WASHINGTON COUNTY SHERIFF'S OFFICE

2019 PERFORMANCE MEASURES

Jail Division

JUN 22, 2020

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JAIL

The Washington County Jail's top priority is the safety and security of the public, jail staff, and inmates. Sound policy, procedure and professional standards guide our work and ensure we are following best jail practices.

Staffing

About 215 certified and civilian people work to run the Washington County Jail. Every day they provide services to approximately 572 inmates, as well as the many attorneys, friends, and family members who visit them. In addition to those lodged in our jail, we process over 50 new bookings and releases daily.

FTE	2015	2016	2017	2018	2019
JAIL CERTIFIED	142.00	141.00	143.00	153.00	155.00
SUPPORT STAFF	53.00	52.00	52.00	54.00	60.25
TOTAL	195.00	193.00	195.00	207.00	215.25

Maintaining effective staffing strength in the jail is the greatest budgetary and operational challenge.

Positions Assigned to Other Functional Areas

There were no positions assigned to other areas in 2019, however, in 2017, the assignment of one Jail Lieutenant Position to the Services Division continued to result in increased jail personnel costs.

Staff Departures

Staff turnover due to retirements, transfers, or other types of separations from the Sheriff's Office is also a concern. The jail is constantly challenged to recruit enough qualified candidates to fill vacant positions. In 2019, the jail experienced the following personnel losses:

CERTIFIED POSITIONS	
RETIREMENTS	5 (3 retiree returnees, 1 returned as a Temp Jail Deputy)
TRANSFERS OUT OF THE JAIL DIVISION	1
TRAINING CENTER	*1*
TERMINATIONS	0
RESIGNATIONS	12 (4 probationary, 1 resigned in lieu of termination)
OTHER SEPARATIONS	3 (failed FTEP)

| NON-CERTIFIED POSITIONS	
RETIREMENTS	1
RESIGNATIONS	3
OTHER SEPARATIONS	2 (failed FTEP)

Overtime

The jail employs an over-hire strategy that has historically proven to be effective in reducing overtime and maintaining acceptable effective strength numbers. Overtime is generally expected for deputy time spent providing hospital security, court security for major cases, staff time off, and training. While the over-hire strategy has helped for several years to reduce overtime by filling positions in anticipation of vacancies, rather than waiting for a person to give notice; other factors contributed to increases in 2019.

OVERTIME SUMMARY (3-YEAR)

	2017	2018	2019
TOTAL	$1,004,033	$1,150,521	$1,467,217

Jail overtime increased by $316,696 (27.5%) last year. An analysis of the contributing overtime factors revealed increased use of workers comp/light duty leave as a new major contributing factor.

OVERTIME MONTH TO MONTH
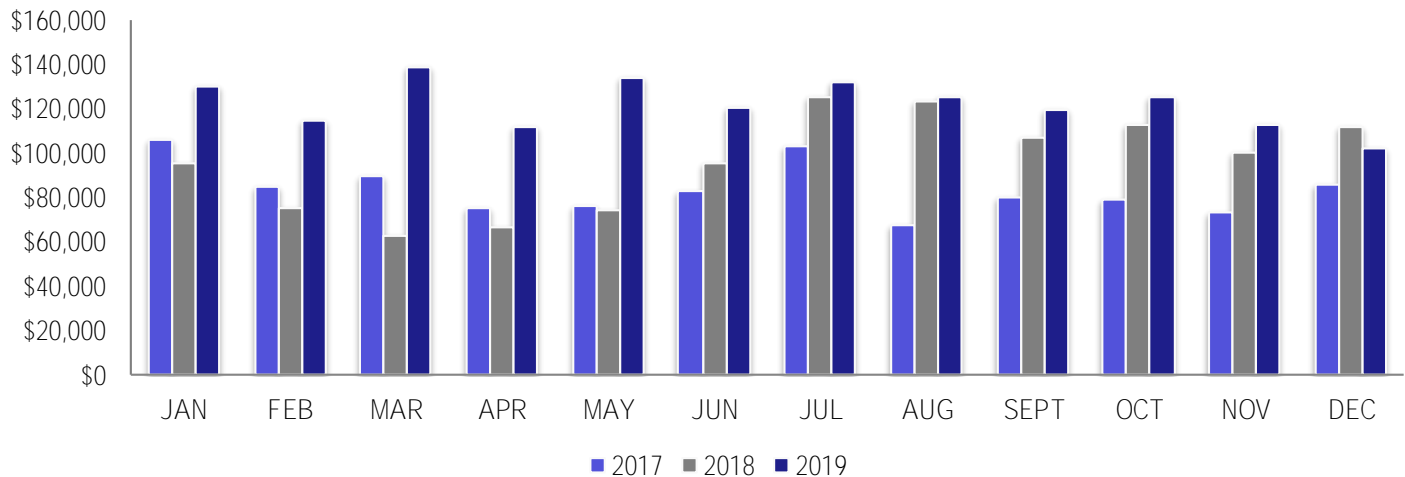
Note: Total Overtime data includes JSTs, Deputies, Corporals, and Sergeants

Overtime Review by Job Classification

Four job classifications in the jail incur overtime - jail services technicians (JSTs), deputies, corporals, and sergeants. The following charts look at each class separately and the overtime factors that can be influenced by management – the numbers of budgeted positions, filled positions, and fully-trained staff in the positions. The "Effective Strength" line shows the impact of uncontrollable medical leave or staff in limited duty status. Where all these factors converge, overtime is minimized.

Jail Services Technician
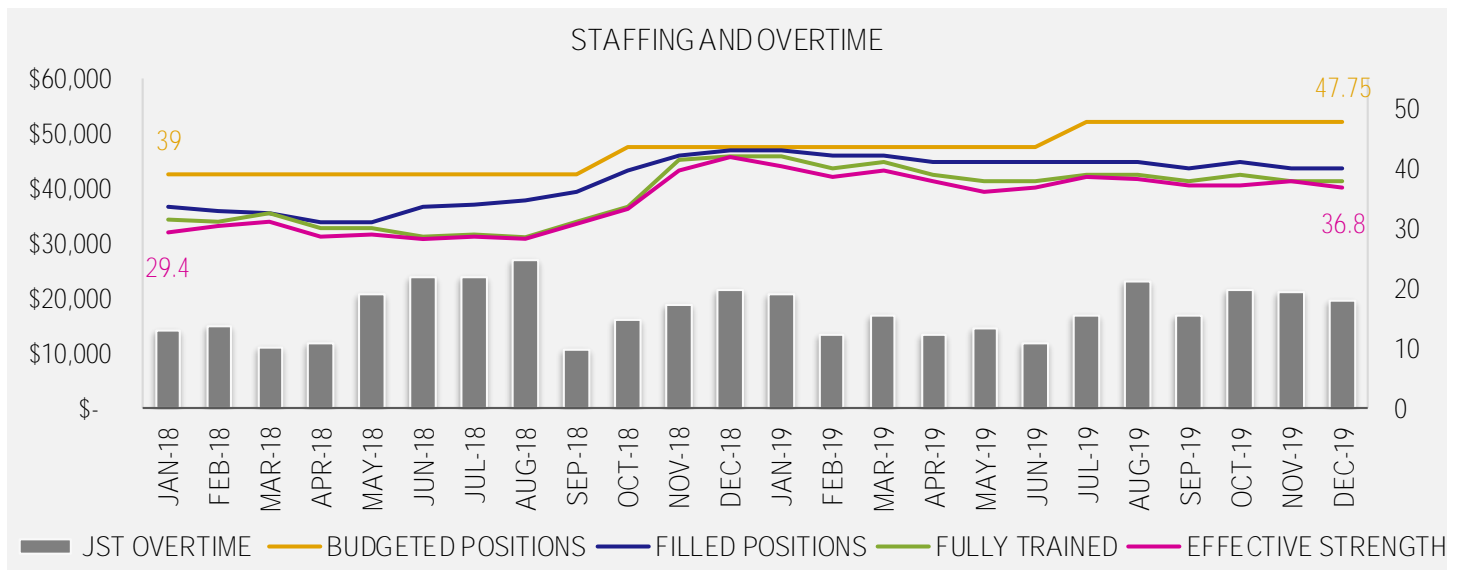
The increase in JST budgeted positions (4.25 FTE) in July, 2019 was a direct result of reclassifying the Classification Specialist positions to Jail Services Technician positions. Jail Services Technicians work a variety of stations that involve different duties. Reassigning Classification job duties through the resclassification means better cross-training opportunities; increased flexibility to cover staffing needs; and provides an in-class promotional path that did not exist under the Classification Specialist position.

Deputy
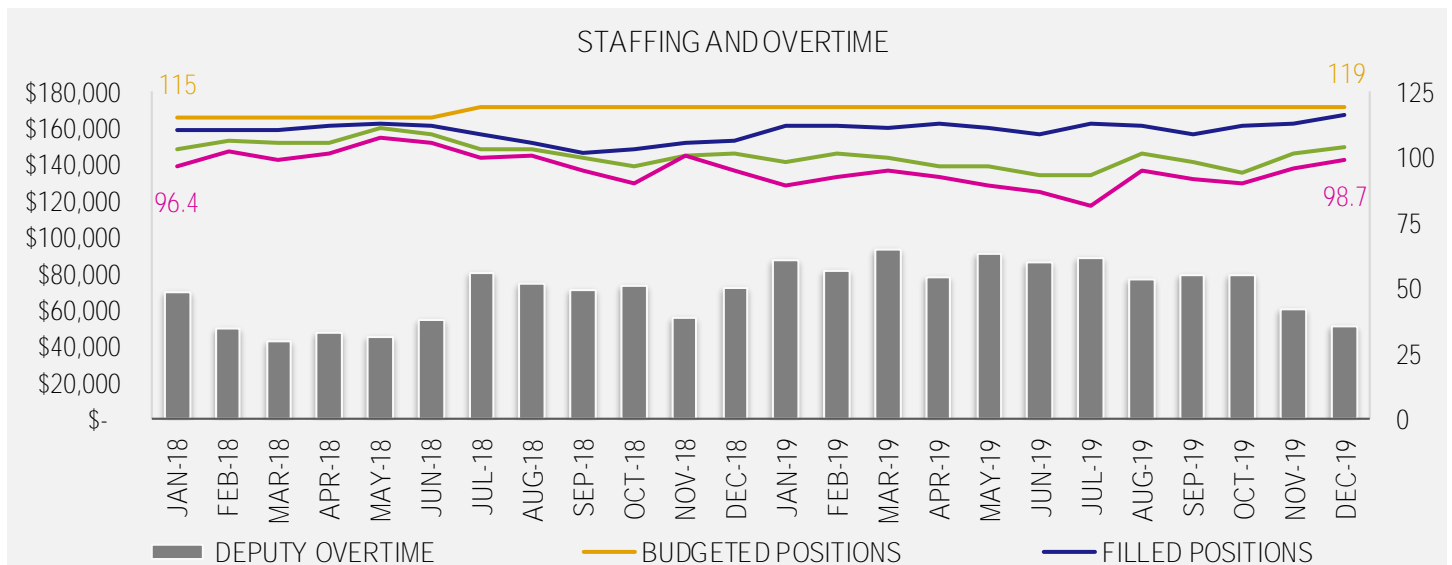
Best efforts to recruit and train deputies in sufficient numbers are not resulting in the jail being fully staffed at the deputy level. The effective strength trend line shows consistent understaffing in 2019, ranging from 2-11 vacant positions throughout the year. It takes 7 months to train new deputies to independently work a jail post.

