Oregon Department of Corrections

Director Michael Reese

This Week's Agenda

Monday the 10th

- Agency Overview
- Operations

Tuesday the 11th

- Health Services
- Correctional Services

Wednesday the 12th

- Administrative Services
- Community Corrections

Thursday the 13th

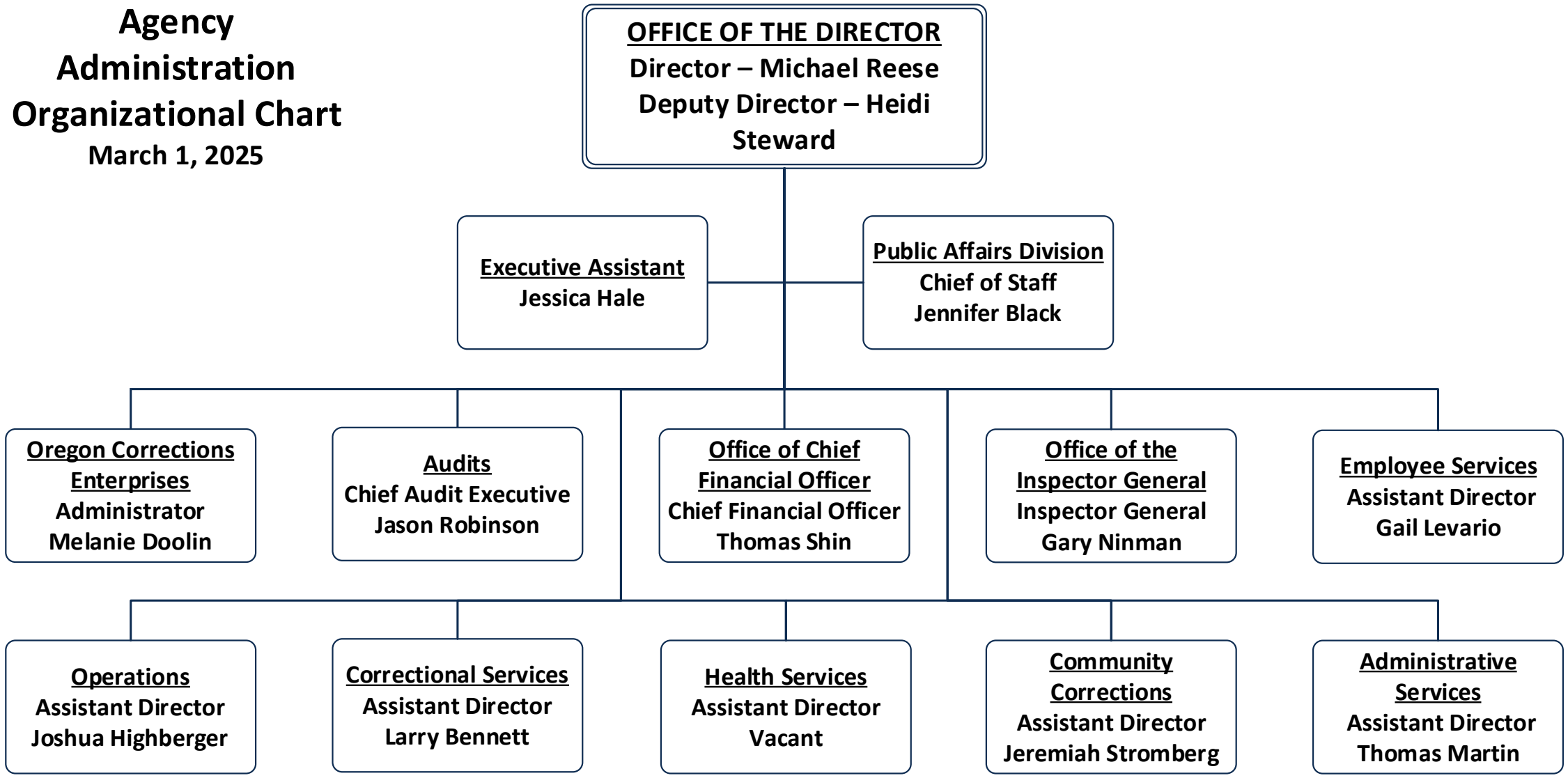
- Public Testimony

Our Mission

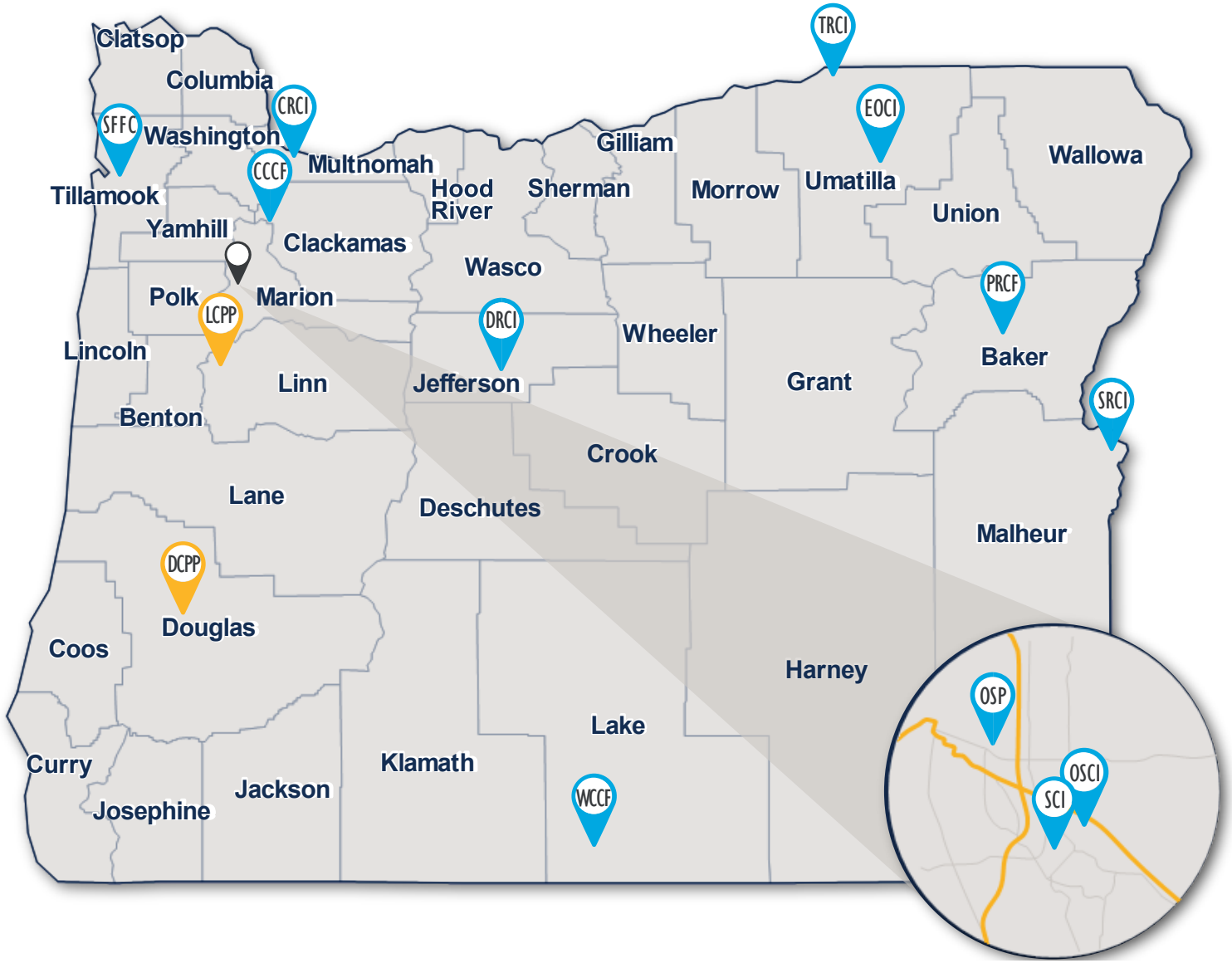
Promote Accountability
Transform Lives
OREGON
DEPARTMENT OF CORRECTIONS
1859
Protect Communities

Our Organizational Structure

Agency Administration Organizational Chart
March 1, 2025



DOC Facilities and Community Corrections Offices



CCCF	Coffee Creek Correctional Facility
CCIC	Coffee Creek Intake Center
CRCI	Columbia River Correctional Institution
DRCI	Deer Ridge Correctional Institution
EOCI	Eastern Oregon Correctional Institution
OSCI	Oregon State Correctional Institution
OSP	Oregon State Penitentiary
PRCF	Powder River Correctional Facility
SCI	Santiam Correctional Institution
SFFC	South Fork Forest Camp
SRCI	Snake River Correctional Institution
TRCI	Two Rivers Correctional Institution
WCCF	Warner Creek Correctional Facility

DCPP	Douglas County Parole & Probation
LCPP	Linn County Parole & Probation

The 4 Pillars of Effective Management & Continuous Improvement

1 Policy & Procedure

- Establish standards and best practices.
- Ensure consistency in how tasks are carried out across the organization.
- Provide a framework for decision making.

2 Training

- Instill competency and compliance with essential skills, regulations, and organizational policies.
- Reinforce learning of new knowledge or skills.

3 Operations

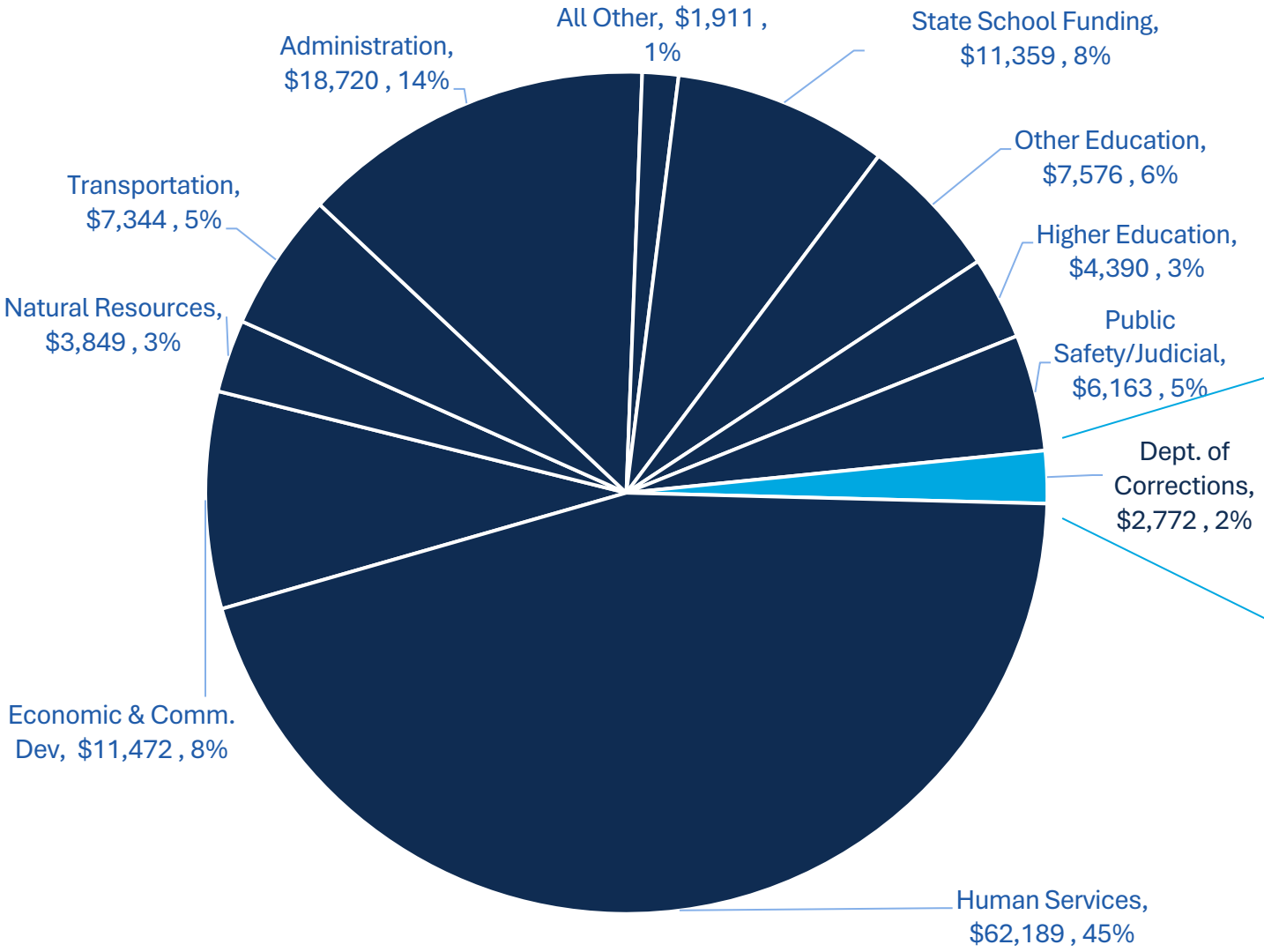
- Monitor compliance with policies and procedures in an operational setting.
- Support collaboration and communication among team members.
- Enable effective tracking of work processes

4 Systems of Accountability

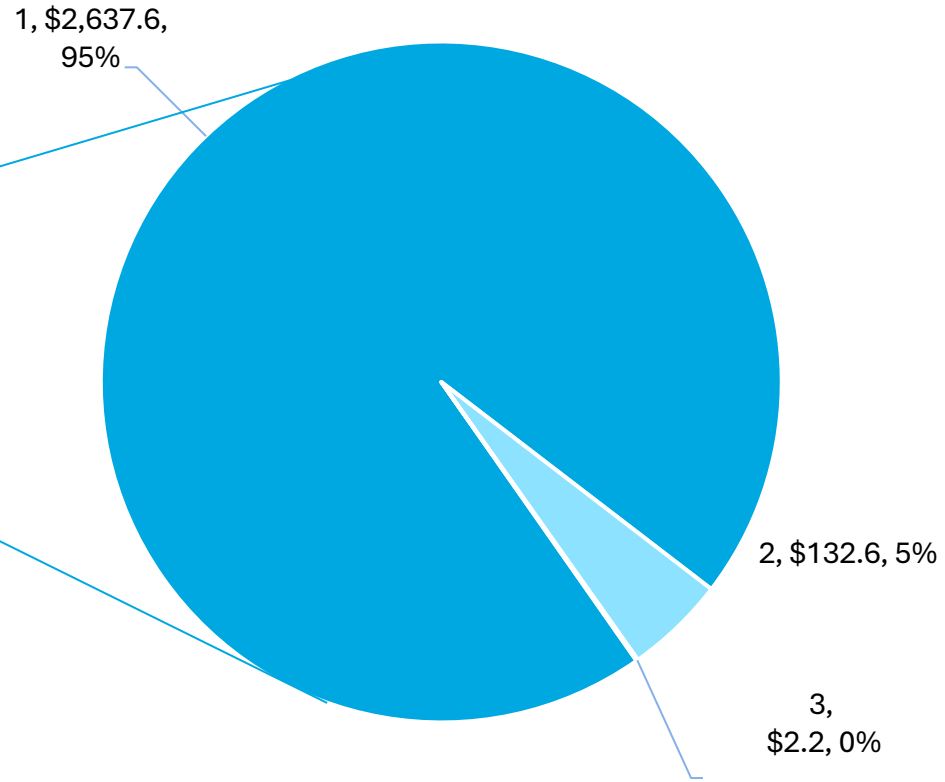
- Confirm compliance with policies, procedures, and professionalism.
- Ensure clear ownership and responsibility for decision making.
- Enhance transparency.
- Foster trust and reliability.

