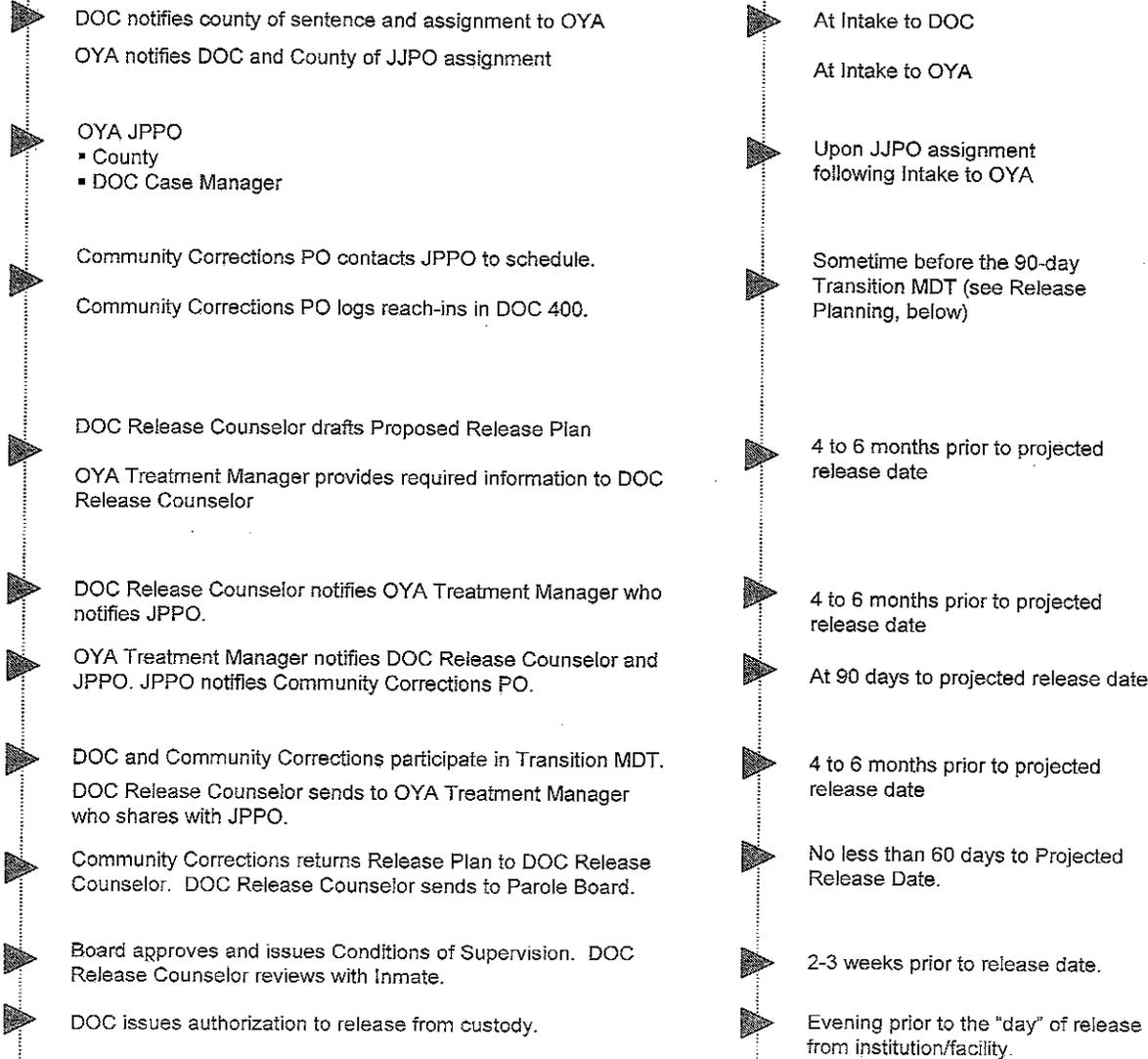
**Community Corrections approves Release Plan**

**Board completes Release Plan**

**DOC OISC reviews and confirms release date.**

**Who?  
(Responsible)**

**When?**



# Things to work on:

- Enhance electronic information-sharing between JJIS and DOC 400 so Community Corrections Agencies have ready access to information about DOC youth housed at OYA.
- Establish/affirm ongoing communication links between DOC and OYA staff concerning institution phase and release planning phase.
- For DOC youth housed at OYA, develop and implement processes where OYA staff help inmates:
  - Obtain birth certificates
  - Apply for Social Security Cards
  - Pre-qualify for benefits post-release
- Seek Governor's Reentry Council support for legislative changes to Second Look release planning timelines (statute currently allows only 45 days).
- Work with the Parole Board on appropriate conditions of supervision for younger offenders supervised by adult community corrections.

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