Corporal
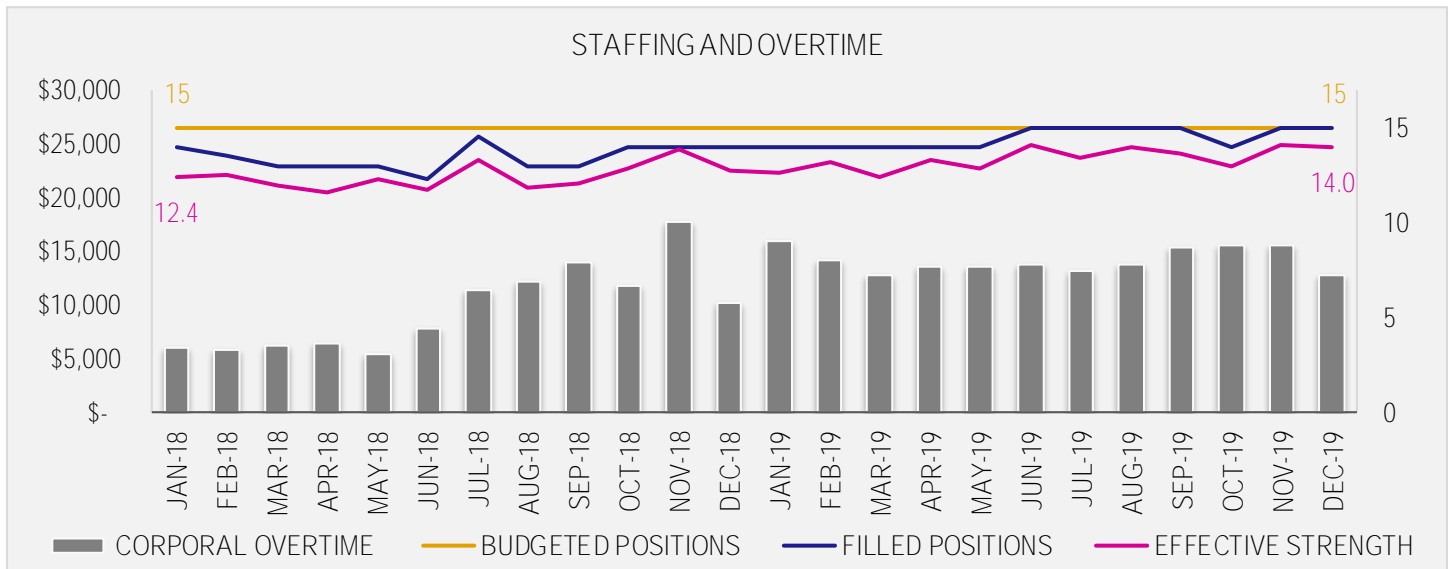
The most qualified deputies are promoted to corporal and therefore, training takes only about 30 days. The effective strength trend shows minor shortages attributed to uncontrollable medical leave or staff in limited duty status.

Sergeant
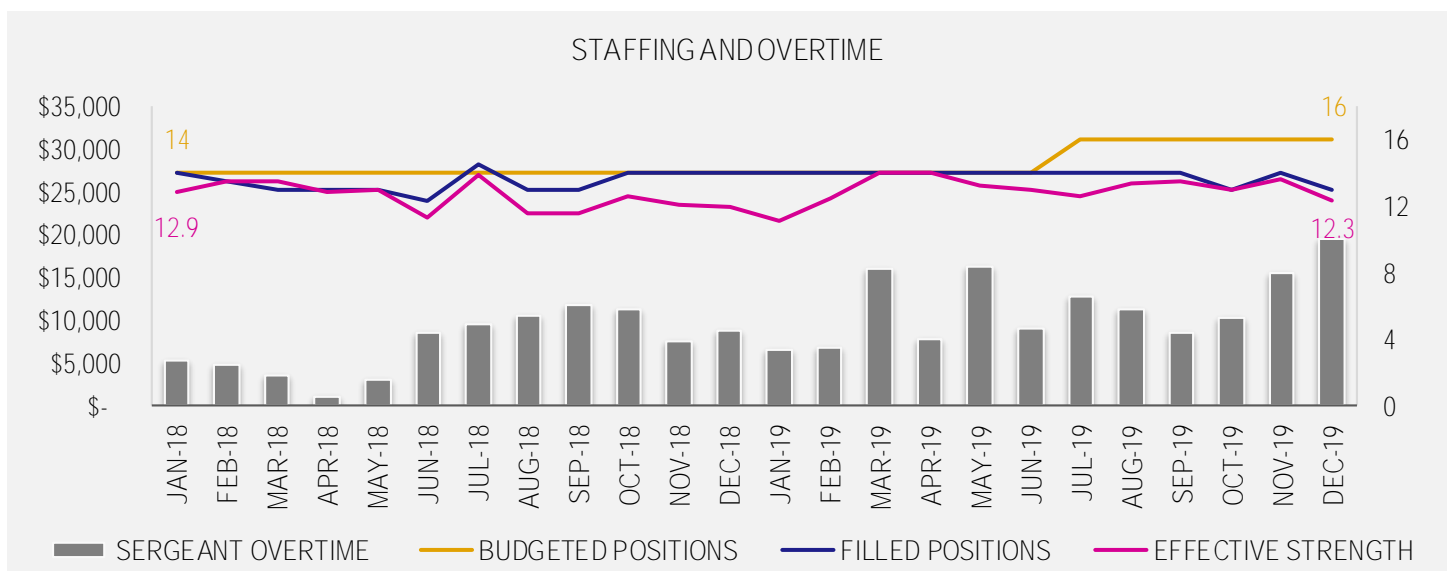
Sergeants are key leadership positions that are filled by the most qualified corporals. Training typically takes 6 weeks. The effective strength trend shows minor shortages due to uncontrollable medical leave or staff in limited duty status.

Budget and Expenditures

Personnel costs account for most jail expenditures. We monitor staffing and the associated material and supply costs for various jail operational areas. This enables command to more easily identify anomalies and adjust service delivery.

The service areas listed are also compiled to calculate the costs of booking each arrested person, of filling a jail bed for a full year, and jail beds for one day. These are common metrics used to compare jail efficiencies across the state and nationally.

The table below represents calculations that are based on actual expenditures for past years and based on the *adopted budget* for FY 2019/20.

LINE ITEMS	ACTUAL EXPENDITURES				ADOPTED BUDGET
	FY15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
JAIL & *MEDICAL OPERATIONS ADOPTED BUDGET	$31,053,746	$32,389,972	$34,609,214	$37,708,878	$39,753,083
JAIL OPERATIONS EXPENDITURES	$25,002,927	$25,981,554	$27,914,983	$28,758,539	$34,109,825
TOTAL JAIL REVENUES	(4,553,051)	(4,356,890)	(4,582,038)	(4,914,188)	(4,693,994)
*MEDICAL EXPENSES	$4,718,562	$5,151,435	$5,151,435	$5,296,807	$5,643,258
NET JAIL OPERATIONS COSTS	$25,168,438	$26,776,100	$28,484,380	$29,141,158	$35,059,089
JAIL ADMINISTRATION	$568,153	$602,769	$1,050,751	$1,135,471	$1,455,038
NET HOUSING SUPPORT COSTS	$15,598,455	$16,416,827	$17,358,529	$17,379,784	$20,959,600
NET BOOKING COSTS	$8,836,319	$8,961,958	$9,505,703	$10,243,283	$11,695,187
**NET COST PER BOOKING	$514.55	$523.08	$554.82	$556.34	$649.73
ANNUAL NET COST PER BED	$27,270	$28,701	$30,347	$30,384.00	$36,642.66
JAIL BED NET COST PER DAY	$74.71	$78.63	$83.14	$83.67	$100.39

* Medical operations administered by the County Administrative Office
** Net Cost per Booking is calculated by dividing Net Booking Costs by the total number of Bookings for the respective year

LINE ITEMS DEFINED

|	
JAIL & MEDICAL OPERATIONS ADOPTED BUDGET	Budget adopted for use in each fiscal year by the County.
JAIL OPERATIONS EXPENDITURES	Total jail operational expenditures in a fiscal year.
TOTAL JAIL REVENUES	Revenues received by the Jail.
MEDICAL EXPENSES	Costs of the contract to provide medical services in the Jail and administered by the County Administrative Office.
NET JAIL OPERATIONS COSTS	Jail operations expenditures, plus medical expenses, less total Jail revenues.
JAIL ADMINISTRATION	Administrative program for the Jail.
NET HOUSING SUPPORT COSTS	Jail Housing Program, plus medical expenses attributed to housing, less revenue attributed to the housing of inmates.
NET BOOKING COSTS	Cost of these services for each individual booking.
NET COST PER BOOKING	Cost of these services for each individual booking.
ANNUAL NET COST PER BED	Cost to operate each jail bed annually.
JAIL BED NET COST PER DAY	Cost to operate each bed on a daily basis.

JAIL POPULATION

Bookings

Bookings are a foundational workload measure that is critical to decisions about jail staffing levels and jail population planning. Coupled with county population projections and other measures, booking numbers are part of our forecasting toolbox.
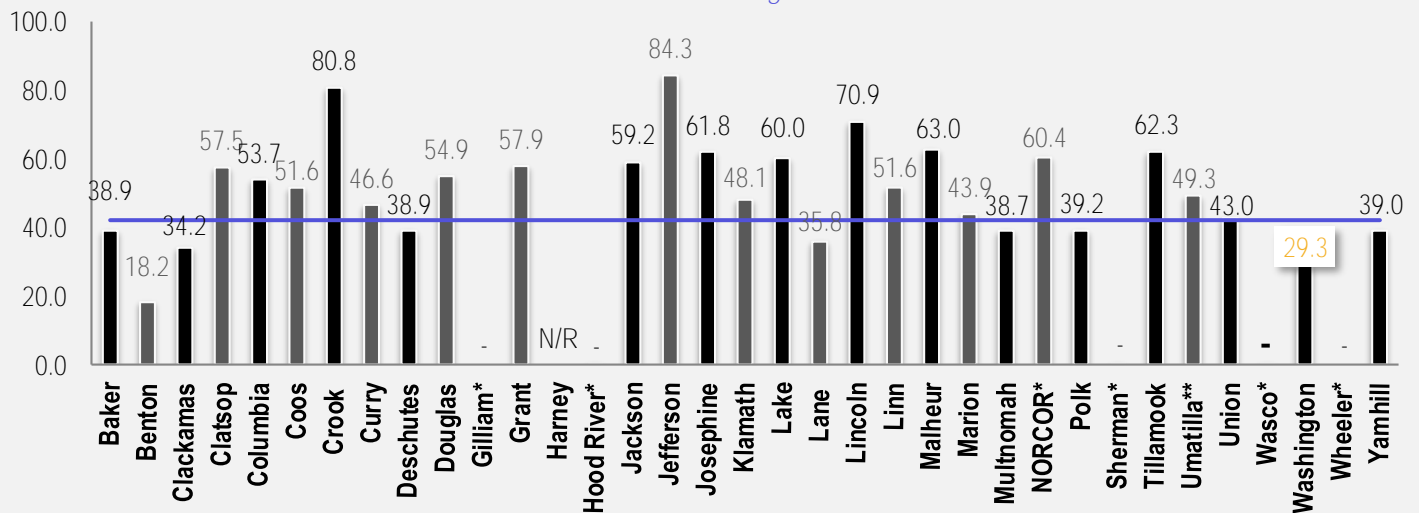
In 2019, there were a total of 18,000 bookings processed; a decrease of 412 (2.2%) from 2018. Despite a minimal decrease, the Washington County Jail booking rate continued to be one of the lowest in Oregon at just 29.3 bookings per 1,000 population. The statewide average is 42.1 bookings per 1,000 county population.