Context of DOC Budget

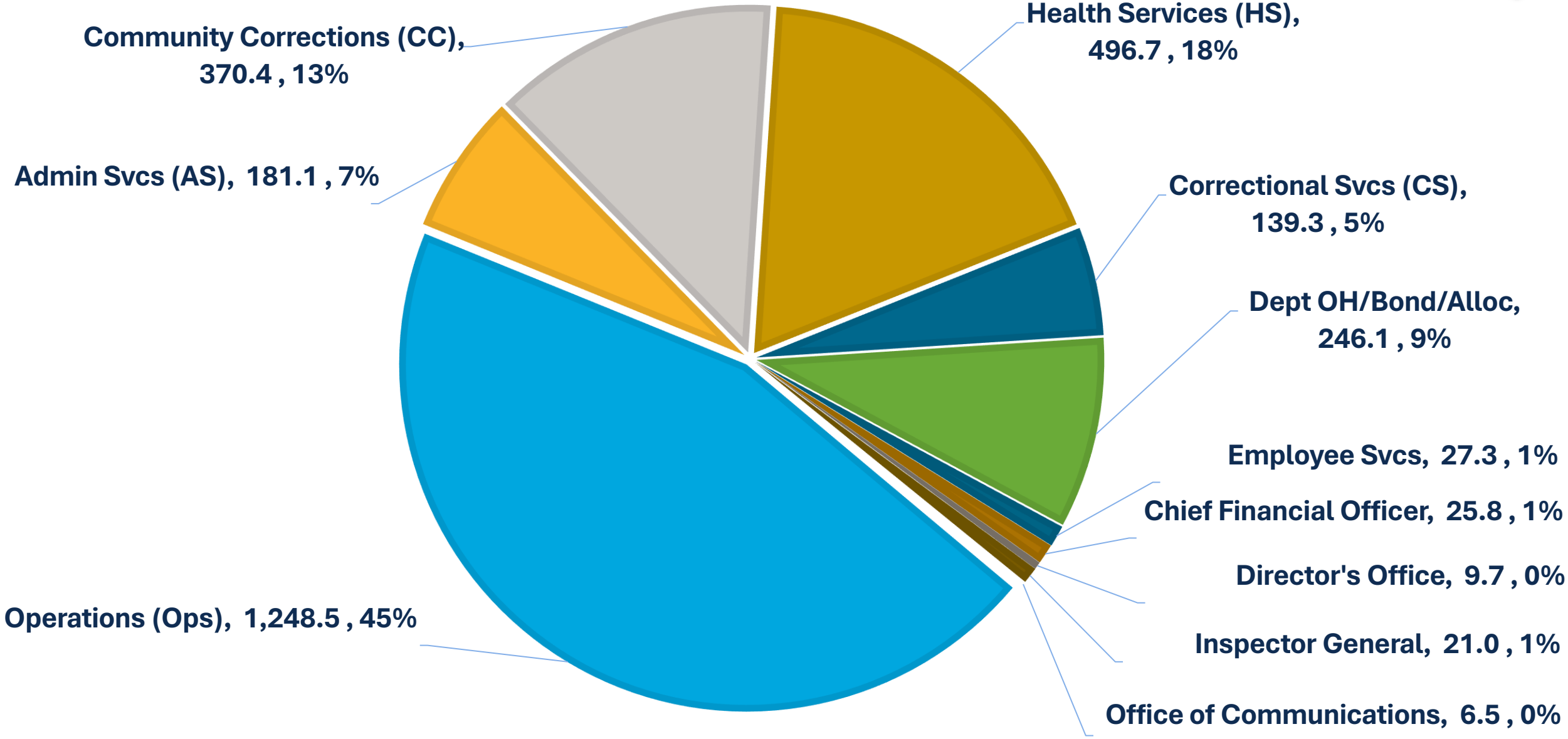
State of Oregon GRB (all funds, in millions)



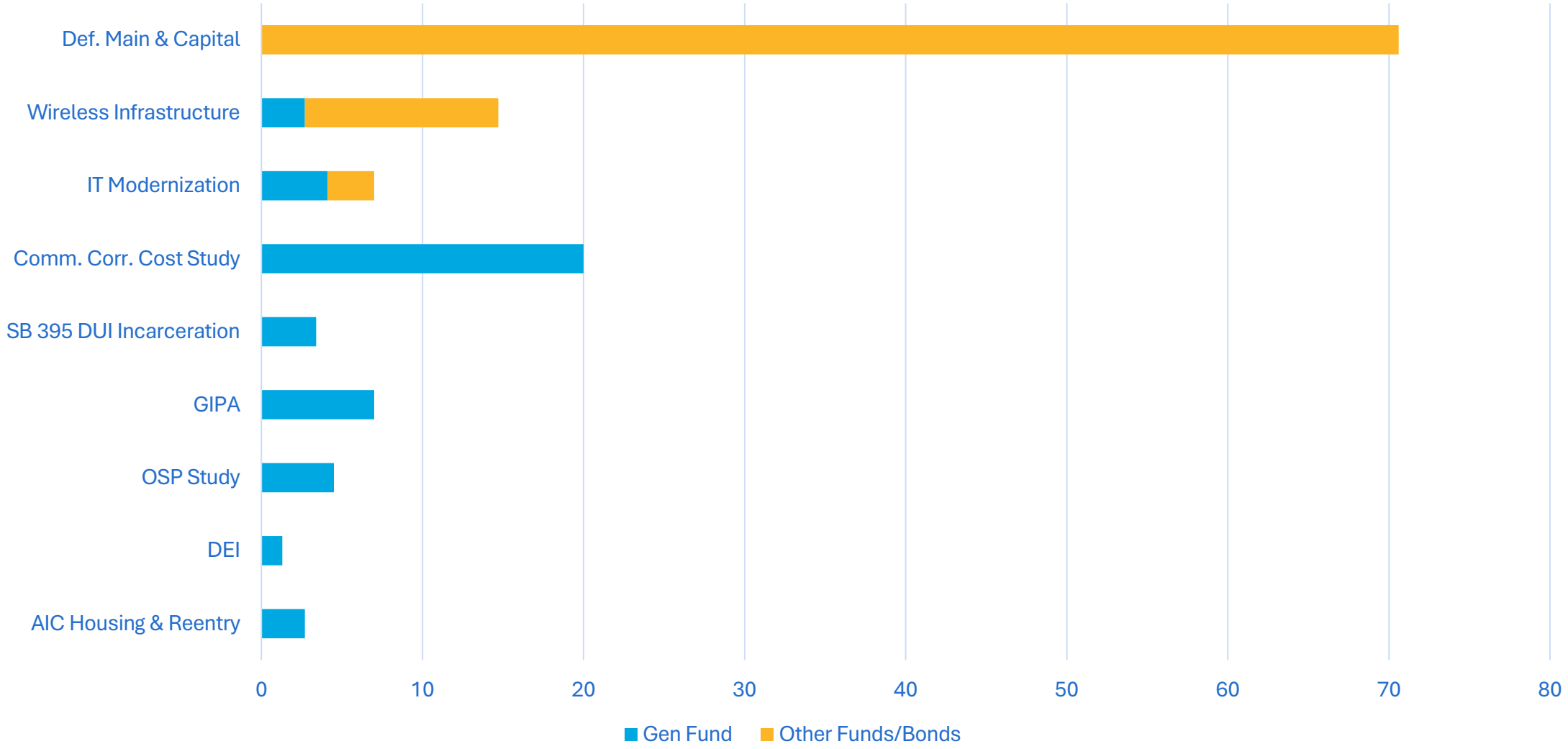
Department of Corrections GRB (all funds, in millions)



DOC Budget, All Funds, in Millions (2025-27 GRB)



Policy Option Packages by Source (GRB, in Millions)



Policy Option Packages by Source (GRB, in Millions)

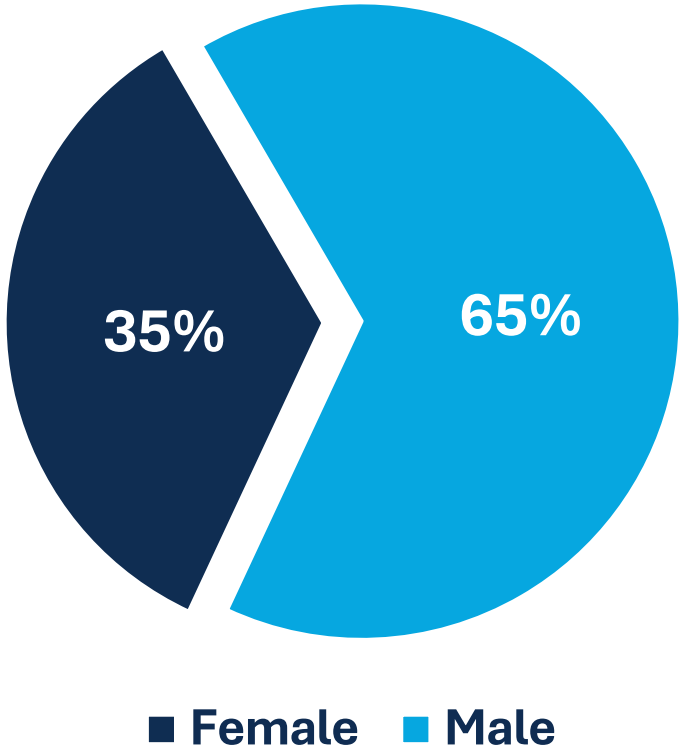
	General Funds	Other Funds	Description
Def. Main & Capital	0	70.6	Deferred Maintenance & Capital Improvements
Wireless Infrastructure	1.7	13	Upgrade Wireless Communication
IT Modernization	4.1	2.9	Ongoing Licensing, Maintenance, and System Support
Comm. Corr. Cost Study	20	0	Statutorily Mandated Cost Study
SB 395 DUI Incarceration	3.4	0	SB 395: Reimbursement for the Counties
GIPA	7	0	Gender-Responsive & Trauma-Informed Care
OSP Study	4.5	0	Geriatric Care Facility Campus & OSP
Diversity, Equity and Inclusion	1.3	0	Staff and Training
AIC Housing & Reentry	2.7	0	Improving AIC Housing Outcomes & Re-entry
Total	**44.6**	**86.5**	

Our Staff

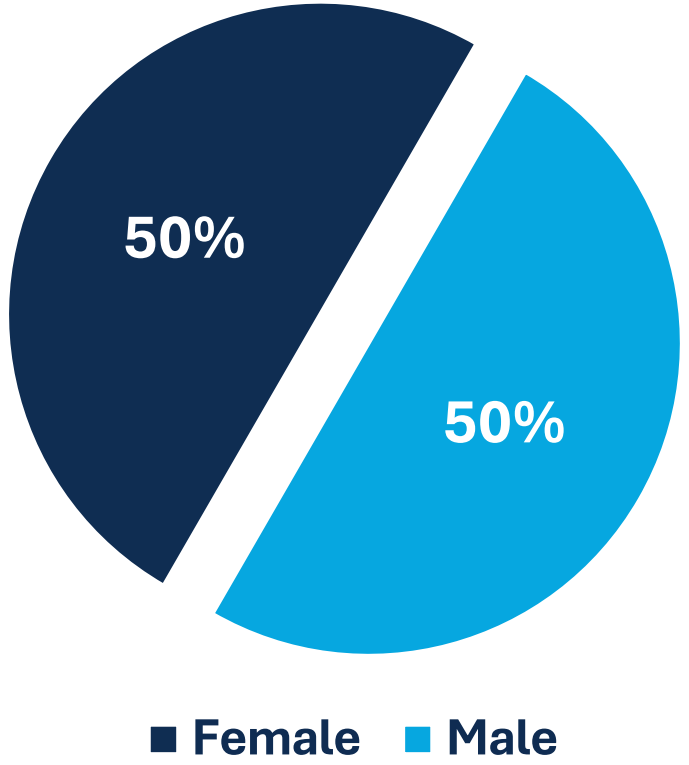
- A little over 4,500 total staff across Oregon.
- 2,240 are represented security staff.