BOOKINGS PER YEAR

YEAR	BOOKINGS	YEAR BY YEAR CHANGE	DAILY AVERAGE
2015	17,173	(-771)	47
2016	17,111	(-62)	47
2017	17,133	22	47
2018	18,412	1,279	50
2019	18,000	-412	49

BOOKINGS PER 1,000 IN WASHINGTON COUNTY

2015: 31.5, 2016: 29.3, 2017: 28.8, 2018: 30.4, 2019: 29.3
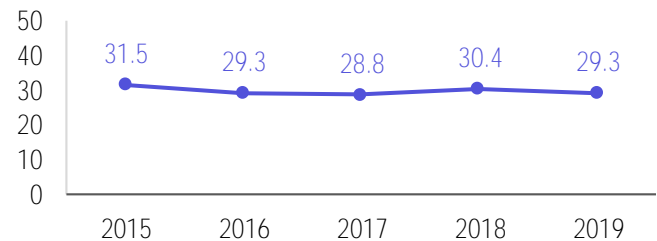
2019 OREGON SHERIFF'S ASSOCIATION, JAIL COMMAND COUNCIL
BOOKING RATES PER 1,000 FOR OREGON COUNTIES
State Average = 42.1

Baker 38.9, Benton 18.2, Clackamas 34.2, Clatsop 57.5, Columbia 53.7, Coos 51.6, Crook 80.8, Curry 46.6, Deschutes 38.9, Douglas 54.9, Gilliam* -, Grant 57.9, Harney N/R, Hood River* -, Jackson 59.2, Jefferson 84.3, Josephine 61.8, Klamath 48.1, Lake 60.0, Lane 35.8, Lincoln 70.9, Linn 51.6, Malheur 63.0, Marion 43.9, Multnomah 38.7, NORCOR* 60.4, Polk 39.2, Sherman* -, Tillamook 62.3, Umatilla** 49.3, Union 43.0, Wasco* -, Washington 29.3, Wheeler* -, Yamhill 39.0

*Gilliam, Hood River, Sherman, Wasco and Wheeler house inmates at NORCOR.   **Morrow County and Wallowa County lodge their inmates in Umatilla. Not reported: Harney County.

As county population continues to climb, the number of bookings per 1,000 population decreased. At first glance, a reduction in jail bookings could be a result of fewer arrests or a decrease in crime rate. However, the courts are reporting an increase in out-of-custody arraignments; these are cases where police are issuing a citation for a person to later appear in court, rather than arresting them and taking them to jail.

Jail population is becoming more challenging in several ways:

- The Washington County Jail was **designed for a female capacity of 11%**. Since 2006, the jail booking rate has been at about 25%. To deal with the influx, in 2010-11, we were able to convert 20 beds in Pod 3 to a female housing unit, which enabled an increase to 15% female beds. Those beds were previously reserved for high risk male inmates. Even if forced releases are managed well overall, the exploding female population forces us to release people in order to keep females separate from males for good order.

% OF FEMALE BOOKINGS PER YEAR
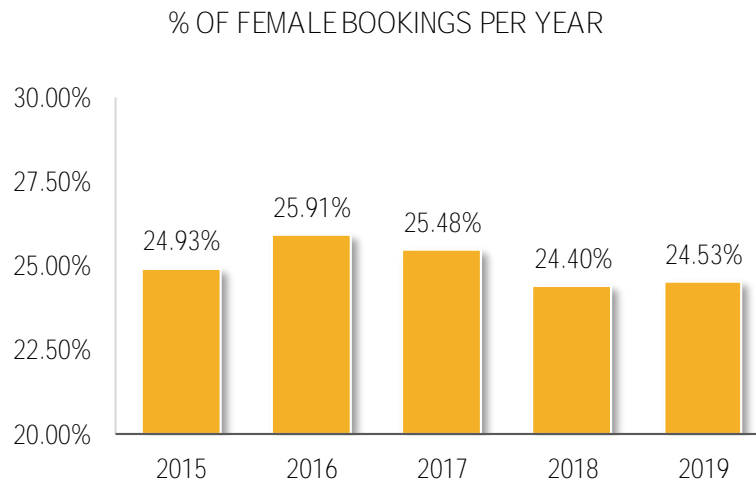
- Each time we work with our judges, parole and probation officers, and others in the justice system to manage the growing jail population, **we find ways to identify low-level offenders to release**. The result is that more of the challenging and higher risk inmates remain in custody. Deputies have a harder job and are dealing with more chronic and extreme behavioral issues daily, than just a few years ago.

- In addition, the state's goal continues to be to **release more offenders at the state level** and return them to the counties for local control. Those who are initially released from prison have a much higher rate of return to jail due to repeated parole violations. This also ties up beds and promotes more forced releases of other inmates who are lower risk.

Further signs of the shift to a more challenging population are apparent when we look at violent activities involving inmates.

Custody Beds

The number of jail beds-to-population ratio is an essential factor in identifying future custody beds needed to house inmates in the Washington County correctional facilities – the Jail and the Community Corrections Center (CCC: the county's work release facility).

Oregon Sheriff's Association, Jail Command Council

CUSTODY BEDS PER 1,000 POPULATION
WASHINGTON COUNTY
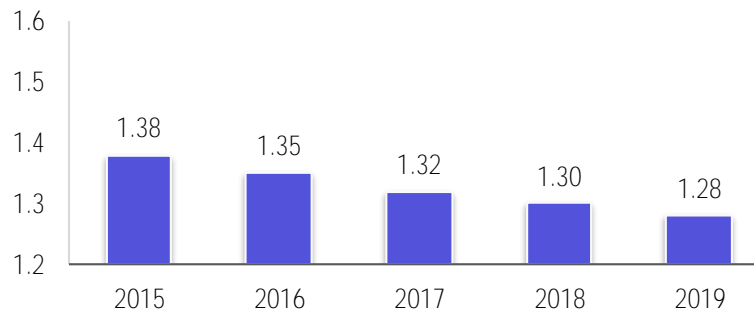
TOTAL CUSTODY BEDS PER 1,000 POPULATION
OREGON COUNTIES 2019
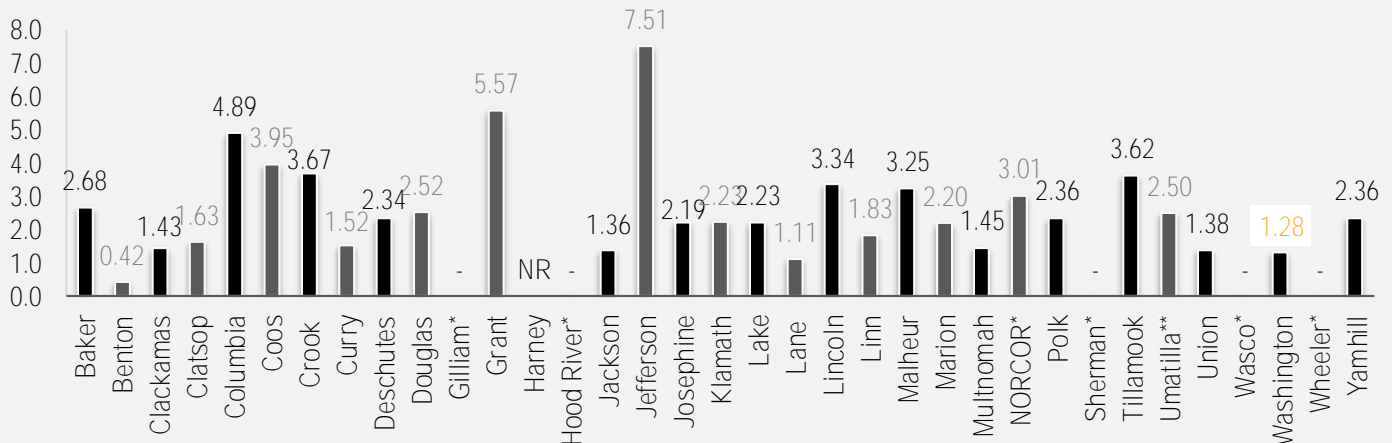
*Gilliam, Hood River, Sherman, Wasco and Wheeler house inmates at NORCOR.   **Morrow County and Wallowa County lodge their inmates in Umatilla. Not reported: Harney County.

Washington County currently has 787 available custody beds, or 1.28 per 1,000 population. Generally, in Oregon, when a county maintains 2.5 custody beds per 1,000 population or more, research indicates they are far less likely to rely on forced releases when the jail reaches capacity.

The jail employs several strategies to make the most effective use of limited custody beds. Our policy for holding inmates until arraignment, the Early Case Resolution (ECR) program, and successful alternative custody programs suggest that it may be possible for us to meet jail bed needs of Washington County by maintaining a jail bed ratio of well under 2 beds per 1,000 residents. The key is to have the right mix of custody beds for the jail inmate population; for example, having enough female, high security, and medical and mental health beds to address the current and future demands of our custody population.

Arrest Types

With limited jail space, spikes in any specific type of arrest can increase forced releases (a less effective way to operate a jail). If forced releases increase, the jail can look at the types of arrests to identify where adjustments need to be explored or negotiated. For instance, if probation violation detainers dramatically increase, it could indicate a change in practices without consideration to jail impacts.

MOST FREQUENT ARREST TYPES

| Arrest Type	2015	2016	2017	2018	2019
PV DETAINER	1,735	1,642	1,870	2,012	2,068
COURT REMAND	2,997	2,781	2,930	3,096	3,259
WARRANT	5,059	5,095	5,343	5,623	5,604
PROBABLE CAUSE	7,801	7,791	7,715	8,309	8,142

■ PROBABLE CAUSE ■ WARRANT ■ COURT REMAND ■ PV DETAINER
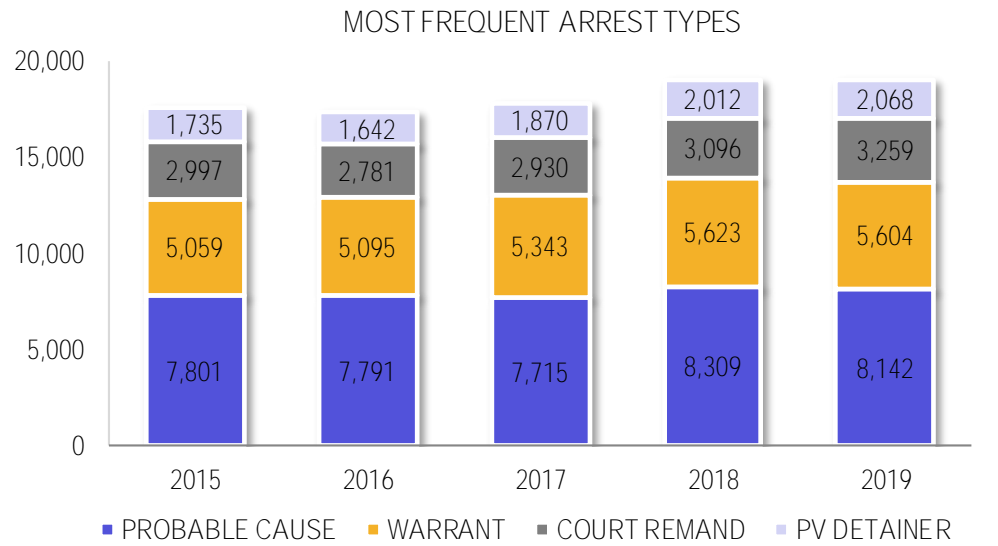
Summarized above are the most frequent arrest types by the general categories of: Court Remands, Probable Cause, Parole and Probation Violation (PV) Detainers, and Warrants. This shows consistent use of jail beds by the major participants in our justice system.