Staff Demographics: Male/Female

Corrections Staff by Gender

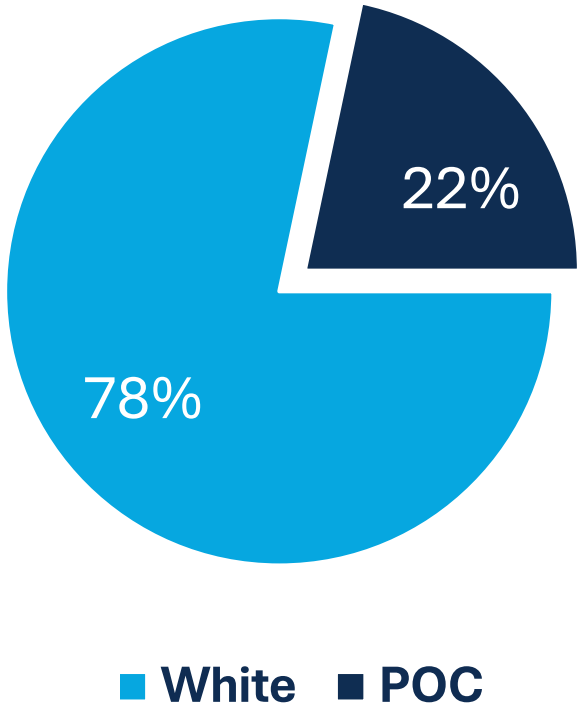


Community Corrections by Gender

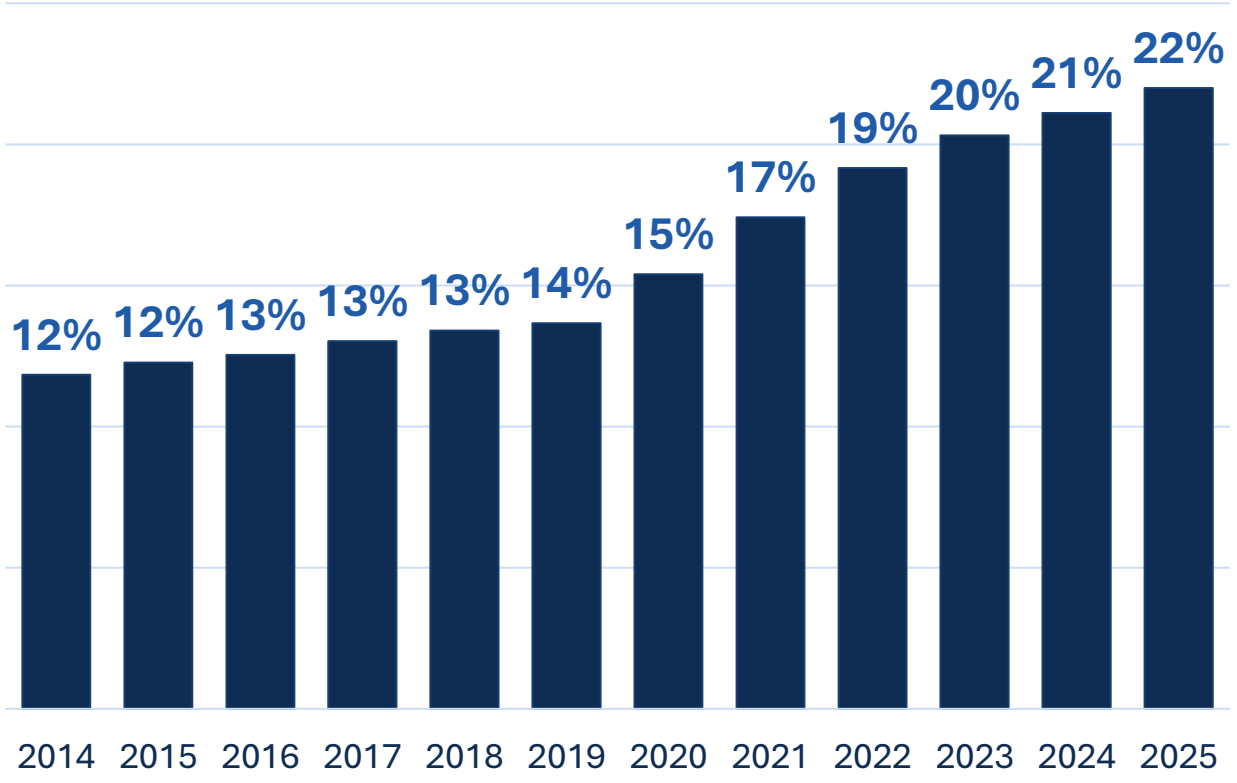


Staff Demographics: Race

Staff by Race 2025



Staff Diversity

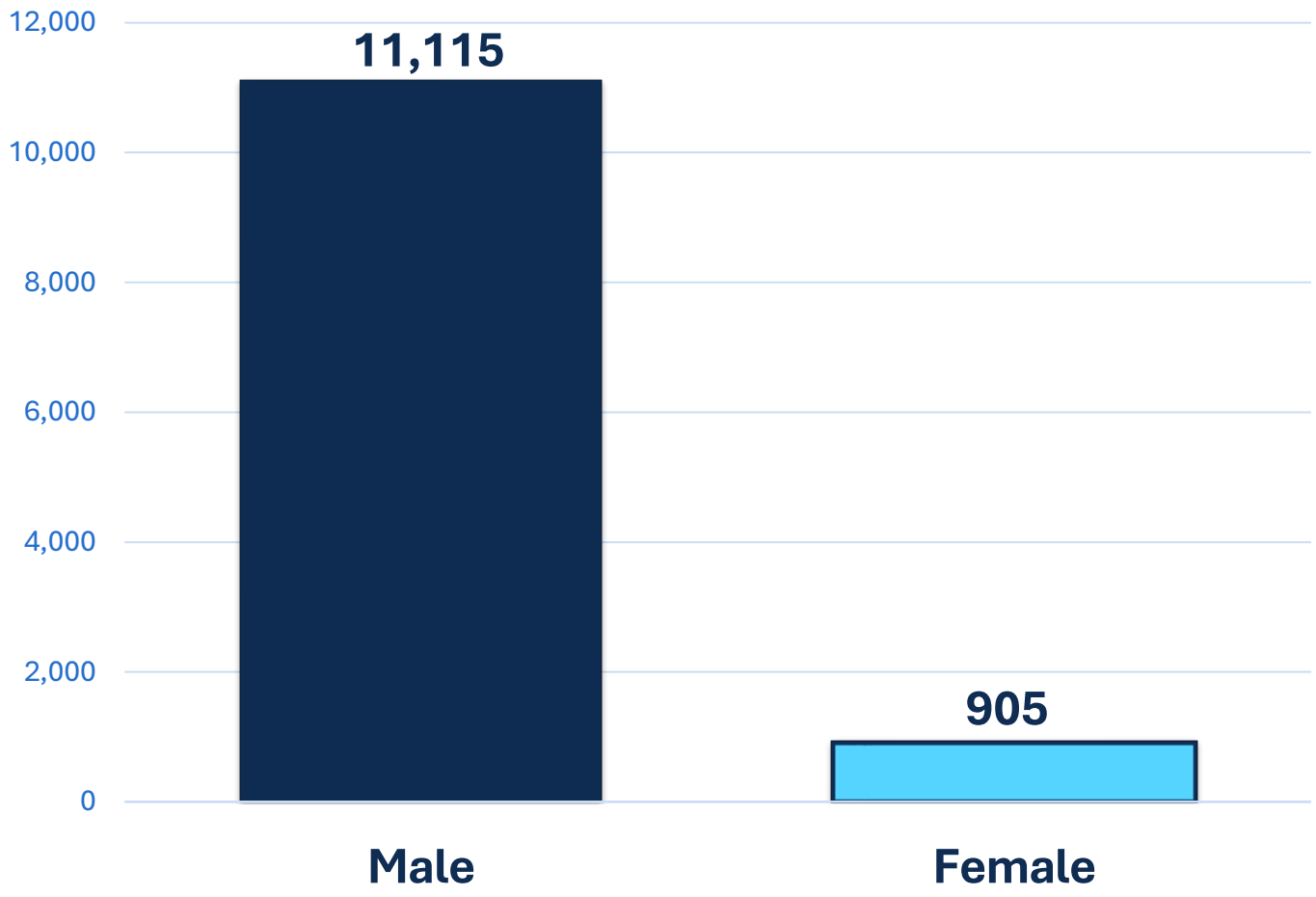


Staff Demographics: Veterans

Our Adults in Custody

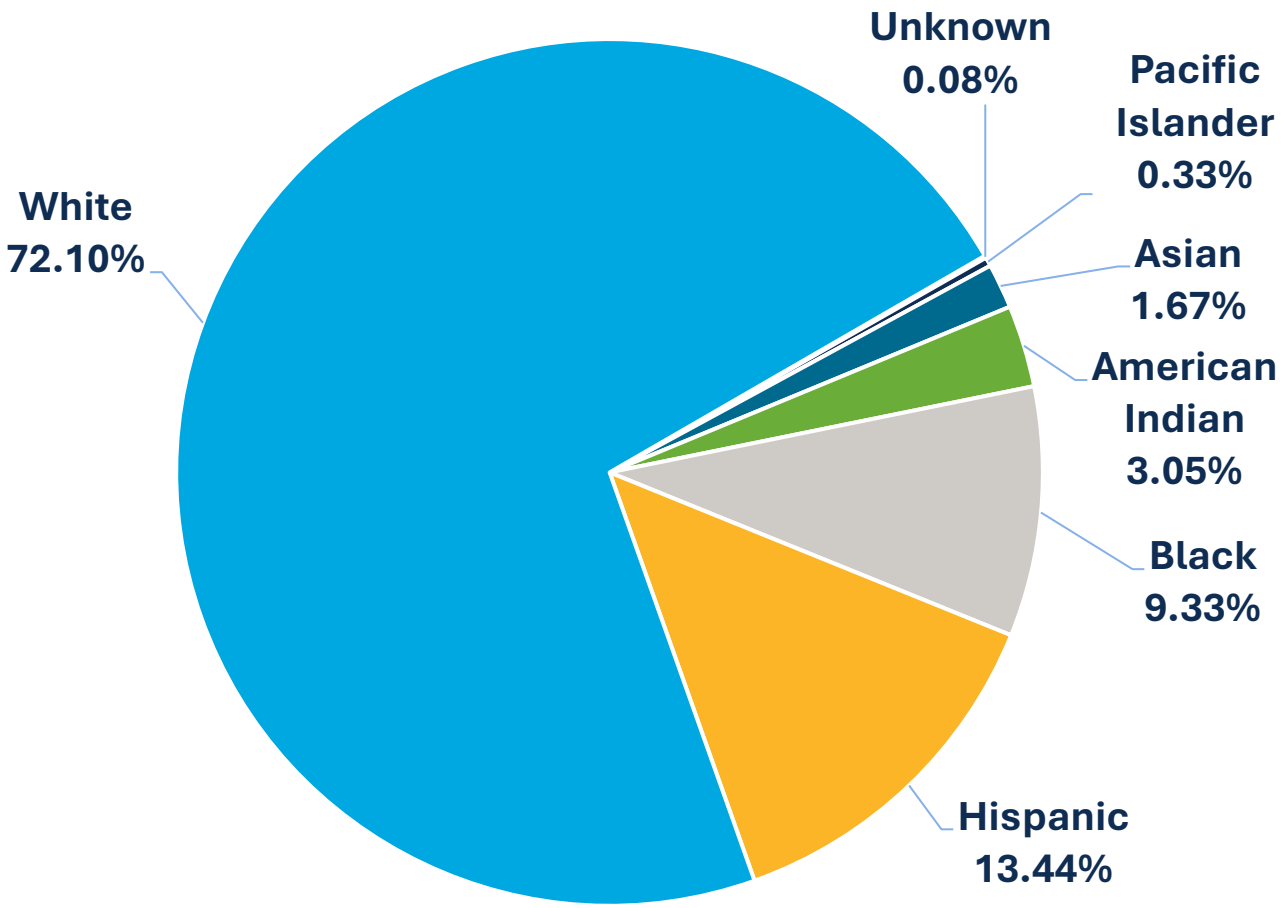
Our goal is to transform lives to improve success upon release.

AIC Demographics: Gender

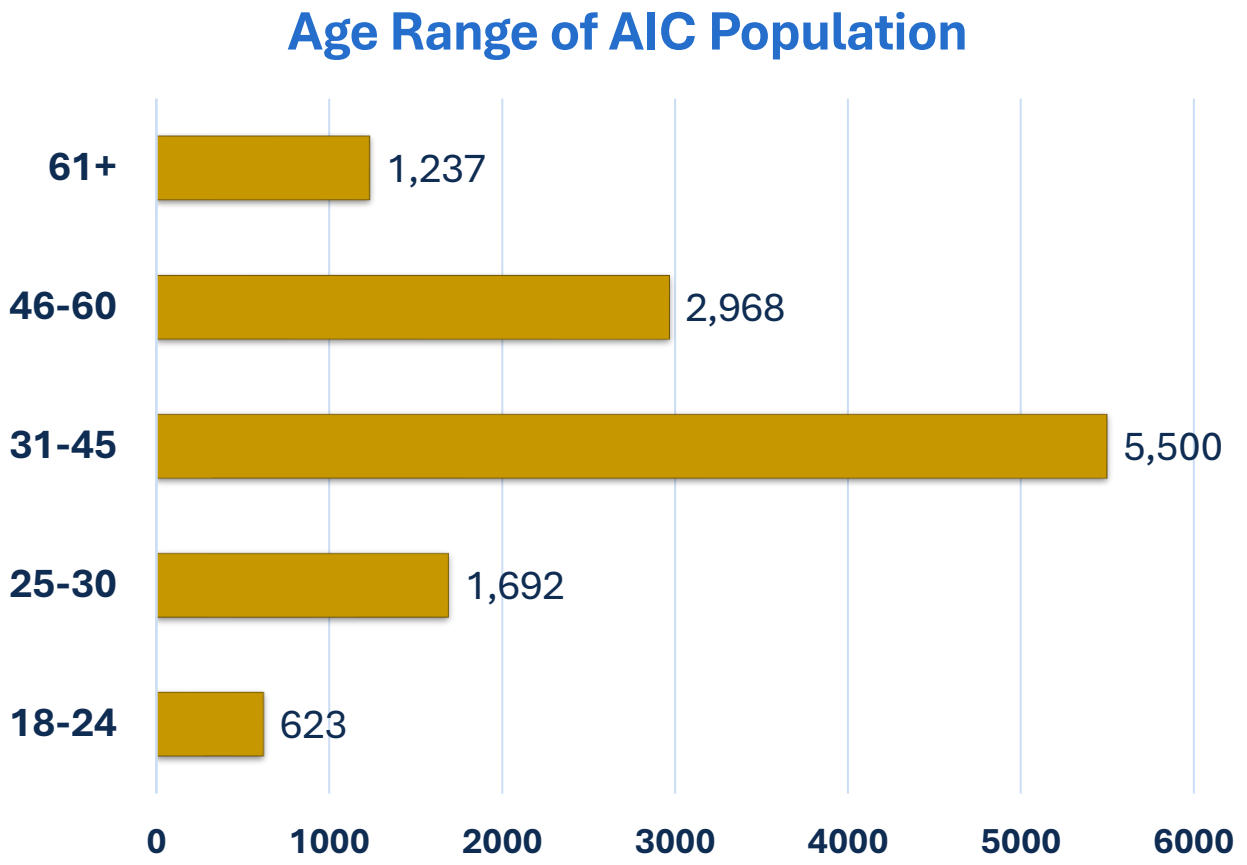


*as of December 2024.