Release

Releasing inmates is a workload indicator for deputies and non-certified staff. Change patterns in release types are also an indication of the health of the criminal justice system as a whole. When inefficiencies are identified, jail command can work with criminal justice partners to potentially adjust practices; supporting more efficient use of our limited number of jail beds.

RELEASES PER YEAR

Year	Releases
2015	17,142
2016	17,140
2017	17,150
2018	18,371
2019	18,023
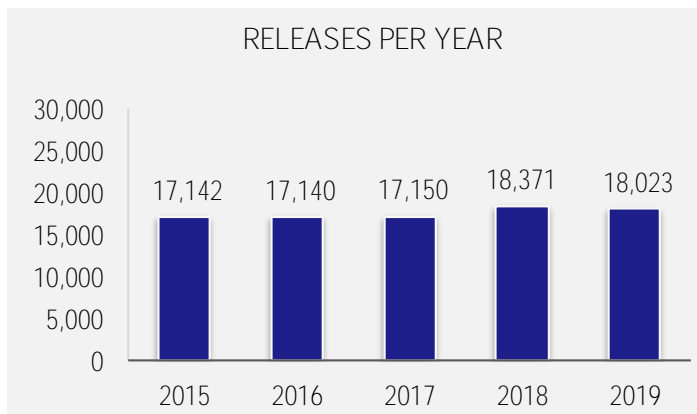
2019 RELEASE REASONS BY GENDER

	M	F	TOTAL	% TOTAL
BAIL	1,282	380	1,662	9.22%
COURT	2,587	1,097	3,684	20.44%
FORCED RELEASE	911	158	1,069	5.93%
OTHER	502	158	660	3.66%
RECOG	3,046	1,257	4,303	23.88%
TIME SERVED	3,763	957	4,720	26.19%
TRANSPORT	1,520	405	1,925	10.68%
TOTAL	13,611	4,412	18,023	100.00%

In 2019, there were 18,023 releases, with forced releases making up 5.93% of the releases compared to 10.13% in 2018.

POPULATION MANAGEMENT

Classifications

Accurate and timely classification of inmates in the Washington County Jail is a foundation for safety in a direct supervision facility and placement in alternative custody programs. Tracking trends in the primary classification of inmates assist planners when making decisions about the number and type of beds needed in a jail system for future expansion.

The table below shows a breakdown of the 8,987 inmates who were held in jail custody long enough to receive a formal primary classification (within 72 hours of arrival). Many inmates are initially booked into the jail but only stay for a short time because they qualify to be released to a third party or on their own recognizance, post security, etc. The jail has 8 inmate classification levels, ranging from 1-Minimum (lowest-risk custody level) to 8-Maximum (highest-risk custody level), that are used for housing and inmate management purposes.

PRIMARY CLASSIFICATION

	2015	2016	2017	2018	2019
1-MINIMUM	1,558	1,385	1,413	1,394	1,568
2-MINIMUM	1,869	1,884	1,632	1,540	1,766
3-MINIMUM	545	655	646	576	515
5-MEDIUM	667	655	642	650	727
6-MEDIUM	2,961	3,167	3,164	3,403	3,516
7-CLOSE	451	485	637	564	658
8-MAXIMUM	170	271	236	246	237
TOTAL	8,222	8,502	8,370	8,373	8,987

Inmates who are classified as 7-Close and 8-Maximum are regarded as the most dangerous or unpredictable of all inmates housed. They are housed in the most secure areas of the Washington County Jail and require more staff involvement to manage and move them from one location to another. The data shows that the least serious classifications declined (1-Minimum) and the more serious increased (6-Medium).

	2015	2016	2017	2018	2019
RECLASSIFICATIONS	3,244	3,335	3,467	3,159	3,388
CCC SCREENINGS	3,150	3,348	3,095	2,697	2,813
CCC TRANSFERS	1,922	1,882	1,765	1,738	1,980
CCC RETURNS	182	199	161	120	118
CCC ESCAPES/UNAUTHORIZED DEPARTURES	78	61	78	52	72
EHD PROGRAM PARTICIPANTS	134	128	140	66	46

Reclassification occurs based on scheduled reviews and as the need arises, such as when an inmate applies to be an inmate worker or requests transfer to the Washington County Community Corrections Center (CCC).

Reclassification also happens:

- when an inmate assaults someone;
- when an inmate is returned from the CCC, EHD, or another alternative program;
- upon request by a staff member.

Inmate classification is an objective assessment process based on a consistent set of criteria systematically applied for a classification decision. Information gathered during the risk and needs assessment serves as the basis for assignment of housing.

With a carefully developed housing plan, inmates are placed where they can be best managed. Inmates who pose the highest safety and security threat are separated from more vulnerable or compliant inmates.

Forced Releases

Forced releases directly influence the number of Failure to Appear (FTA) warrants that are issued countywide and are often seen as a measure of the overall efficiencies of the criminal justice system.
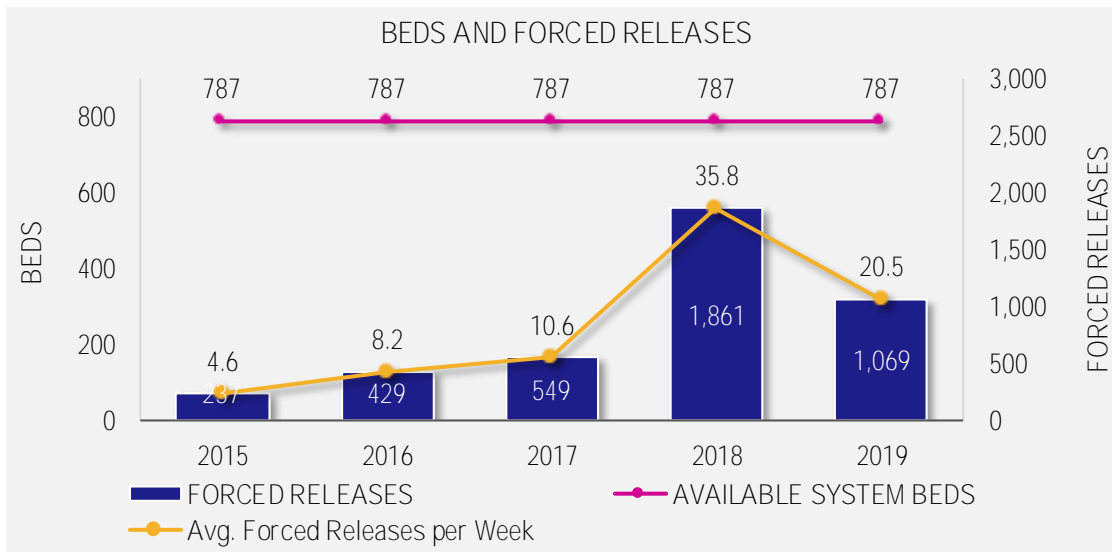
For the last four years, the total county justice system beds have remained at 787; 572 in the jail and 215 in the CCC. When beds are full and no other release options are available, the jail is forced to release inmates. Jail staff strive to release inmates who have the strongest ties to the community and who pose the lowest risk to public safety compared to the other inmates being held. Jail staff members perform a risk assessment to determine which inmates should be released.

If the inmates who are released fail to appear in court again, a warrant is issued by the court, and law enforcement must locate, re-arrest, and bring them to jail again. The cycle of arrest, release, and failure to appear, is repeated in many cases and is very costly.

When defendants fail to appear in court as scheduled, they waste not only their time, but the time and resources of the court, district attorney, and defense attorneys, which translate to taxpayer expense and a further burden to an already limited law enforcement system.

In 2019, the jail forced released 42.5% (792) fewer inmates compared to the prior year. Of the 1,069 inmates, 158 (15%) were female, for whom jail beds are limited.

Failure-to-Appear Warrants

Failure to Appear (FTA) warrants drive system inefficiencies and are the source of many hidden costs throughout the criminal justice system. By tracking the number issued, we gauge whether our policies and procedures are having a positive impact on criminal justice system efficiencies.

FTA WARRANTS - YEAR TO YEAR TREND
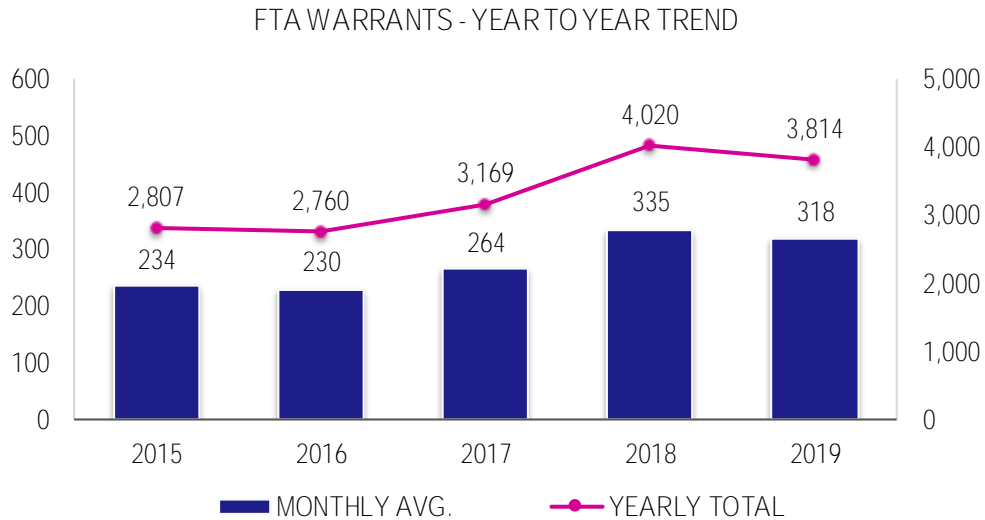
Forced releases, more than any other release type, contribute greatly to the rise in FTE warrants because forced released inmates are significantly more likely to fail to appear at their scheduled court hearings. Compared to 2018, last year's 5.1% decrease in FTA warrants can be highly attributed to the 42.5% decline in forced releases.

Over the years, the Sheriff's Office, in concert with our justice partners, have instituted several policies and programs to help mitigate FTA warrants to include holding inmates until arraignment when possible, Early Case Resolution (ECR), Electronic Home Detention (EHD), and specialty courts.

Early Case Resolution and Diversion Early Case Resolution

The Early Case Resolution (ECR) program has operated within the LEC arraignment court since 2007. It allows defendants charged with certain crimes to accept a plea and be sentenced on the day of arraignment or shortly thereafter. Crimes that may be considered in the program include most misdemeanors, certain low felony property crimes and all drug possession charges.

The ECR program takes a criminal case from arraignment to disposition, usually within 1 or 2 court appearances, by streamlining plea offers from the District Attorney (DA) to defendants represented by defense counsel. If the plea offer is accepted, the case is resolved, and future court hearings are cancelled.

The Diversion Early Case Resolution (DECR) program is a subset of the ECR program that allows eligible crime-free defendants an opportunity to have their qualifying criminal charges dismissed upon the successful completion of the program. The defendant must remain crime free for the diversion term, have no contact with the victim, complete community service, and pay any requested restitution. Both programs benefit the jail by reducing Bed Impact Days (BID) and reducing potential FTA warrants from missed appearances.

Starting in 2019, the District Attorney's Office updated their method of reporting to provide a more accurate picture of the ECR and DECR process. The custody status is determined by the defendants first arraignment time.

2019 CASE DISPOSITIONS

ECR STATUS	IN-CUSTODY	OUT-OF-CUSTODY	TOTAL
RESOLVED	549	662	1,211
RESOLVED AT SET OVER	9	207	216
REMOVED	47	57	104
DECLINED	121	300	421
DECLINED AT SET OVER	10	149	159
TOTAL	736	1,375	2,111

Pie chart: 28.1%, 4.9%, 67.0% — RESOLVED, REMOVED, DECLINED
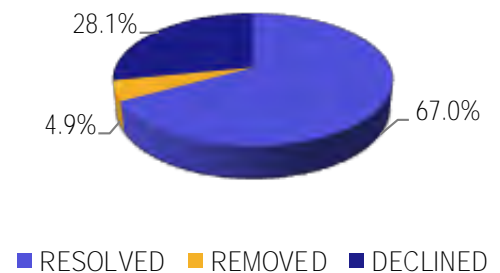
ECR STATUS DEFINED

RESOLVED	Was not set over and the defendant either accepted ECR/DECR or entered DECR.
RESOLVED AT SET OVER	Was set over. The defendant accepted ECR/DECR or entered DECR.
REMOVED	Defendant was removed from ECR/DECR by the LEC DDA. This can be done prior to arraignment.
DECLINED	Was not set over and the defendant declined ECR/DECR.
DECLINED AT SET OVER	Was set over and either the defendant declined ECR/DECR or exceeded the days to resolve.

NOTE: In 2019, **the District Attorney's Office restructured their reporting method to include both Early Case Resolution and Diversion Early** Case Resolution case dispositions. Categories have also been further broken down and defined for a more accurate picture of the program process. Prior years statistics are not comparable and have been removed as of this 2019 report.

WILOJ Alternative Custody Program

Inmates who are sentenced to serve 10 days or less have the option of serving their time one of three ways: to serve their days consecutively in jail, to serve their time on the weekends at the Washington County Community Corrections Center (CCC), or to participate in the Work-in-Lieu-of-Jail (WILOJ) program.

The WILOJ program relieves jail overcrowding while providing inmate labor for a variety of public service projects that benefit the community. Tracking WILOJ statistics helps administrators evaluate the cost effectiveness of the program and ensure program objectives are being met. WILOJ inmates serve their sentence on weekends when the need for jail beds is highest due to arrest rates and the "hold until arraignment" policy.

PARTICIPANTS AND PROJECT TIME

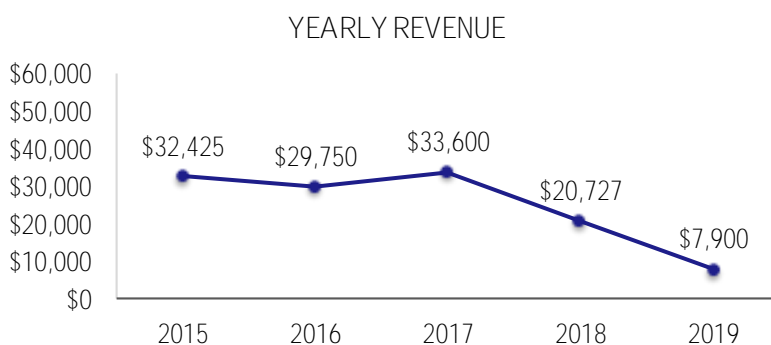| Year	# WORKDAYS	# HOURS	# PARTICIPANTS
2015	1,297	7,782	
2016	1,190	7,140	267
2017	1,344	8,064	239
2018	829	4,974	169
2019	316	1,896	83
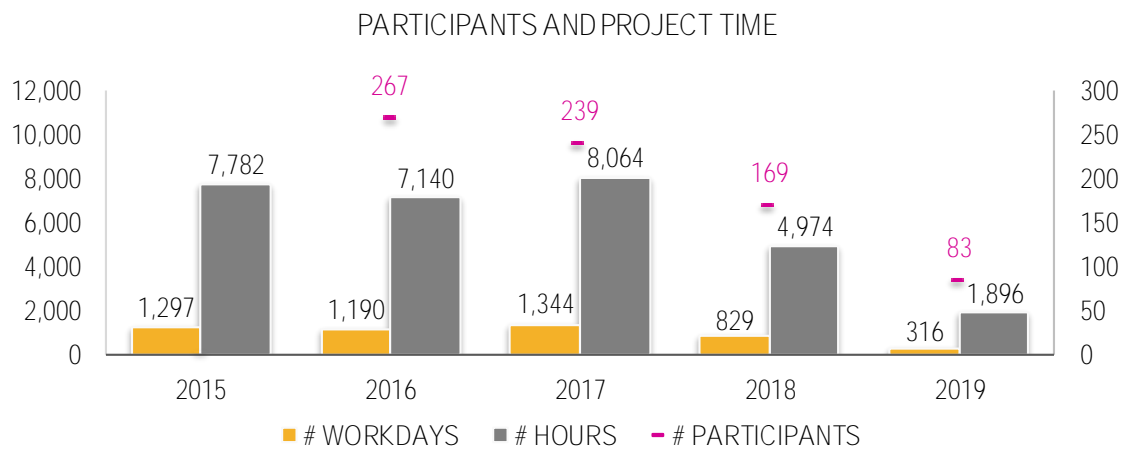
In 2016, the jail began tracking the actual number of WILOJ participants by pulling the check-in sheets for each day and notating the new inmates assigned for the day. A decline in the 2019 participants was a direct result of insufficient staffing levels which necessitated putting the WILOJ program on hold about mid-way through the year.

YEARLY REVENUE

Year	Revenue
2015	$32,425
2016	$29,750
2017	$33,600
2018	$20,727
2019	$7,900

ESTIMATED
VALUE OF LABOR
$30,639

WILOJ participants currently pay $25 per day to take part in the program. The money collected helps defray the costs of transportation, insurance, and the WILOJ deputy's wages. In 2019, the estimated value of labor provided to the taxpayer was $30,639 based on the latest 2018 Oregon Wage Information rate calculated at the average rate of $16.16 an hour for a landscape/grounds maintenance laborer.

NOTE: In 2019, WILOJ participant and project time data was re-calculated across all years to ensure consistency in reporting.

In addition to the cost savings to the community, this labor also enhances the relationships between the Sheriff's Office and community partner organizations and assists with upkeep of the county's overall condition. This program helps us better manage our jail population and helps reduce the need for forced releases, acts as a low-cost alternative to the high cost of housing a person in jail and generates revenue to compensate for the cost of their incarceration.

Electronic Home Detention (EHD) Program

Electronic Home Detention (EHD) is another alternative incarceration program for sentenced inmates. Used as a population management tool, this program allows carefully screened low risk inmates to live and move about in the community in approved geographic locations. This reserves jail beds for more dangerous or appropriate inmates.

They are issued devices equipped with global position technology that enables their tracking as well as daily, random breath analyses. A single jail deputy supervises, manages, and conducts home checks on all inmates on EHD. Participants pay a sliding scale daily fee to participate in the program. The fees go to the contractor that monitors their movement and maintains the equipment.

EHD PROGRAM

	2015	2016	2017	2018	2019
# PARTICIPANTS	134	128	140	66	46
BED DAYS SAVED	4,745	4,274	3,911	1,952	1,655

In 2019, there were 46 participants placed on the program for a total of 1,655 days, avoiding about 4.5 potential forced releases per day. The reduction in participants compared to prior years can be attributed to several factors including: fewer program applicants, a temporary change in supervisor, and no longer pre-screening applicants before receiving sentencing paperwork.

Due to staffing needs in the jail, a patrol deputy was temporarily assigned to fill the role of the EHD program supervisor in the beginning of the year.

Security Bail Revenue

Security release (bail) revenue is tracked and used as an indirect indicator of how efficiently criminal justice system beds are being used. When inmates post security, the courts hold the money as incentive for them to appear in court. Typically, inmates who are released on bail have a lower FTA rate.

BAIL POSTS AND REVENUE

Legend: # INMATES POSTED BAIL   # BOOKINGS   # BAIL PAYMENTS   REVENUE
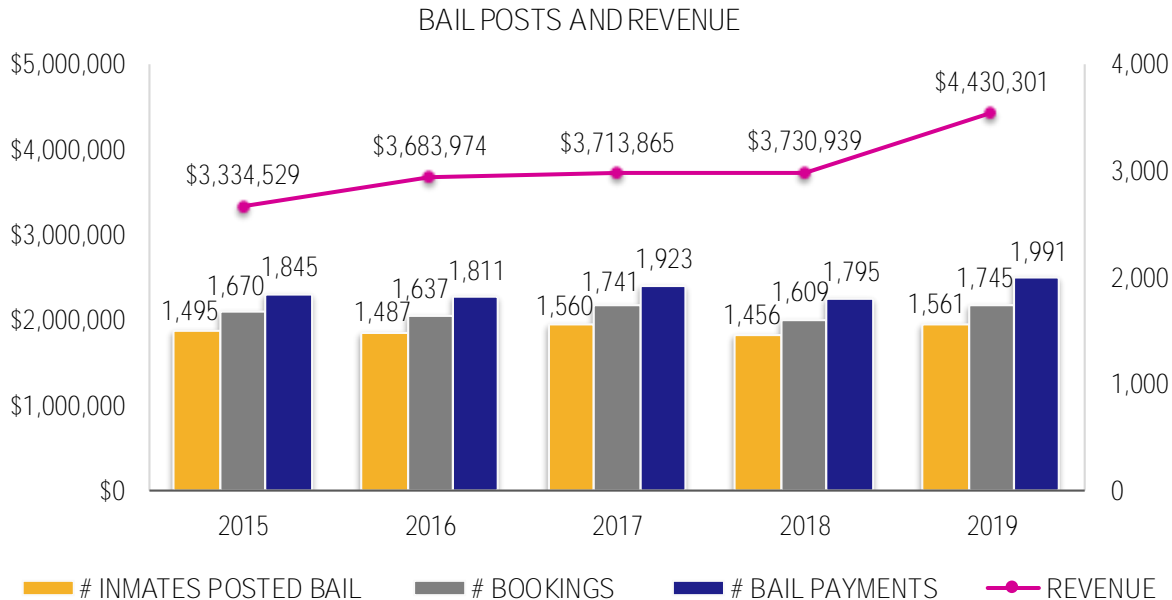
The data shows the total amount of security posted; the number of inmates who posted bail; the number of bookings (some inmates were booked and paid bail more than one time); and the number of payments (some inmates had to pay bail to more than one court). In a healthy criminal justice system, the number of inmates posting, and the amount of bail collected remain steady. In 2019, the 18.7% increase in bail revenue can be attributed to several more high-dollar bail payments made compared to prior years.