AIC Demographics: Race

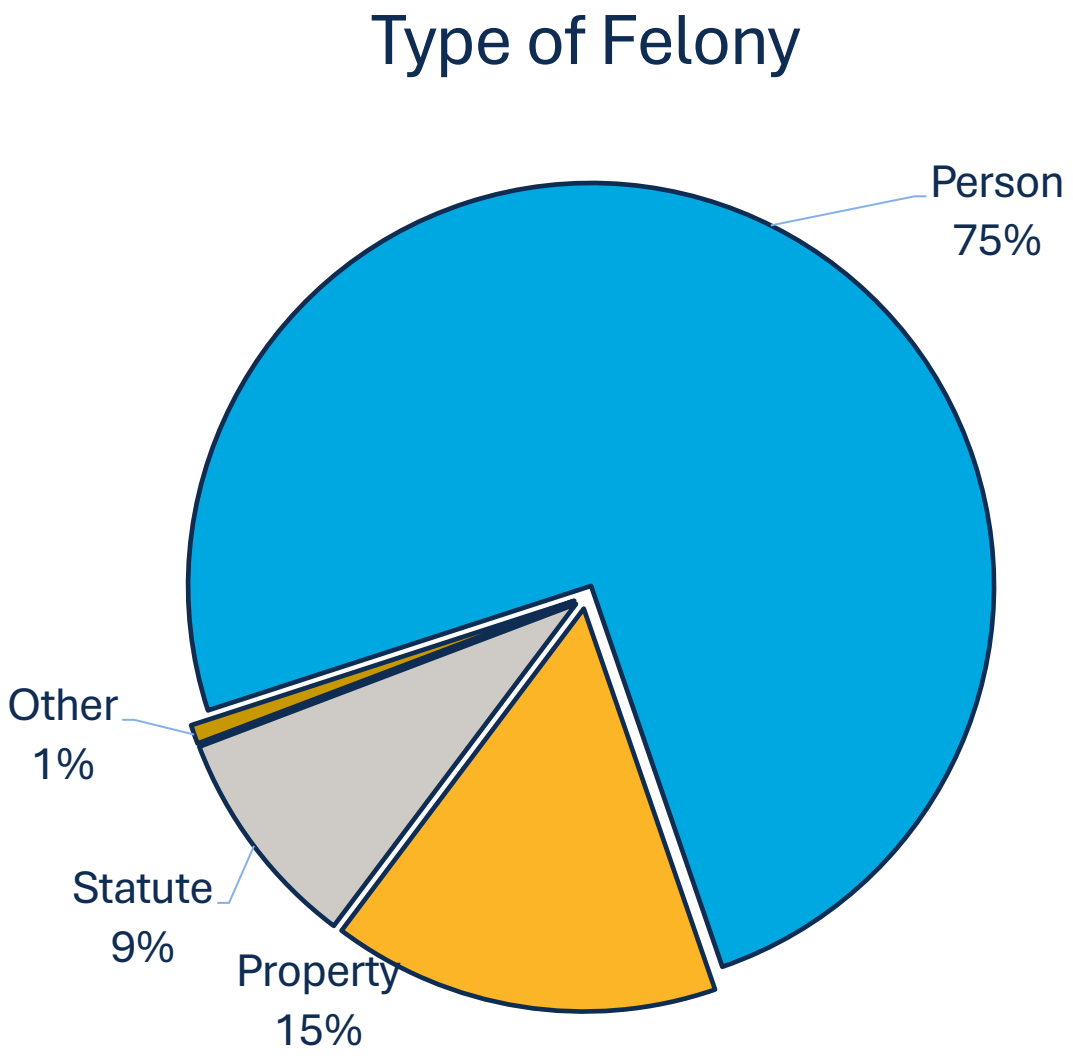


AIC Demographics: Age

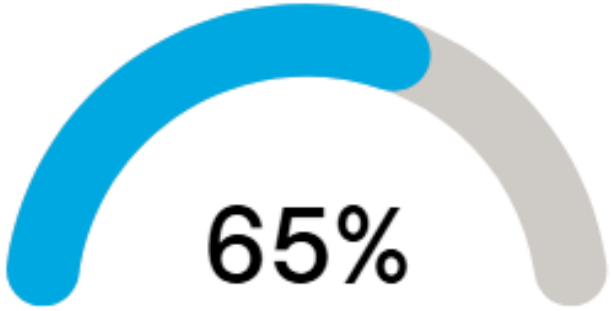


Our AICs are older than many people think, representing unique challenges to prisons designed for those who are younger.