BAIL PAID BY CREDIT CARD

Legend: # TRANSACTIONS   TOTAL SALES   TOTAL FEES
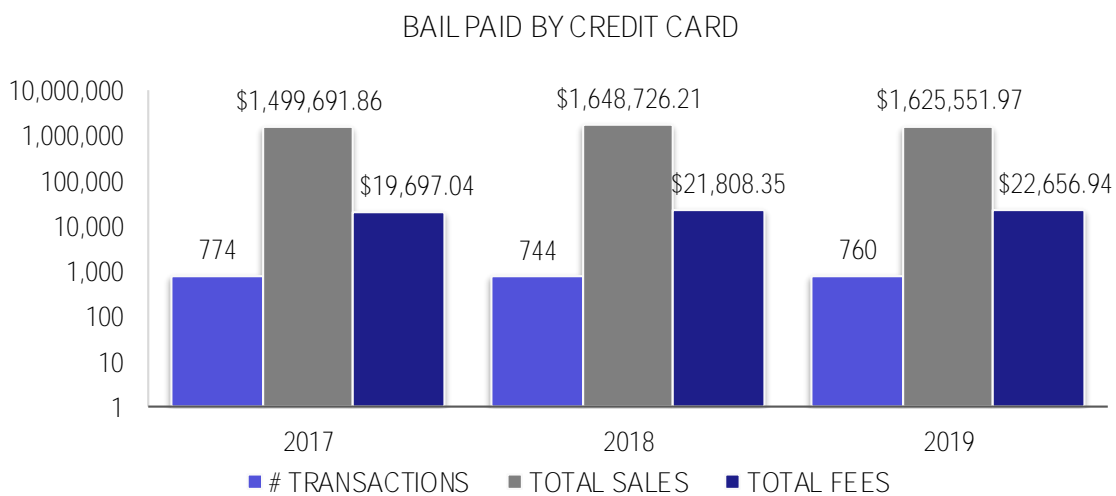
Credit cards make it easier for more inmates to post bail. Credit card fees are deducted from the inmate trust account by the bank and are reimbursed by the county general fund as a jail expenditure.

INMATE MANAGEMENT

Inmate Grievances

Inmate grievances surrounding conditions of confinement are a barometer of healthy jail operations. They serve to identify patterns that indicate potential problems that staff should address. Inmates are encouraged to file grievances when deputies are unable to resolve complaints at the pod level. An effective grievance process should resolve complaints at the lowest level possible.

GRIEVANCE BY CATEGORY

	2015	2016	2017*	2018	2019
CLASSIFICATION	11	30	81	80	88
COMMISSARY	8	34	66	182	146
CUSTODY STATUS	12	24	45	47	91
DISCIPLINARY PROCESS	39	38	47	68	84
FEE CHARGES	1	17	44	46	50
FOOD SERVICE	67	70	113	151	95
GRIEVANCE PROCESS	12	3	-	-	-
HEALTH CARE	280	192	326	384	341
INMATE RIGHTS/PRIVILEDGES	82	61	45	130	132
INMATE RULES	26	10	5	15	10
ISSUED PROPERTY	3	3	13	11	11
LAUNDRY SERVICES	0	4	8	11	20
LAW LIBRARY	10	15	30	55	47
LIVING CONDITIONS	10	13	41	73	56
MAIL	13	20	35	68	70
PERSONAL PROPERTY	9	11	13	30	39
PROGRAMS	0	12	16	27	22
RECREATION	3	8	7	11	13
STAFF ISSUES	104	69	80	137	97
TELEPHONE	5	17	26	48	50
TIME COMP	13	12	18	21	22
VISITATION	1	7	11	26	21
TOTAL	709	670	1,070	1,621	1,505

* 2017 was the first full year of data available from the Global Tel Link tracking system.

The *Grievance by Category* table shows the total number of grievances and the general area of complaint. In 2014, the jail used a grievance system that allowed inmates to initiate grievances independently on a kiosk in the housing unit. Unfortunately, the data tracking and overall usability of this system did not meet the needs of the inmates nor the staff in the jail. In 2015, we tried to revive the pre-existing grievance system. Designed and built in 2000, the system was staff intensive and antiquated. Relief came in 2016 with the implementation of the Global Tel Link Grievance Module which has streamlined access for inmates to report grievances and has saved many hours for jail staff in responding to them.

NOTE: On January 29, 2020 the method for pulling these stats was reviewed and the queries and filters were verified and documented. Years 2017 and 2018 were re-run to ensure consistent reporting with 2019 and on.

In 2019, while commissary grievances went down 19.8%, complaints regarding custody status increased 93.6% followed by laundry services, up 81.8% and disciplinary process complaints, 25.3%.

The increase in complaints regarding custody status and disciplinary process are due to a few inmates who filed complaints multiple times. One inmate filed 23 (25%) of the 91 custody status complaints, while three inmates filed 20 (24%) of the 84 disciplinary process complaints. Over time, the jail has seen more adults in custody with significant mental health concerns. Some of them pose a higher safety risk and are given a classification that results in more restrictive housing. An increased number of high-risk inmates can also lead to greater violations and thus, more grievances are filed as a result of deputies holding them accountable through the disciplinary process.

The increase in laundry services complaints can be attributed to several factors:

- The laundry schedule is based on pod number and each pod holds inmates with a specific classification designation. Typically, individual inmates are moved from one pod to another based on population needs or when their classification changes, however in 2019 the jail experienced a whole pod classification move; inmates housed in Pod 2 were moved to Pod 9. Those inmates would have had to adjust to a new laundry schedule.
- Pod 3 experienced a temporary delay in laundry services when inmate worker responsibilities and assignments changed.
- Some inmates filed grievances that they should have been given a two-piece uniform versus the standard issued jumpsuit for various medical related and comfort reasons. Upon investigation, it was found these inmates did not have a legitimate medical need and some who had successfully switched to two-piece uniforms for comfort were found to be wearing their pants below the waistline, a violation of jail policy which resulted in disciplinary action.

GRIEVANCE PROCESS

	2015	2016	2017*	2018	2019
FORMAL GRIEVANCES	709	670	744	1,237	1,164
LEVEL 1	15	75	600	864	878
LEVEL 2 APPEAL	60	28	85	124	131
LEVEL 3 APPEAL	29	20	17	51	47
LEVEL 4 APPEAL	-	-	42	197	101

* 2017 was the first full year of data available from the Global Tel Link tracking system.

HEALTH CARE - GRIEVANCE PROCESS

|	2017*	2018	2019
FORMAL GRIEVANCES	326	384	341
LEVEL 1	280	311	261
LEVEL 2 APPEAL	26	34	46
LEVEL 3 APPEAL	13	10	11
LEVEL 4 APPEAL	7	29	23

The *Grievance Process* table tracks the number of inmate grievances resolved at each level. Anything beyond level 1 means the inmate was not satisfied with the resolution of the complaint and submitted an appeal. In 2019, 75% (878) of grievances were resolved at level 1 which means a jail sergeant reviewed and addressed the initial complaint with the inmate, coming to a successful resolution.

Grievances submitted due to a health care complaint are automatically directed to the contracted healthcare provider and go through a separate appeal track. Over the last three years, the number of complaints regarding inmate health care remained steady with 76.5% (261) resolved at level 1 in 2019. Level 1 complaints are addressed by the contracted director of nursing.

Inmate Discipline

Tracking disciplinary information helps identify operational issues and behavioral trends. This is needed to maintain safety and security and reduce liability to the county.

A cornerstone of direct supervision is the utilization of progressive discipline. As illustrated in the chart below, jail staff use warnings and informal lockdowns consistently in housing units as a method of incentivizing behavior changes and rule compliance with the least restrictive methods appropriate for the infraction.

TOTAL PROGRESSIVE DISCIPLINE REPORTS
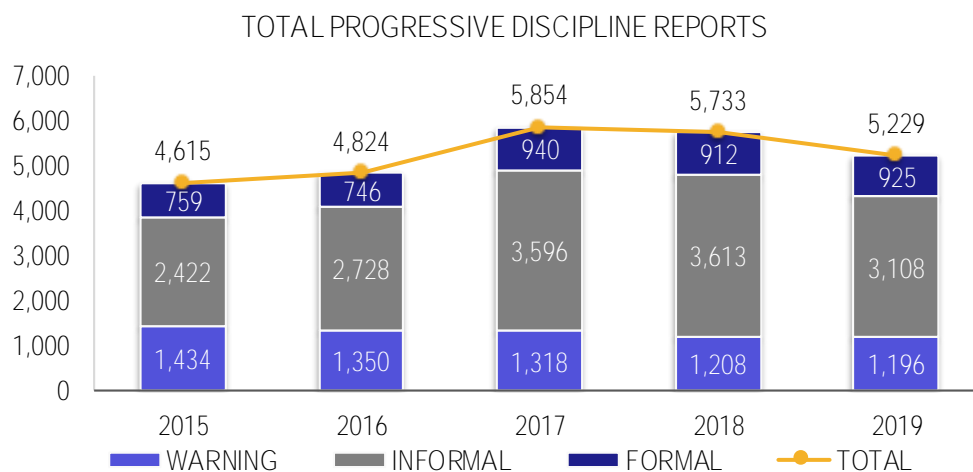
The number of disciplinary problems in a jail environment can be attributed to several factors:

- Staff effectiveness in carrying out policy and enforcing rules
- Increased populations and overburdened staff
- Ratio of high-risk inmates in custody to lower-risk offenders who are forced released
- Providing meaningful program activities
- Adequacy of health care or food services provided
- Cultural shift among jail staff to use the incident manager more regularly to document and hold accountable behavioral problems, even when the inmate is already on disciplinary status

FORMAL DISCIPLINE REPORTS BY AREA

	2015	2016	2017	2018	2019
POD 1 - ORIENTATION DORM	31	30	57	72	53
POD 2 - FEMALE GENERAL POPULATION	60	71	86	90	81
POD 3 - HIGH SECURITY	178	170	154	193	223
POD 4 - GENERAL POPULATION - MED	79	56	70	77	70
POD 5 - SPECIAL NEEDS	69	45	54	73	74
POD 6 - GENERAL POPULATION - MED	68	77	102	78	82
POD 7 - CLOSE SUPERVISION, AC, PC	65	77	109	73	59
POD 8 - GENERAL POPULATION - MIN	36	34	72	66	52
POD 9 - INMATE WORKERS - MIN	36	33	41	28	40
MEDICAL OBSERVATION UNIT	64	79	127	104	120
INTAKE	34	34	33	22	37
KITCHEN	2	8	6	11	7
CSTU	0	1	4	2	3
OTHER (PROGRAMS, EHD, WORK, TRT)	7	9	8	4	8
OTHER NON-SPECIFIED LOCATIONS	30	22	17	19	16
TOTAL	759	746	940	912	925
WCCCC	225	251	241	214	176

The table above shows the formal discipline reports broken down by area. We also included the totals from the WCCCC. Reports in the WCCCC category pertain to inmates who were transferred from the WCSO Jail to the CCC and then returned to the jail for offenses to include: unauthorized departure, escape, drug use, new criminal charges, and various rule violations.

In 2019, 925 formal discipline reports were filed (many generated by the same inmates). With 18,000 inmates booked into the jail during that period, this appears a low number. However, over the last five years, the number of formal discipline reports has increased about 22%. When we are forced to release inmates early, we continue to release those that pose the lowest safety risk to the community. This means that those posing the highest safety risks are held in custody. This is evident by the increased number of disciplinary misconduct incidents and seriousness of the violations in recent years.

NOTE: The table above was updated and the numbers for 2013 – 2015 were re-run in order to verify that a consistent method of count was used across all years. The "Other Non-Specified Locations" category was added in order to account for all reports that did not fit in another category. There were minor adjustments that had to be made across all years.

Inmate Assaults

Assaults committed by inmates in custody are an indicator of the level of safety for all people within the facility, the level of perceived danger of inmates, the adequacy of staff supervision, the adequacy of staffing levels, and the accuracy of classifications.