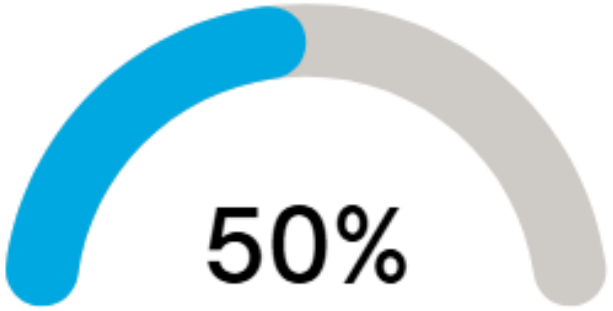
AIC Criminal Convictions



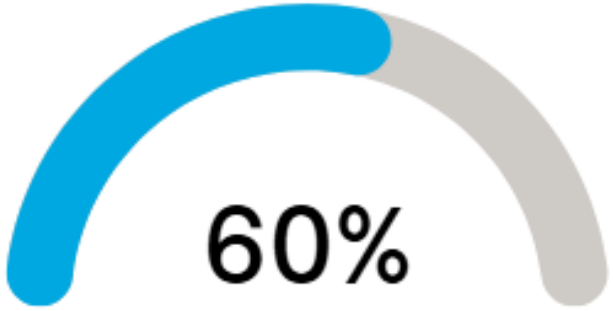
AICs Have Significant Needs



Have a Diagnosed Substance Use Disorder

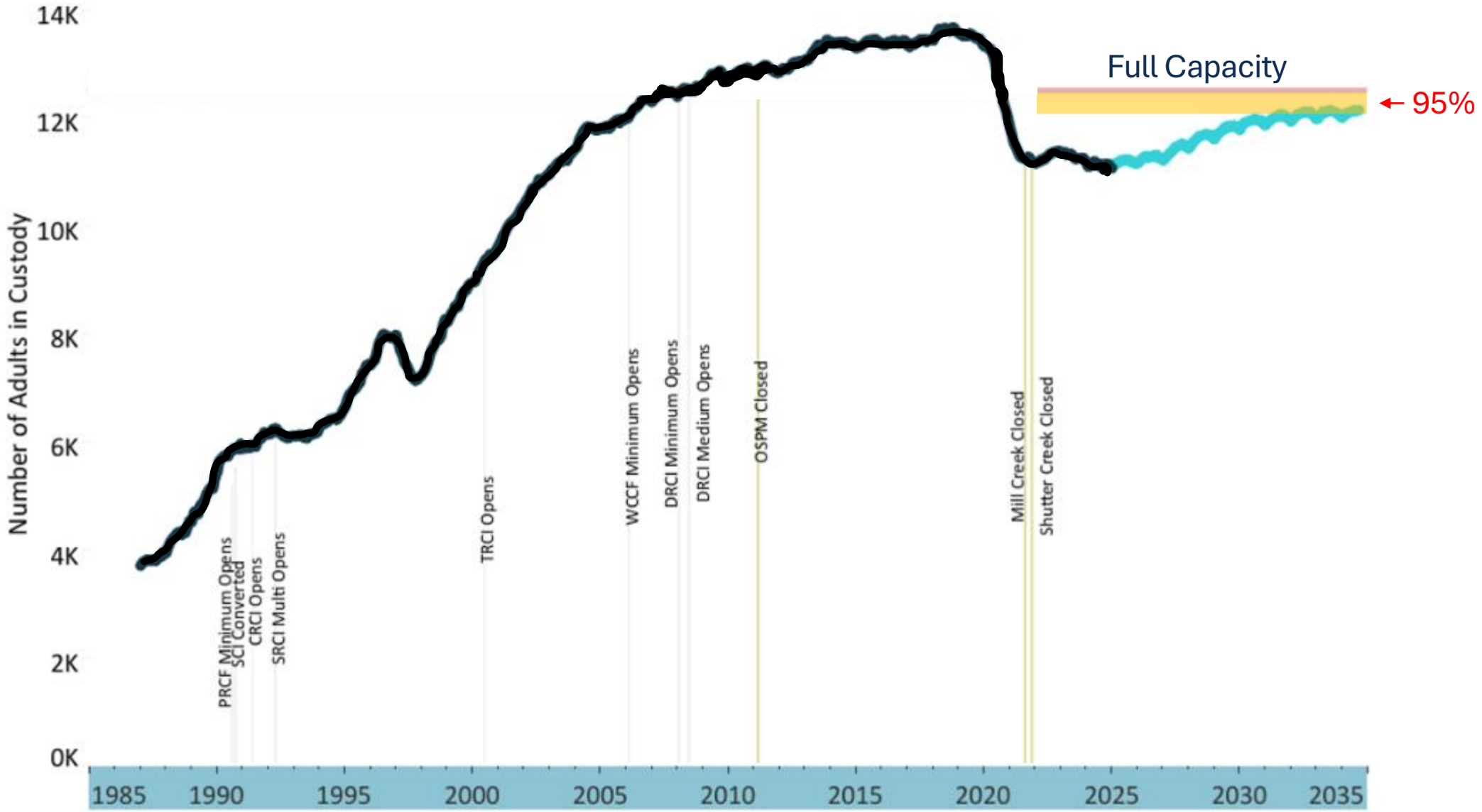


In Need of Basic Education

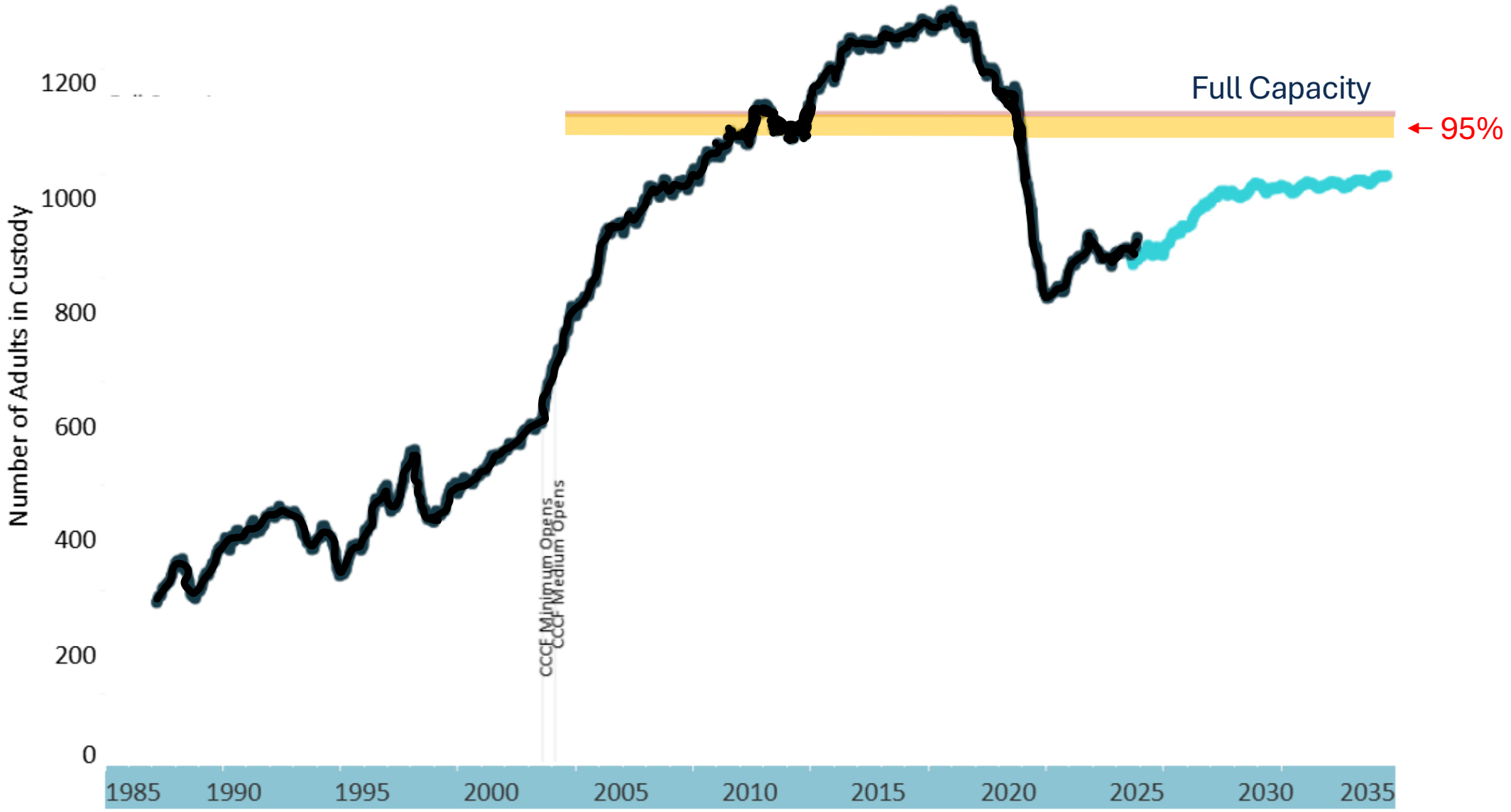


Would Benefit From Mental Health Treatment

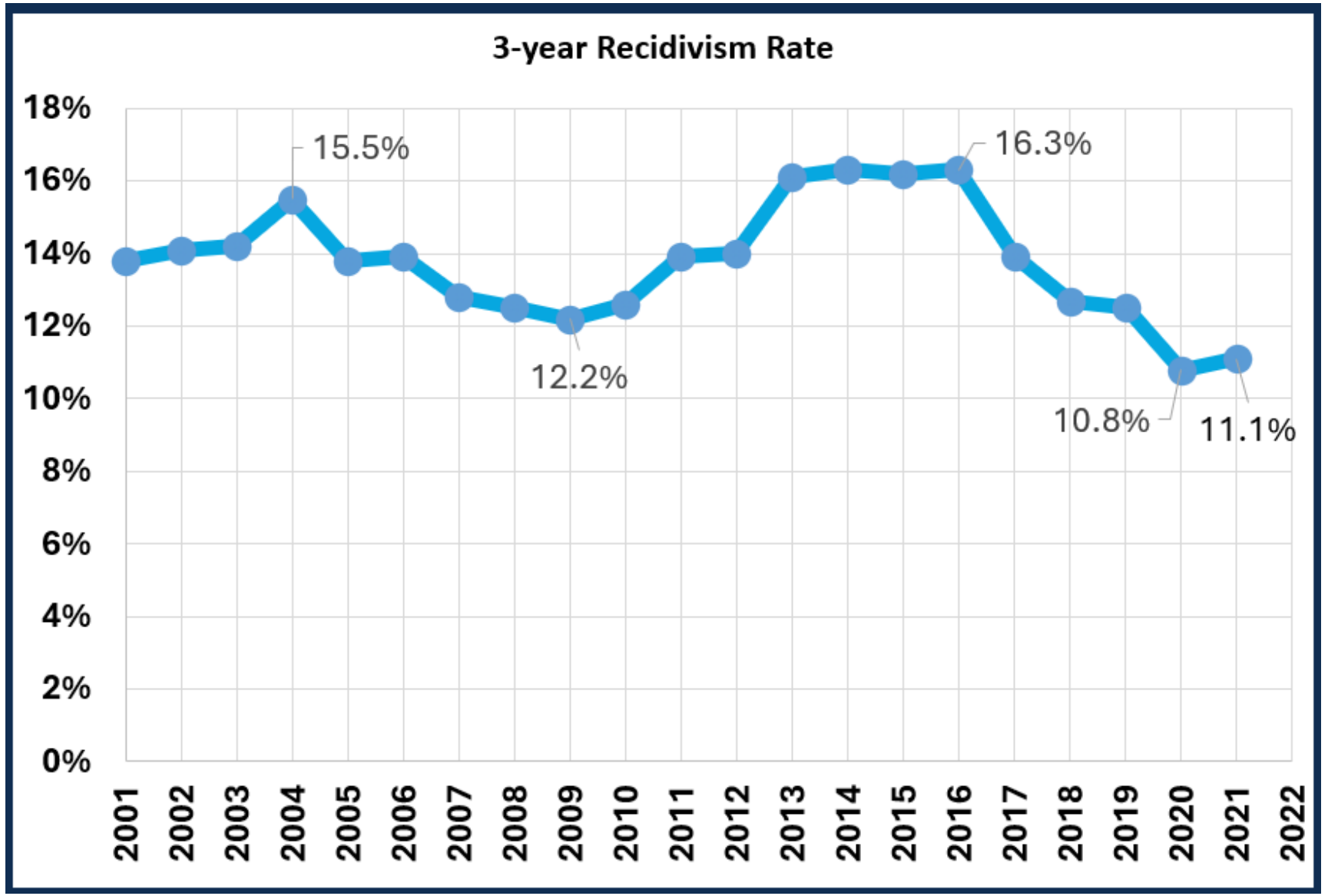
Population and Forecast (Men)



Coffee Creek Forecast (Women)



Recidivism – Reincarceration



Key Performance Measures (KPM)

KPM	Target	2024 Actual	Performance Summary
Measure 17 Compliance	80%	69%	
Recidivism – Arrest (New Crime)	40%	45%	
Recidivism – Convicted (New Misdemeanor)	30%	34.5%	
Recidivism – Incarcerated (New Felony)	10%	14.8%	
Staff Assaults	80	125	
Walk Aways	0	1	
Reduce Energy Usage (kBtu/Sq Ft)	134.66	141.7	
AIC Misconducts	1,300	963	
Secure Custody Escapes	0	0	
Unarmed Perimeter Escapes	0	0	
Leave Programs	85%	84.1%	
Customer Service – AIC Visitors	80%	65%	
Offsite Medical Healthcare	1%	0.60%	
OSHA Recordable Rate	6.5%	3.40%	
Employee criminal assaults, Excessive use of force, and Case plan achievement	TBD	N/A	

Key Performance Measures

Is it time to consider better measures of success?

- **Economic Stability:** stable post-prison employment reduces recidivism significantly.
- **Education:** participation in any form of education program can decrease recidivism by 14%.
- **Healthcare**: Medicaid pre-enrollment prior to release can decrease recidivism by 9% in the first year.
- **Neighborhood:** giving increased attention to those parolees who have high violence predictor risk assessment scores reduces crime and violence.
- **Community:** stable housing post-release results in a 40% reduction in arrests.

Our Challenges

- Health Services
- Staffing
- Gender-informed practices
- Contraband interdiction
- Community reentry
- Infrastructure
- IT Modernization

Health Services Challenges

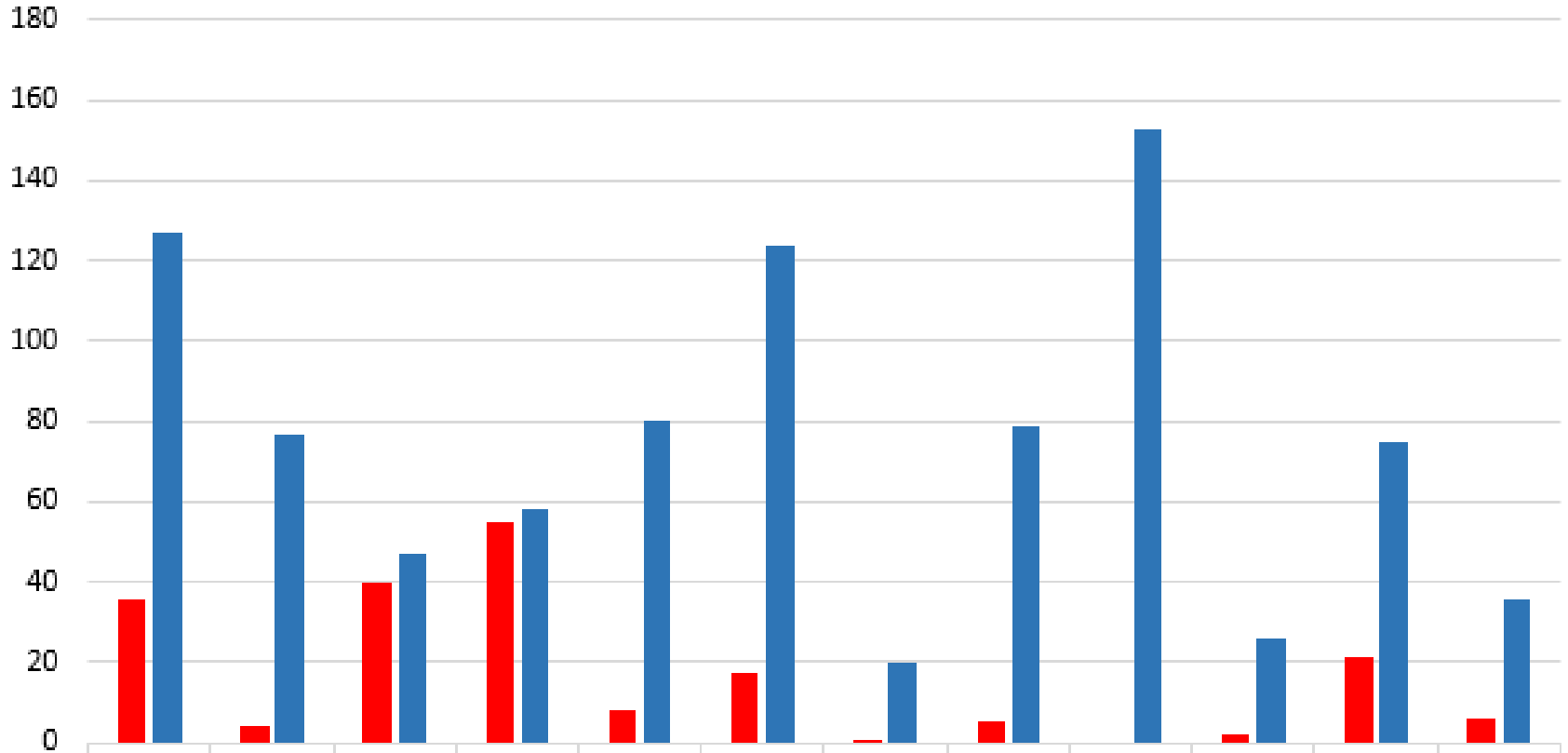
- Leadership
- Recruiting full-time staff
- Ongoing litigation
- Policy and procedure
- Organizational structure

Staffing Challenges

- Vacancies
- Overtime
- Retention
- Wellness

Correctional Officer Vacancies

Correctional Officer Vacancies Vs Applicants

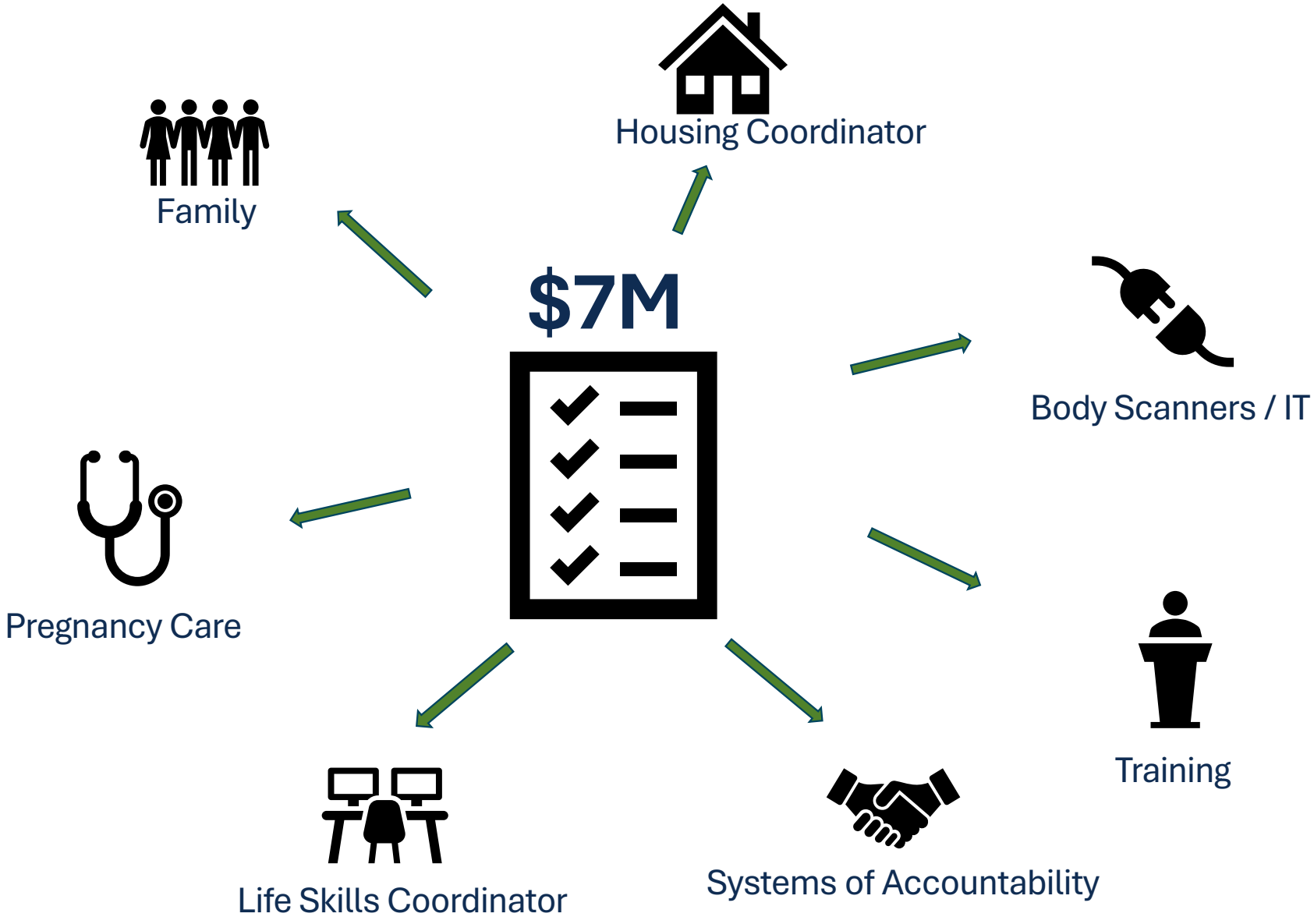


	CCCF	CRCI	DRCI	EOCI	OSCI	OSP	PRCF	SCI	SRCI	SFFC	TRCI	WCCF
Vacancies	36	4	40	55	8	17	1	5	0	2	21	6
Applications	127	77	47	58	80	124	20	79	153	26	75	36

Gender Informed Practices Assessment

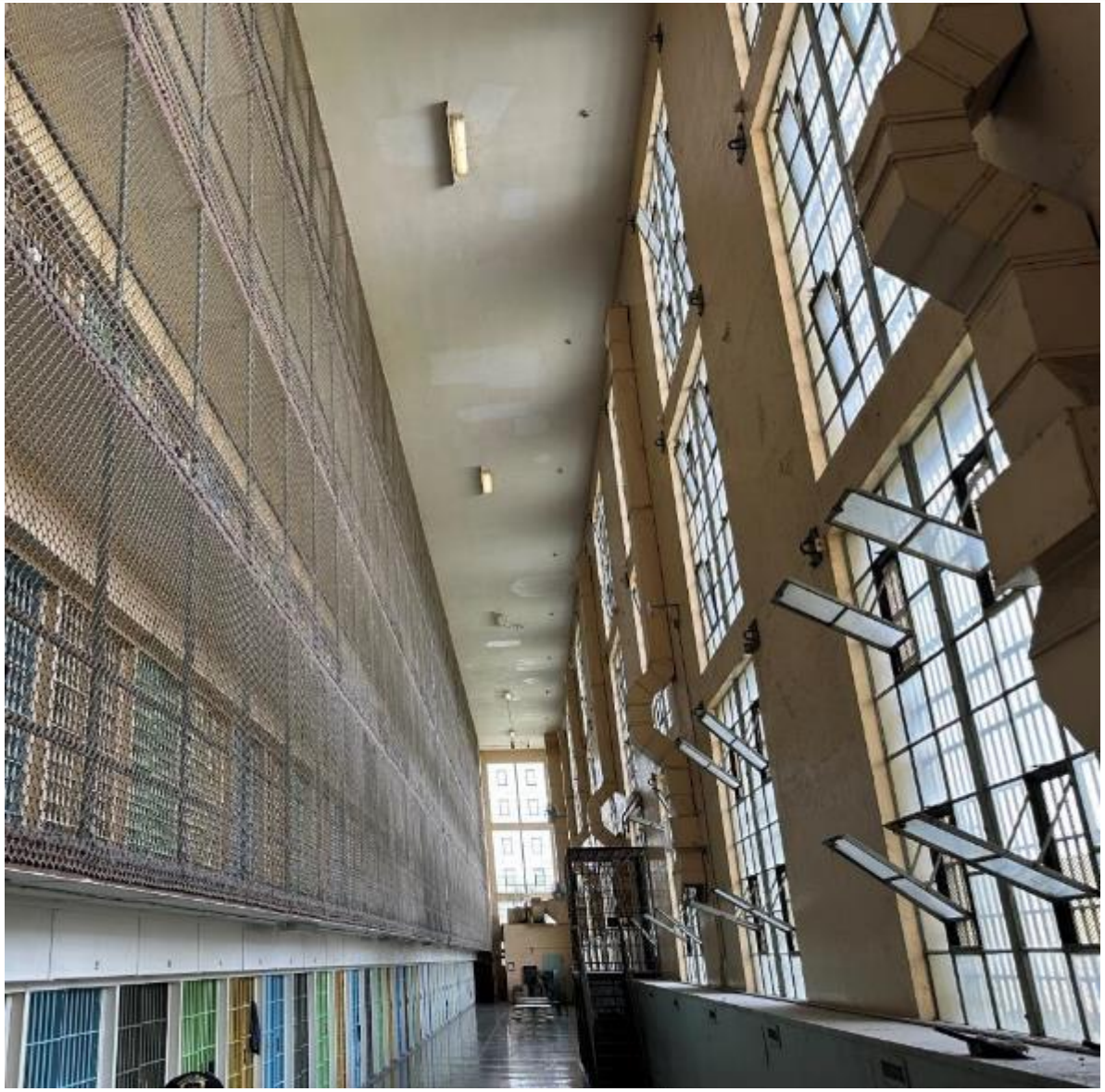
- Release and reentry supports.
- Operationalizing trauma-informed practices.
- Medical care.
- Staffing and morale.
- Improving Prison Rape Elimination Act (PREA) Procedures.

Gender Informed Practices Assessment (POP)



Contraband Interdiction

Infrastructure



- Changing AIC Needs
- Aging AICs
- Programming Space

AIC Community Reentry

A coordinated approach can significantly improve the likelihood of success upon reentry.

- Community Supervision
- Housing
- Employment
- Health Care

IT Modernization

```
OPS501I                Corrections Information Systems                14:33:14
NOFZIGEM                 Offender Public Information                   2/17/25

Offender..                                                 Status.
Location..                                                   Cell.
                                                        DOC cycles.

Age                DOB
Sex                Race
Height             Hair
Weight             Eyes


Caseload

Court Case   Cnty ORS Abbrev Cls Type Begin Date Yrs-Mos-Days Term Date & Code

    No offenses found




F3=Exit        F4=Prompt    F5=Refresh   F6=All Caseloads    F9=Retrieve
F11=Menu bar   F12=Cancel   F17=All offenses   F22=Offender Photo
Enter ID number for offender - or press F4=Prompt to select.
```

Our Successes

- Shifting workplace culture
- Workforce programs
- Oregon Corrections Enterprises
- Education partnerships
- Community impact

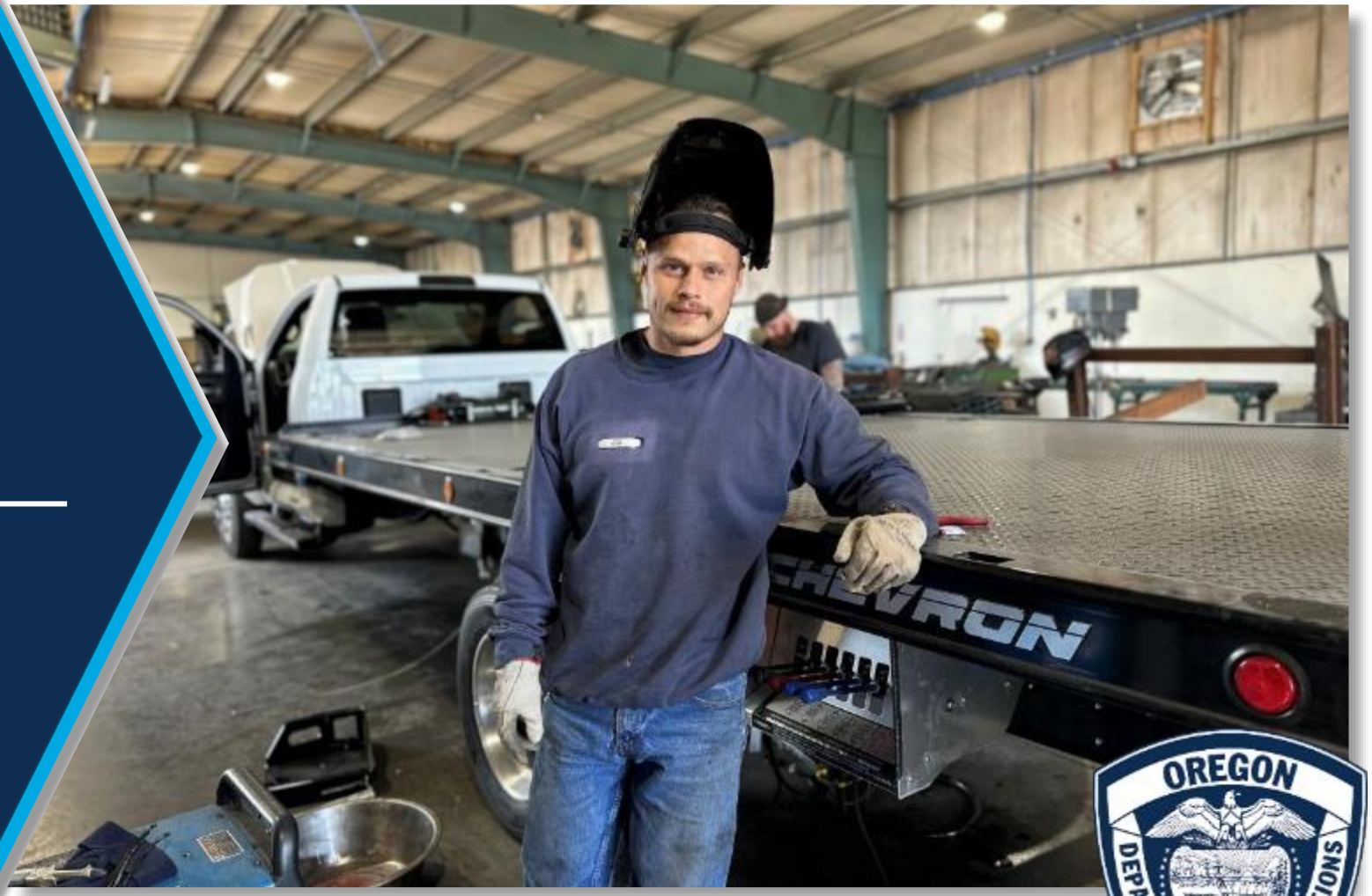
Shifting Workplace Culture

- Training and promotion
- Dynamic security
- Accountability and transparency

Workforce Programs

- Pre-apprenticeship programs
- Vocational Training
- WorkSource Centers

OCE Programs



OREGON CORRECTIONS ENTERPRISES

OREGON DEPARTMENT OF CORRECTIONS 1859

Oregon Corrections Enterprises - Programs

CALL CENTERS

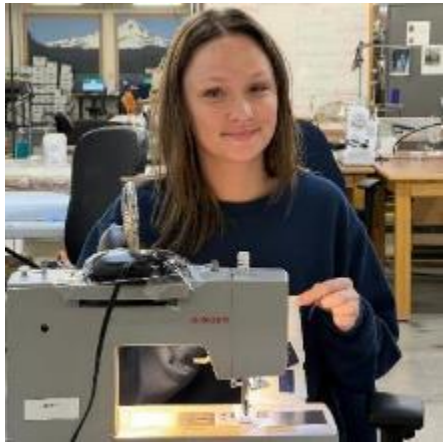
GARMENT & EMBROIDERY

LAUNDRY

METAL MANUFACTURING

MULTIMEDIA DESIGN / CADD

OFFICE SERVICES



SEWING

SIGN MANUFACTURING

UPHOLSTERY

WOOD MANUFACTURING

Education Partnerships

- Higher Education Coordinating Commission (HECC)
- Oregon Coalition of Higher Education in Prison (OCHEP)
- Colleges and universities across the state

Community Impact

- JLAD program
- Gardening for food banks
- Peer mentor opportunities
- Meals on Wheels
- Wildfire teams

Get In Touch With Us

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Operations Division

Josh Highberger, Assistant Director

Agenda

1. Operations Division Overview
2. Operations Budget
3. Security Staffing
4. High-Risk Population
5. Enhanced Security Future Efforts