		2015	2016	2017	2018	2019
INMATE ON INMATE	ASSAULTS	29	35	21	37	42
	Rate per 1,000 Inmates Booked	*1.69*	*2.05*	*1.23*	*2.01*	*2.33*
	ATTEMPTED ASSAULTS	8	4	11	11	13
INMATE ON STAFF	ASSAULTS	10	19	16	19	8
	Rate per 1,000 Inmates Booked	*0.58*	*1.05*	*0.93*	*1.03*	*0.44*
	ATTEMPTED ASSAULTS	13	16	12	26	25

Assaults may occur at any time from booking until release. It is important to note that assaults in our facility generally last for 30 seconds or less, and often include inmates spitting or throwing bodily fluids at deputies, rather than hand-to-hand attacks (which are normally inmate vs. inmate). Both inmate-on-inmate assaults and inmate-on-staff assaults consisted of physical altercations: punching, hitting, pushing, biting, scratching, spitting, throwing food or bodily excretions, and threats.

As we continue to refine processes to keep those most deserving of jail time in custody, we are seeing an increase in the number of the most management-intensive inmates. The data above shows the number of times that inmates acted out against another person, as well as their unsuccessful attempts.

Suicide Watch Placement and Attempts

Another area that is closely monitored is suicide watch placement and attempts. Jail staff continues to work with strategies to mitigate suicide risks:

- monitoring phone calls;
- automated messages to family urging them to notify us 24/7 if inmate indicates contemplating self-harm;
- Deputies remain vigilant in their direct supervision of inmates and refer those with appropriate signs to mental health providers.

SUICIDE WATCH PLACEMENT

	2015	2016	2017	2018	2019
BOOKINGS	727	861	894	856	908

In addition, deputies are the most frequent identifiers of inmates with suicidal thoughts or ideations, and they take action. There were 908 people placed on suicide watch last year, and those making actual attempts to kill themselves decreased from 11 in 2018 to 6 in 2019.

Monitoring an inmate on suicide watch, some for several weeks, means they are lodged in the Medical Observation Unit (MOU) and staff must check on the inmate's welfare in person at least every 15 minutes. On any given day, multiple inmates are on suicide watch. If it were just 1 inmate for each day of the year that is over 69,000 additional checks a year. The number of inmates put on suicide watch is a testament to the tenacity of deputies, medical staff, and non-certified staff to keep inmates safe.

INMATE PROGRAMS

Inmate Work Crew

Inmate work crews represent workload for the deputy that coordinates work projects and supervises inmates in the community. It is one way to measure the value of this program.

The inmates selected for the work crews are carefully screened. They must have a history free of violent crime convictions and must be model inmates who are determined to be low escape risks, and who are nearing the end of their sentence. The experience they gain includes teamwork, following instructions, handling power equipment, forestry skills, and developing a work ethic. Our goal is for the inmate laborers to improve not only the conditions of our roads and forests, but also to gain skills that will help them to be productive citizens once they are released.

PARTICIPANTS AND PROJECT TIME

	2017	2018	2019
# PARTICIPANTS	818	409	501
# WORKDAYS	114	91	110
(project time)	3,500	2,274	2,799

PROJECTS COMPLETED
90

VALUE
$71,179
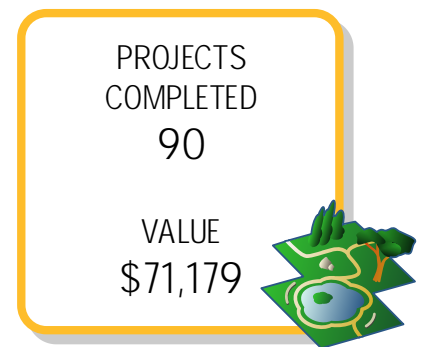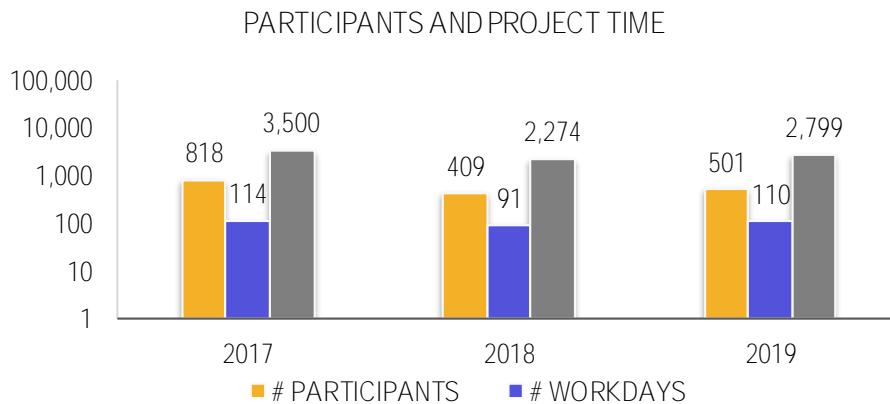
Over 110 days in 2019, the equivalent of 501 participants (multiple per day) worked 2,799 hours and completed 90 community projects.

Inmates in Educational Programs

The number of hours that inmates complete in educational programs is part of the jail's evaluation process. This evaluation helps to assess if programming is working as intended.

All general population inmates may take part in most activities. In 2014, the number of GEDs (18) was noticeably lower due to the transition to a new, much harder version of the test which required significantly more prep time and the conversion to computerized testing. During 2015, after some adjustment to the new testing system, GED numbers began to climb back up with inmates earning 46 GEDs in 2019. We also continued the expansion of employment services that were added to the array of other program services in the jail, using reinvestment funds from the state. Additionally, we continued obtaining replacement Social Security cards, made possible through an MOU with the Social Security Administration.

	2015	2016	2017	2018	2019
GEDs EARNED BY INMATES	35	42	45	41	46
HIGH SCHOOL DIPLOMAS AWARDED	5	5	3	2	2

For our more intensive cognitive programming, the Jail Programs staff utilizes an assessment tool to determine which inmates are at a higher risk to re-offend. Only inmates who qualify and who have relatively longer lengths of stay are allowed or required to participate.

This table describes the number of programming hours that inmates have completed by programming topic.

	2015	2016	2017	2018	2019
COGNITIVE SKILL BUILDING, ALCOHOL AND OTHER DRUGS, INDIVIDUAL TRANSITION, AND ASSESSMENT	16,106	17,456	13,938	13,015	11,390
EDUCATION AND EMPLOYMENT	10,157	14,089	14,294	12,383	13,685
*OTHER	10,356	9,588	8,687	9,587	9,097
TOTAL	36,619	41,133	36,919	34,985	34,172
INMATES IN PROGRAMS	1,855	1,556	1,460	1,375	1,435
HOURS INMATES SPENT IN PROGRAMS	36,619	41,133	36,919	34,985	34,172

In addition, Jail Programs staff offer mentors for inmates upon release from jail. Many inmates struggle with significant legal and social problems such as: difficulty establishing positive social networks, difficulty finding employment and suitable housing, and are often involved with DHS on child custody issues.

The mentor's role is to model appropriate behaviors and provide coaching and support for the former inmate while the former inmate works to develop responsible patterns of behavior. When incidents of relapse occur, the mentor communicates with the probation officer, who appropriately deals with those behaviors.

Mentoring has proven to be an effective way to facilitate a transition from criminal behaviors to positive and productive citizenship. We continue to see evidence that mentoring improves the likelihood that participants will engage in services and maintain higher levels of engagement for longer periods than they did prior to having a mentor.

2019	DRUG/ALCOHOL TX/AA, NA	EMPLOYMENT	HOUSING	OTHER SUPPORT
INVOLVEMENT WITHOUT MENTOR	0%	0%	0%	0%
INVOLVEMENT 1-12 MONTHS WITH MENTOR	52%	47%	27%	30%

In April of 2016, Jail Programs added 3.5 new contracted staff and became an official work source center. This was made possible by our partnerships with Worksystems, the Oregon Employment Division, PCC, and SE Works which resulted in a $500,000 grant award from the Bureau of Labor. Since then, the Oregon Employment Department continues to fund one full-time position in the jail.

HB 3194 Justice Reinvestment Grant Funds

House Bill 3194 passed in 2013 with a goal of flat-lining growth in Oregon prison populations and reducing recidivism. The bill established the Justice Reinvestment Grant Program to award funds to counties to provide intensive supervision, sanctions, and wrap-around services to help offenders successfully transition from custody and not end up back in prison. Grant funded programs are proven to reduce crime and include addiction treatment and mental health programs, community re-entry support, and prevention programs.

In addition to the jail's existing inmate programs, we provide 3 forms of transitional support for inmates to secure jobs, find suitable housing, and identify community support groups.

POST-RELEASE EMPLOYMENT PROGRAM (PREP)

	2015*	2016	2017	2018	2019
TOTAL ENROLLED	70	88	93	127	105
CURRENTLY ENROLLED	42	45	46	45	45
EMPLOYED	51	82	77	106	74
ENROLLED IN TRAINING PROGRAM OR SCHOOL	11	15	22	28	23

IDENTIFICATION

	2015	2016	2017	2018	2019
SOCIAL SECURITY CARDS	143	242	250	263	191
BIRTH CERTIFICATES	2	0	0	0	0

* (2015) Our Employment Specialist had to discontinue coming in the jail between 7/1 and 8/26 and had to effectively start over when he was able to come back. That reduced the number enrolled.

Positive Change in Pattern of Criminal Behavior

A primary goal of jail programming is to make an impact on inmates' lives and thus, the community. A simple measure of recidivism (i.e., felony reconviction) does not capture the possible changes that might reflect such impact. Instead, looking at changes intra-individual (measuring the person against themselves instead of a control group) across a range of indicators provides a method of tracking trends in criminal behavior over time. To use a control group, we would have to deny some inmates the opportunity to participate in programs.

The sample includes most inmates that have completed at least a part of jail-recommended programming and who had been released 1 to 5 years prior to the criminal history check. We checked criminal history before and after the jail program intervention using the same length of time. To determine the period for each check, we looked at how long individuals had been released (after a booking where they received programs) and went back an equal time period prior to that arrest. For example, if the inmate had been released a year, we included the year before that booking.