Operations Purpose

Operations Division Overview

Operations Division Overview

Oregon State Penitentiary

Facility Aerial View

Facility Entrance

Housing Block

Operations Division Overview

Coffee Creek Correctional Facility

Facility Aerial View

Housing Unit

Main Corridor

Operations Division Overview

Columbia River Correctional Institution

Facility Aerial View

Main Corridor

Dining Room

Operations Division Overview

South Fork Forrest Camp

Facility Aerial View

South Fork Cabin

Front Entry Sign

Operations Division Overview

Oregon State Correctional Institution

Facility Aerial View

Wildfire 2020

Main Corridor

Operations Division Overview

Santiam Correctional Institution

Facility Aerial View

Facility Grounds

Housing Unit Corridor

Operations Division Overview

Snake River Correctional Institution

Facility Aerial View

Facility Entrance

Housing Unit

Operations Division Overview

Two Rivers Correctional Institution

Facility Aerial View

Corridor

Housing Unit

Operations Division Overview

Eastern Oregon Correctional Institution

Facility Aerial View

Facility Grounds

Dining Room

Operations Division Overview

Powder River Correctional Facility

Facility Aerial View

Facility Entrance

Dorm

Operations Division Overview

Deer Ridge Correctional Institution

Facility Aerial View

Facility Entrance

Housing Unit

Operations Division Overview

Warner Creek Correctional Facility

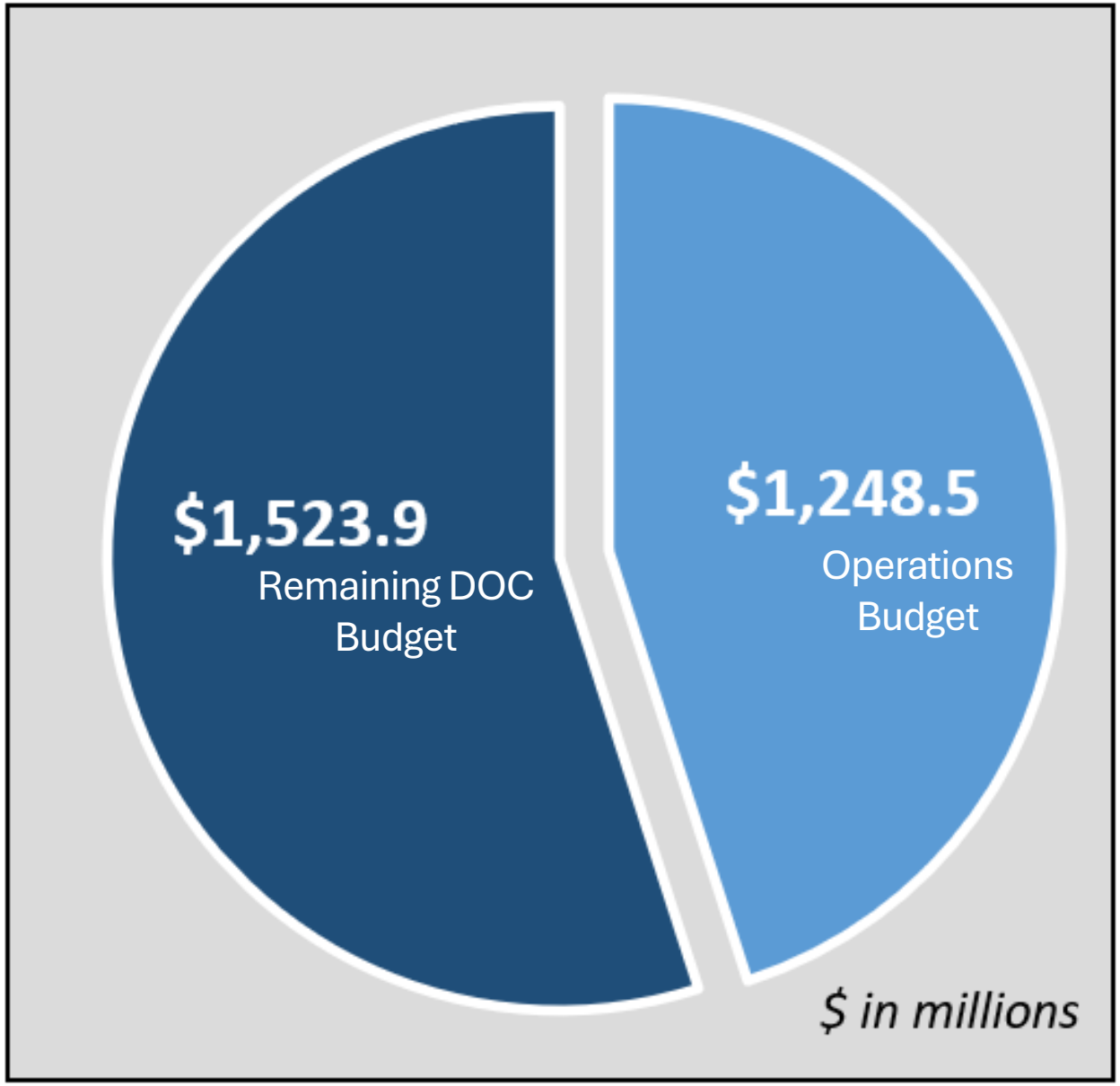
Facility Aerial View

Facility Entrance

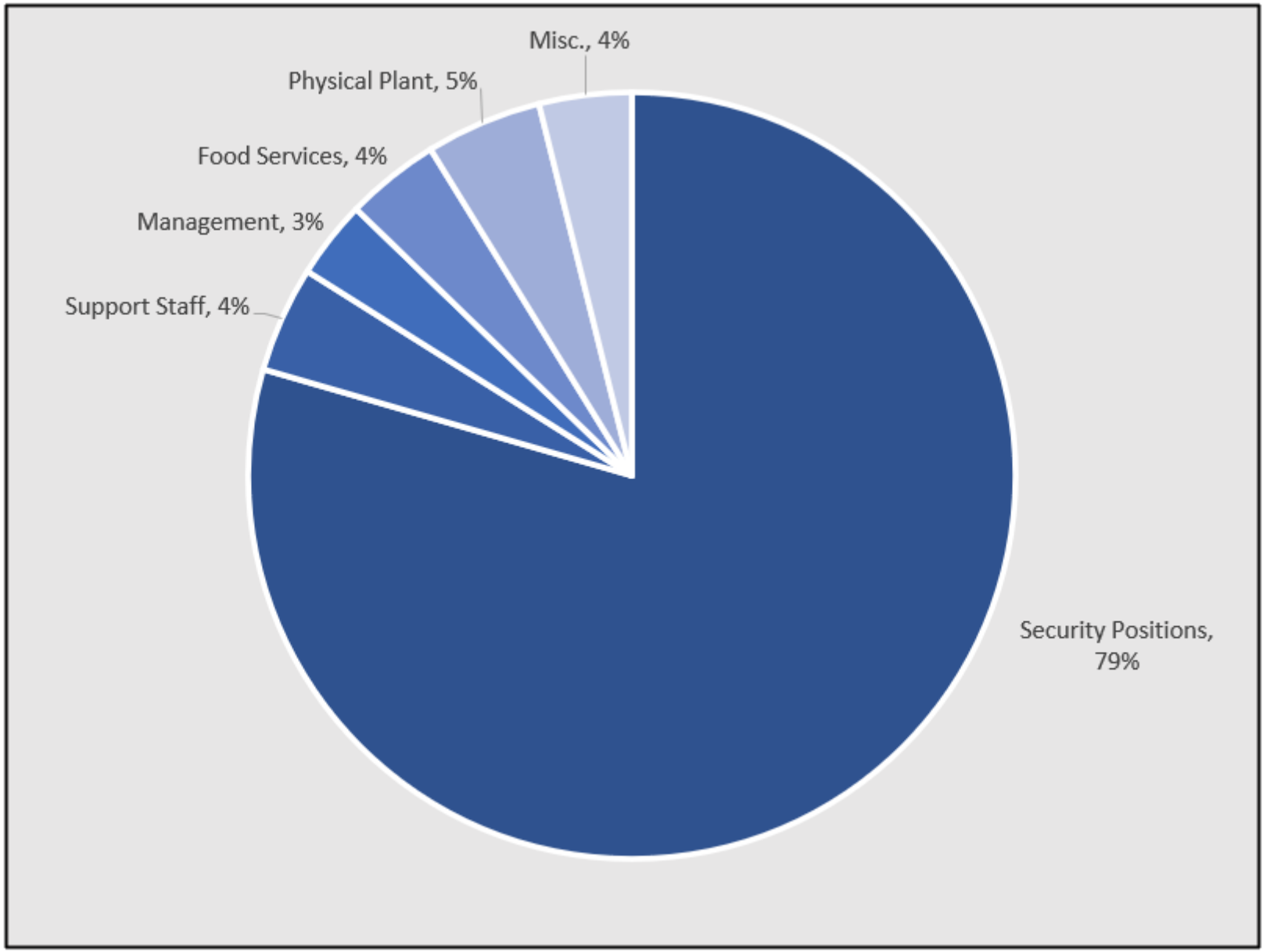
Transitional Housing Unit

Operations Budget

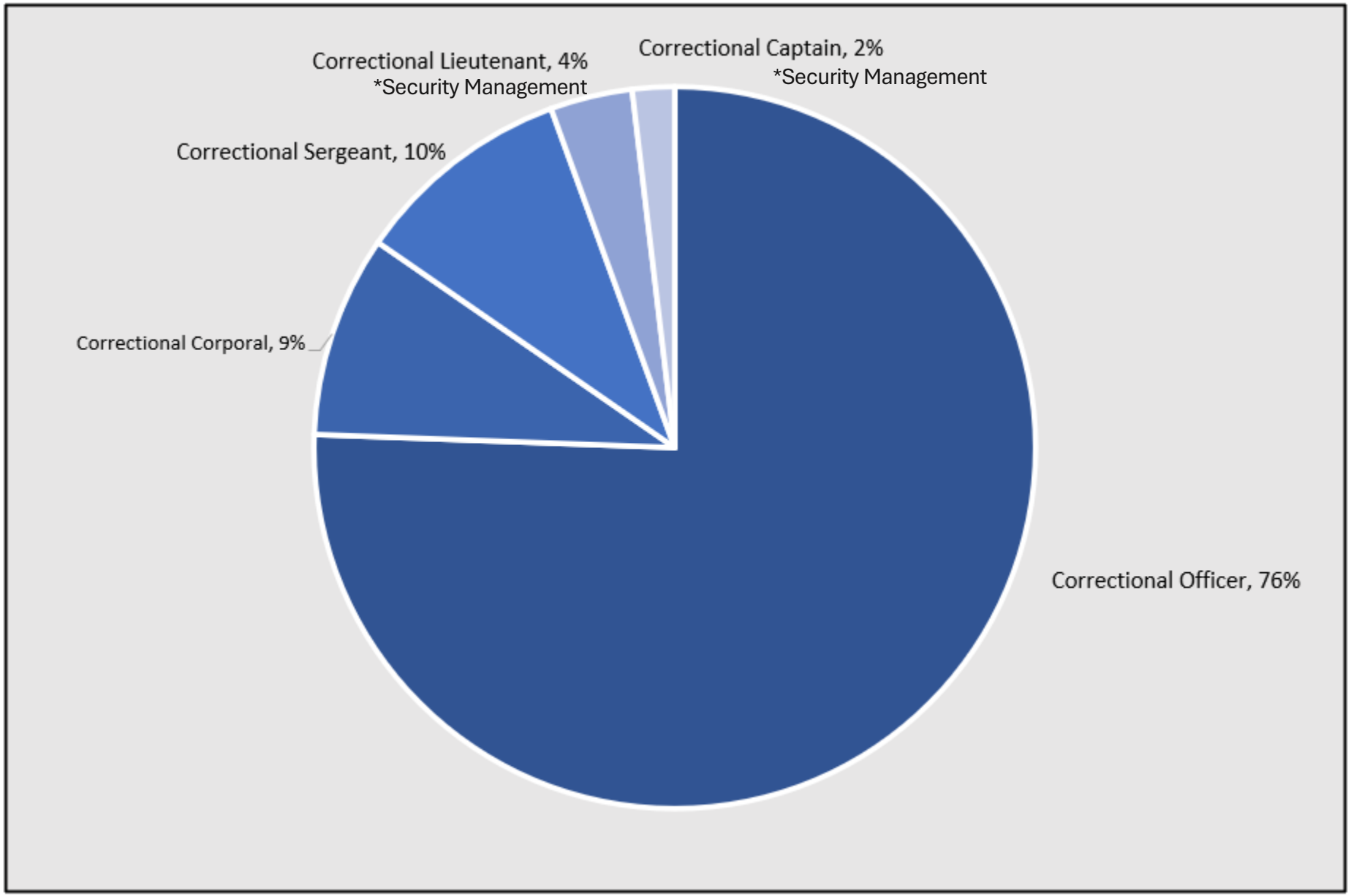
- FTE: 3,311.08
- Total Funds: $1,248.5M
  - General Fund: $1,231.1M
  - Other Fund: $17.4M
  - Federal Funds: $0
- AIC related costs account for 8% of the Operations General Fund, while personal services represent the remaining 92%.
- Service provided: Housing approximately 12,000 AICs in 12 Institutions statewide