POSITIVE CHANGE IN PATTERN OF CRIMINAL BEHAVIOR - 2019

	1-2 YEARS BEFORE RECOMMENDED JAIL PROGRAMS	1-2 YEARS AFTER RECOMMENDED JAIL PROGRAMS	% REDUCTION
AVG. # OF ARRESTS	4.42	1.98	55%
AVG. # OF FELONY CHARGES	3.24	1.11	66%
AVG. # OF MISD. CHARGES	4.32	1.47	66%
AVG. # OF PV SANCTIONS	3.33	1.58	53%
AVG. # OF FELONY CONVICTIONS	1.28	0.41	68%
AVG. # OF MISD. CONVICTIONS	1.38	0.34	75%
# OF PERSON TO PERSON CONVICTIONS	752	257	65%
AVG. # OF PERSON TO PERSON CONVICTIONS	0.28	0.097	65%
SAMPLE BASED ON 2,670 INMATES			

	2-3 YEARS BEFORE RECOMMENDED JAIL PROGRAMS	2-3 YEARS AFTER RECOMMENDED JAIL PROGRAMS	% REDUCTION
AVG. # OF ARRESTS	6.00	3.21	47%
AVG. # OF FELONY CHARGES	4.01	1.83	54%
AVG. # OF MISD. CHARGES	5.51	2.37	57%
AVG. # OF PV SANCTIONS	3.97	2.53	36%
AVG. # OF FELONY CONVICTIONS	1.73	0.79	54%
AVG. # OF MISD. CONVICTIONS	1.95	0.60	69%
# OF PERSON TO PERSON CONVICTIONS	779	381	51%
AVG. # OF PERSON TO PERSON CONVICTIONS	0.33	0.16	51%
SAMPLE BASED ON 2,372 INMATES			

	3-4 YEARS BEFORE RECOMMENDED JAIL PROGRAMS	3-4 YEARS AFTER RECOMMENDED JAIL PROGRAMS	% REDUCTION
AVG. # OF ARRESTS	7.31	3.97	46%
AVG. # OF FELONY CHARGES	4.83	2.32	52%
AVG. # OF MISD. CHARGES	6.49	2.85	56%
AVG. # OF PV SANCTIONS	4.27	2.89	32%
AVG. # OF FELONY CONVICTIONS	2.08	1.09	48%
AVG. # OF MISD. CONVICTIONS	2.36	0.86	64%
# OF PERSON TO PERSON CONVICTIONS	1,148	572	50%
AVG. # OF PERSON TO PERSON CONVICTIONS	0.4	0.20	50%
SAMPLE BASED ON 2,902 INMATES			

	4-5 YEARS BEFORE RECOMMENDED JAIL PROGRAMS	4-5 YEARS AFTER RECOMMENDED JAIL PROGRAMS	% REDUCTION
AVG. # OF ARRESTS	8.74	4.98	43%
AVG. # OF FELONY CHARGES	4.91	2.72	45%
AVG. # OF MISD. CHARGES	7.42	3.54	52%
AVG. # OF PV SANCTIONS	4.91	3.21	35%
AVG. # OF FELONY CONVICTIONS	2.19	1.40	36%
AVG. # OF MISD. CONVICTIONS	2.85	1.24	56%
# OF PERSON TO PERSON CONVICTIONS	951	511	46%
AVG. # OF PERSON TO PERSON CONVICTIONS	0.42	0.22	46%
SAMPLE BASED ON 2,258 INMATES			

The tables above show, across all indicators, that jail activities positively impact the lives of inmates in the long term. Inmates show a 55-75% decrease in criminal convictions 1-2 years after completing their jail sentence and the programming provided during their incarceration. The results are similar, though diminishing up to 5 years after release from jail.

The data is very encouraging and appears to validate the body of research supporting programming for in-custody jail populations. It also provides evidence that we are on the right track with the program interventions that we are providing in the jail. We target inmates at higher risk to re-offend as measured by the Level of Service Case Management Inventory tool.

INMATE HEALTH SERVICES

Health Services

Jails must provide for the basic health care needs of inmates. The quality of care must meet the community standard and be delivered at a reasonable cost. Washington County contracts with NaphCare, a private provider, to serve the health care needs of inmates lodged at the Washington County Jail.

HEALTH SERVICES	2016	2017	2018	2019
SCREENINGS AND GENERAL INFORMATION				
RECEIVING SCREENINGS PERFORMED	15,401	15,861	16,940	16,536
MENTAL HEALTH EVALUATIONS PERFORMED	1,887	1,612	1,624	1,266
PHYSICAL ASSESSMENTS PERFORMED	10,811	14,843	16,530	16,108
MEDICAL SERVICES	4,308	5,013	6,075	6,926
PHARMACY				
MEDICATION ORDERS	30,760	37,306	44,903	47,216
PATIENTS ON MEDICATION	7,818	8,459	9,841	9,403
PATIENTS ON MENTAL HEALTH MEDICATION	4,037	4,019	5,102	4,445
PATIENTS RECEIVING PSYCHOTROPIC MEDICATION	3,728	3,727	4,708	4,265
PATIENT MONITORING				
PATIENTS ON SUICIDE WATCH	844*	928	860	855
CHRONIC CARE				
TOTAL CHRONIC CARE CONDITIONS	9,033	10,146	11,227	10,264
PATIENTS WITH ANY CHRONIC MEDICAL CONDITION	5,922	6,499	7,078	6,793
DENTAL SERVICES				
DENTAL SICK CALLS	388	305	364	430
OBSTETRIC SERVICES				
PREGNANCY-RELATED OFF-SITE VISITS	54	93	39	21
PREGNANT FEMALES BOOKED	133	111	57	69
PREGNANT FEMALES SENT OFF-SITE	37	44	23	13
MENTAL HEALTH SERVICES				
MENTAL HEALTH PROVIDER SERVICES	739	985	1,103	1,088
MENTAL HEALTH PSYCHIATRIST	866	652	762	783
MENTAL HEALTH SOCIAL WORKER/COUNSELOR**	3,840	3,847	2,931	2,024
OFF-SITE SERVICES				
HOSPITALIZED PATIENTS	38	12	30	11
INPATIENT HOSPITAL DAYS	58	45	109	51
PATIENTS SENT TO ER	98	97	137	124
AMBULANCE RUNS	49	38	71	48

*Includes inmates being counted when they are on suicide watch more than one time which is a better reflection of the actual workload.

**Includes suicide watch plus mental health appointments.

NOTE: Note: In 2016, NaphCare changed their reporting system and was able to gather their first full year of data. Data for 2015 was not included as the reporting system was different and only included the last 6 months of the year. As of 2019, inmate grievances regarding health services are tracked in the Inmate Grievances section of this report.

Over the last two years, data trends show consistently elevated levels of health services needed for inmates compared to 2016. In 2019, dental sick calls went up 18.1%; inmate medical services increased 14% and medication orders rose 5.15%.

Lifestyles among persons lodged in jails, including homelessness and frequent, heavy use of drugs and alcohol, create many challenges to managing inmate health care.

NaphCare offers a mental health team that provides coverage 7 days a week. The mental health team results in more inmates receiving treatment services while in custody and allows for partnership with other criminal justice system partners to develop discharge plans that will follow some of the more difficult inmates/patients as they transition back into the community.

In planning for future jail bed needs, the number and type of beds best suited to manage an increasing number of high risk medical and mental health inmates should be given careful consideration.

FOOD SERVICES

Food Services Cost and Production

Food and food service costs are a significant part of running a jail. Meeting nutritional requirements, while maintaining a conservative fiscal approach, requires constant analysis and review.

TOTAL NUMBER OF MEALS

	2015	2016	2017	2018	2019
JAIL	679,860	665,527	637,115	684,706	662,340
CCC	220,642	216,154	200,084	213,201	199,349
HARKINS HOUSE	11,570	7,532	3,413	277	0
TOTAL # OF MEALS	912,072	889,213	840,612	898,184	861,689
AVG. SERVINGS PER MEAL	824	812	768	820	787
AVG. COST PER MEAL	$1.26	$1.29	$1.25	$1.28	$1.27

In 2013, the food contract was awarded to Trinity Services group. Consolidated Food Management was the previous vendor until the end of July. The jail provides inmate workers to assist the contractor in kitchen operations.

In 2016, Harkins House started a new meal plan where juveniles in the shelter prepare their own lunches. The success of their new plan is shown in the 2018 total as Trinity Services group only had to provide 277 meals, followed by none that needed to be provided in 2019.

The current food service vendor has maintained low meal costs using different food items in the meal menus, such as ground turkey and bakery goods made on-site. They continue to meet the required nutritional standards, and the jail kitchen is cleaner than many public restaurants.

COURT SECURITY AND TRANSPORT UNIT

Court Security and Transport Services

To determine necessary staffing levels in order to fulfill the security needs for the court functions and for the transportation of inmates.

The tables below show levels of service provided by the Court Security Transports Unit (CSTU) in the area of court escorts, facility transports, security standbys, and other agency transports.

COURT SECURITY

	2015	2016	2017	2018	2019
COURT ESCORTS (# OF INMATES)	12,327	12,238	9,410	6,172	8,950
OUT OF CUSTODY BOOKINGS	2,147	1,952	1,690	1,711	1,469
WARRANTS SERVED	402	341	155	72	271
JURY TRIALS (BY # OF DAYS)	324	284	226	267	315

TRANSPORTS

	2015	2016	2017	2018	2019
INMATE TRANSPORTS TO WCJ	2,028	2,077	2,298	2,469	2,332
INMATE TRANSPORTS OUT OF WCJ	1,970	2,053	2,185	2,037	2,168
TOTAL TRANSPORTS	3,998	4,130	4,483	4,506	4,500
TRANSPORT MILES DRIVEN	41,463	39,513	40,218	40,678	85,013
EXTRADITIONS	230	248	259	236	262

In 2015, Presiding Judge Bailey implemented Case Management and Final Resolution appearances to replace pretrial conferences. Case Management appearances on Mondays are an opportunity for judges to determine how prepared both parties are and whether plea offers are pending from the State. The data seems to imply that this process is reducing the number of days inmates (and court staff) are spending in trial.

APPENDIX - DATA SOURCES

Staffing, Budget & WCSO Overtime	Fiscal Budget and FTE by division from Business Operations, Robin Huber and Erika Baca.
Number of People Booked Per Year & Female Bookings	Tiburon data pulled through Jail: Booking Grid report via PSWeb.
Bookings Per 1,000 In Washington County	Tiburon data pulled through Jail: Booking Grid report via PSWeb and U.S. Census QuickFacts for population.
Booking Rates Per 1,000 For Oregon Counties & Custody Beds Per 1,000 Population	2018 Jail Statistics by County as gathered by the Oregon Sheriff's Associated, Jail Command Council.
Most Frequent Arrest Types	Tiburon data pulled via PSWeb by LET.
Release	Tiburon data pulled through Jail: Release Grid report via PSWeb.
Classifications	Tiburon data pulled via PSWeb by LET; EHD Tracking Log; CCC Screenings data pulled via Rehab Program query by the system administrator, Maureen Frary.
Beds & Forced Releases	2018 Jail Statistics by County as gathered by the Oregon Sheriff's Associated, Jail Command Council; Tiburon data pulled through Jail: Bed Impact Days via PSWeb.
Failure-To-Appear Warrants	Data pulled through Omnisearch in SORec via Criminal Records Supervisor, Tim Dooley.
Early Case Resolution	Statistics provided by the Washington County DA's Office, Pam Owen Jacobson.
WILOJ	Data provided by WILOJ supervisor; wage rate data from the Oregon Bureau of Labor and Statistics: https://www.bls.gov/oes/current/oes_or.htm
EHD Program	EHD Tracking Log maintained by Deputy assigned to EHD program.
Security (Bail) Revenue	Keefe Commissary Accounting System, Checkbook Transaction from the Report Module provided by Business Operations, Amy Timshel; Tiburon data pulled from Jail: Release Grid report via PSWeb.
Inmate Grievances	Grievance database Grievance Summary report and Custody Management System Inmate Informal Lockdown report; Global Tel Link web-based grievance system.
Inmate Discipline & Inmate Assaults	Tiburon data pulled from Jail: Incident Grid report via PSWeb.
Suicide Watch Placement and Attempts	Tiburon data pulled via PSWeb by LET.
Inmate Work Crew (IWC)	Data received from IWC supervisor.
Inmate GEDs and Diplomas, Program Hours, HB3194 Justice Reinvestment Grant Funds & Positive Change in Pattern of Criminal Behavior	Rehab Program database run by the system administrator, Maureen Frary.
Health Services	Data received from NaphCare Health Services Administrator, Ryan McClain and Administrative Assistant, Josie Hernandez.
Food Services	Data received from Business Operations, Erika Baca.
CSTU and Transports	CSTU Statistics spreadsheet.