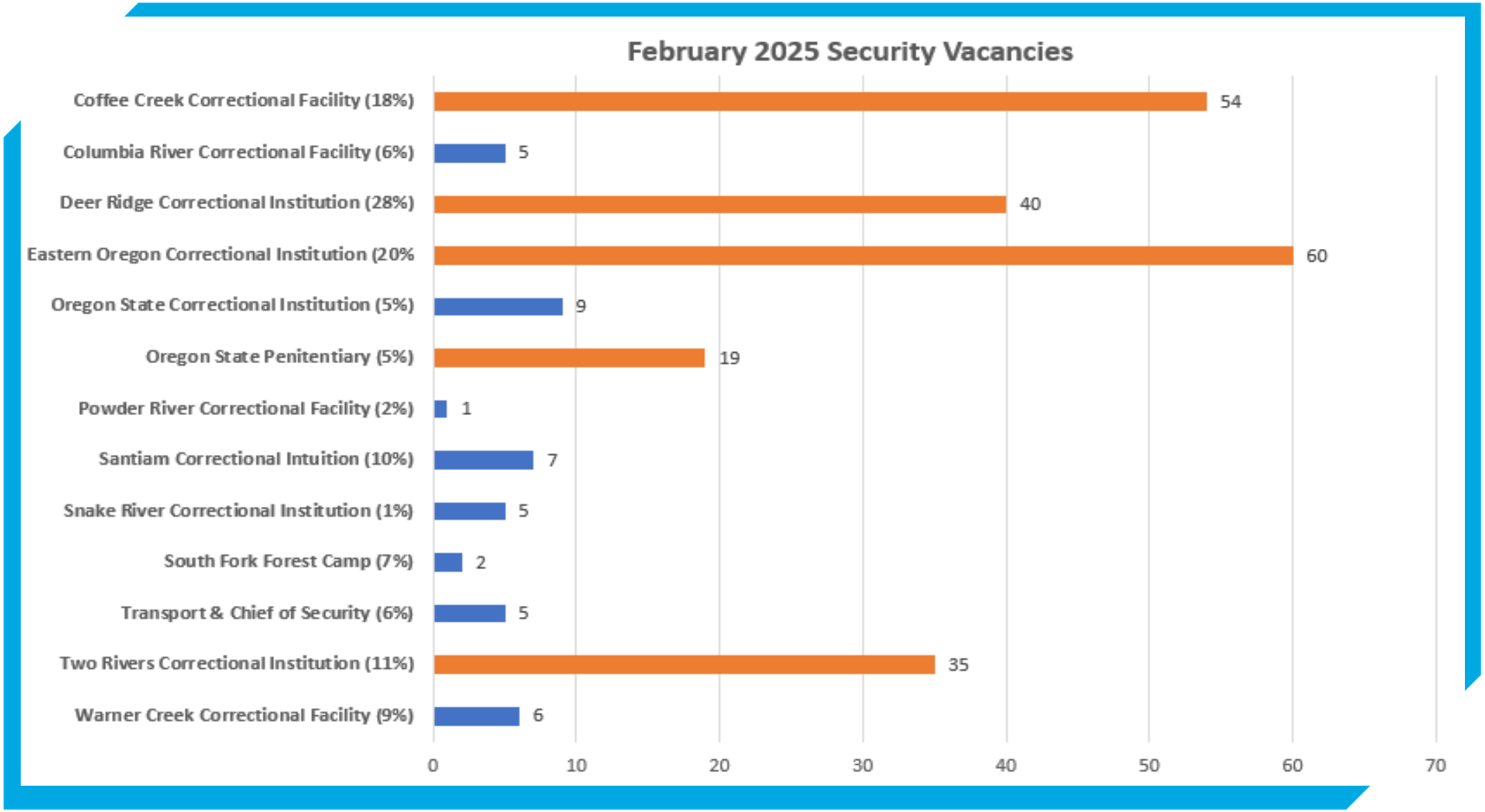
Operations Budget



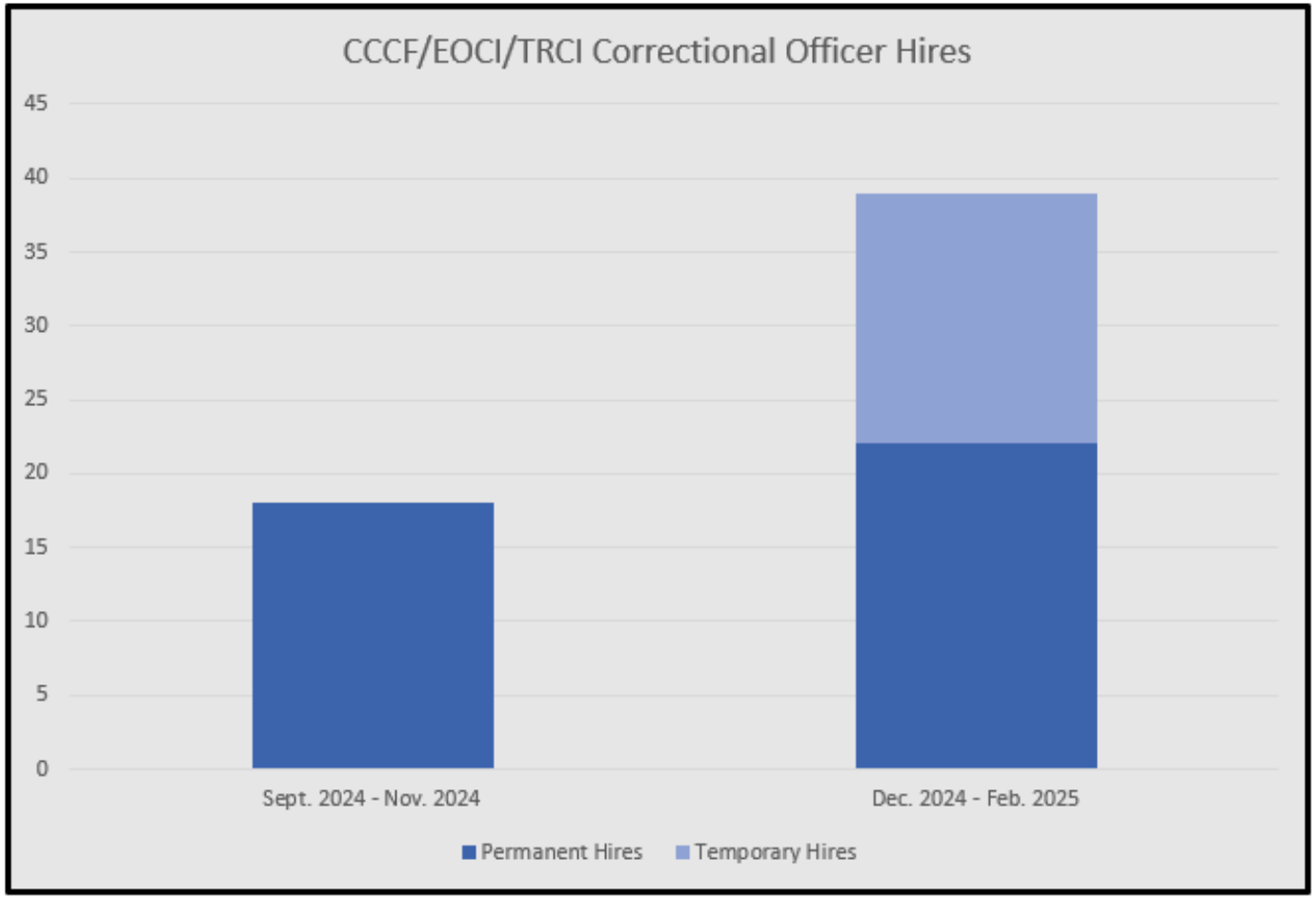
Security Staffing



Security Staffing



Security Staffing



High-Risk Population

High-Risk Population

Powder River Contact Mentor Team

Coffee Creek Mobile Activity Team

Oregon State Penitentiary Resource Team

Snake River Resource Team

Enhanced Security Future Efforts

1

Body Scanners

2

Drone Detection

3

Body worn Cameras

4

Electronic Mail

Get In Touch With Us

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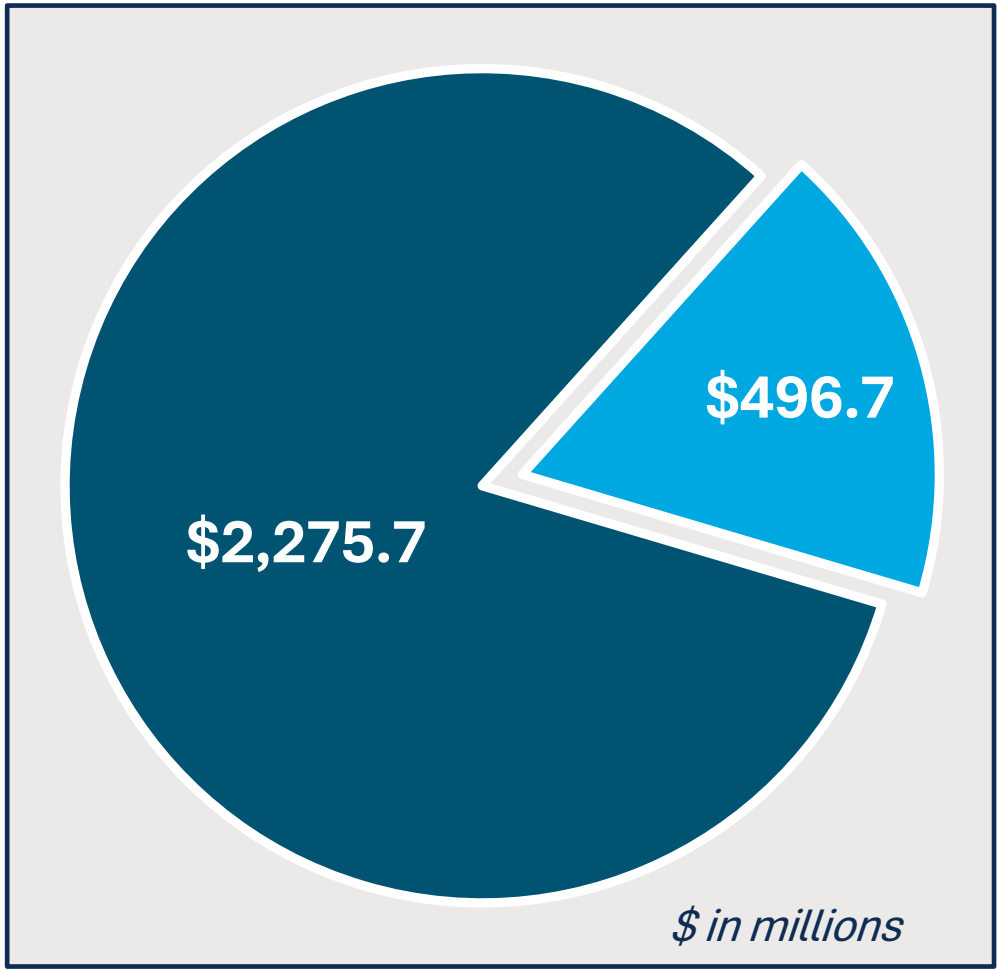
Health Services Division

Heidi Steward, Deputy Director

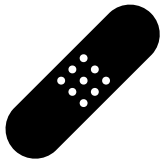
Contents/Agenda

1. Budget Overview
2. Health Services' Sections
3. Challenges
4. Improvements

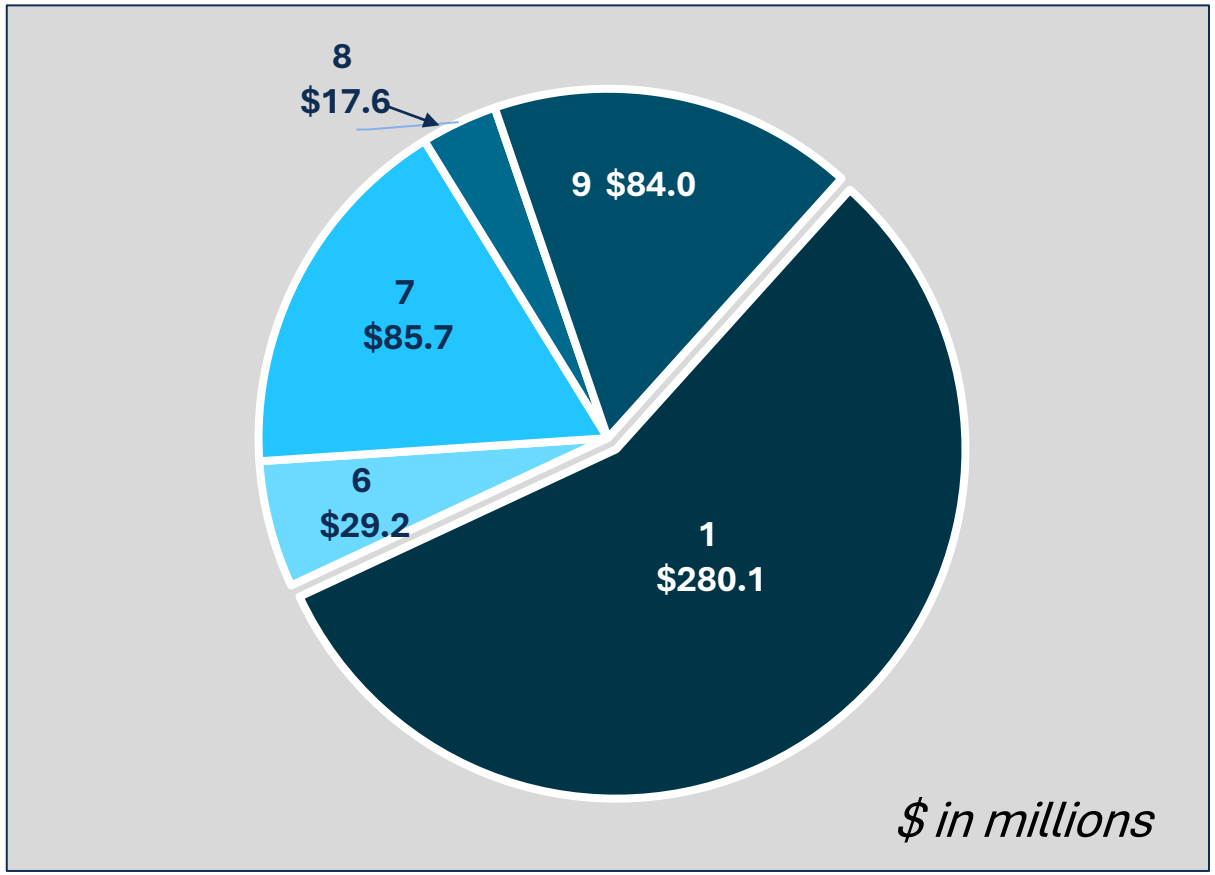
Health Services



- FTE: 688.36
- Total Funds: $496.7M
  - General Fund: $495.8M
  - Other Fund: $0.9M
  - Federal Funds: $0
- Services Provided:
  - Medical
  - Mental Health
  - Dental
  - Pharmaceutical
  - Substance Use Disorder Treatment



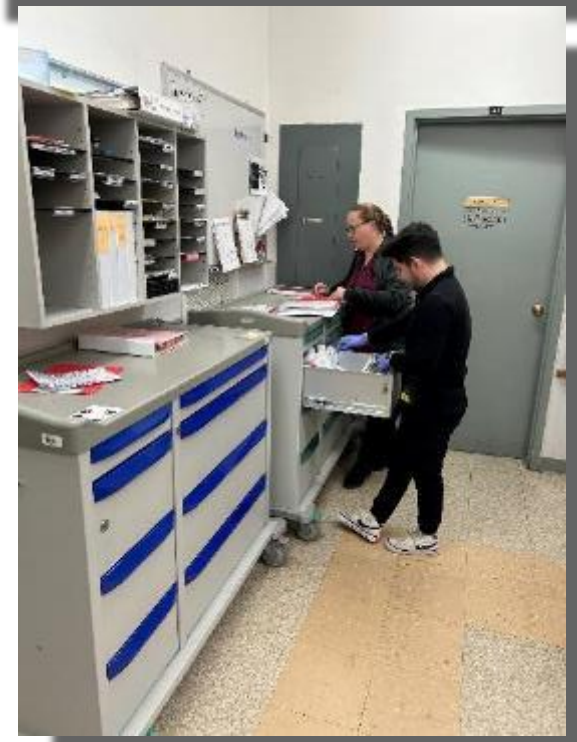
Health Services' Sections



- Medical: 56.4%
- Dental: 5.9%
- BHS: 17.3%
- A&D: 3.5%
- Pharmacy: 16.9%

Medical Services

- On-Site Primary Care Services
- Infirmary Services for Acute Needs
- Chronic Disease Management
- Off-Site and Specialty Care



Behavioral Health Services

- Assessment and Evaluation
- Case Management and Treatment Plan
- Psychopharmacology
- Substance Use Disorder Treatment

Substance Use Disorder Treatment Services

Program	Duration	Location	# of Slots/Beds	Type
S.M.A.R.T. AIP	6 Months	CCCM	54 slots	Intensive Outpatient
LOTUS SUD Treatment Program	* Based on assessed need	CCCM/CCCF	Up to 150 slot	Outpatient
New Foundations Co-Occurring Disorder Treatment	9-12 Months	CRCI	50 beds	Inpatient
Turning Point	6 Months	CRCI	61 beds	Inpatient
New Directions NW	6 Months	PRCF	128 beds	Inpatient
Freedom & Recovery	6 Months	OSCI	30 slots	Outpatient
T.R.U.E. Treatment Program	* Based on assessed need	OSP	Up to 270 slots	Outpatient
Keys to Freedom Treatment Program	* Based on assessed need	SRCI	Up to 360 slots	Outpatient

Dentistry

- Oral Health Maintenance and Preventative Care
- X-ray Imaging
- Exams and Dental Procedures
- Specialty Care

Pharmacy and Pharmacy Stores

- Pharmacy Operations
- Pharmacy Stores

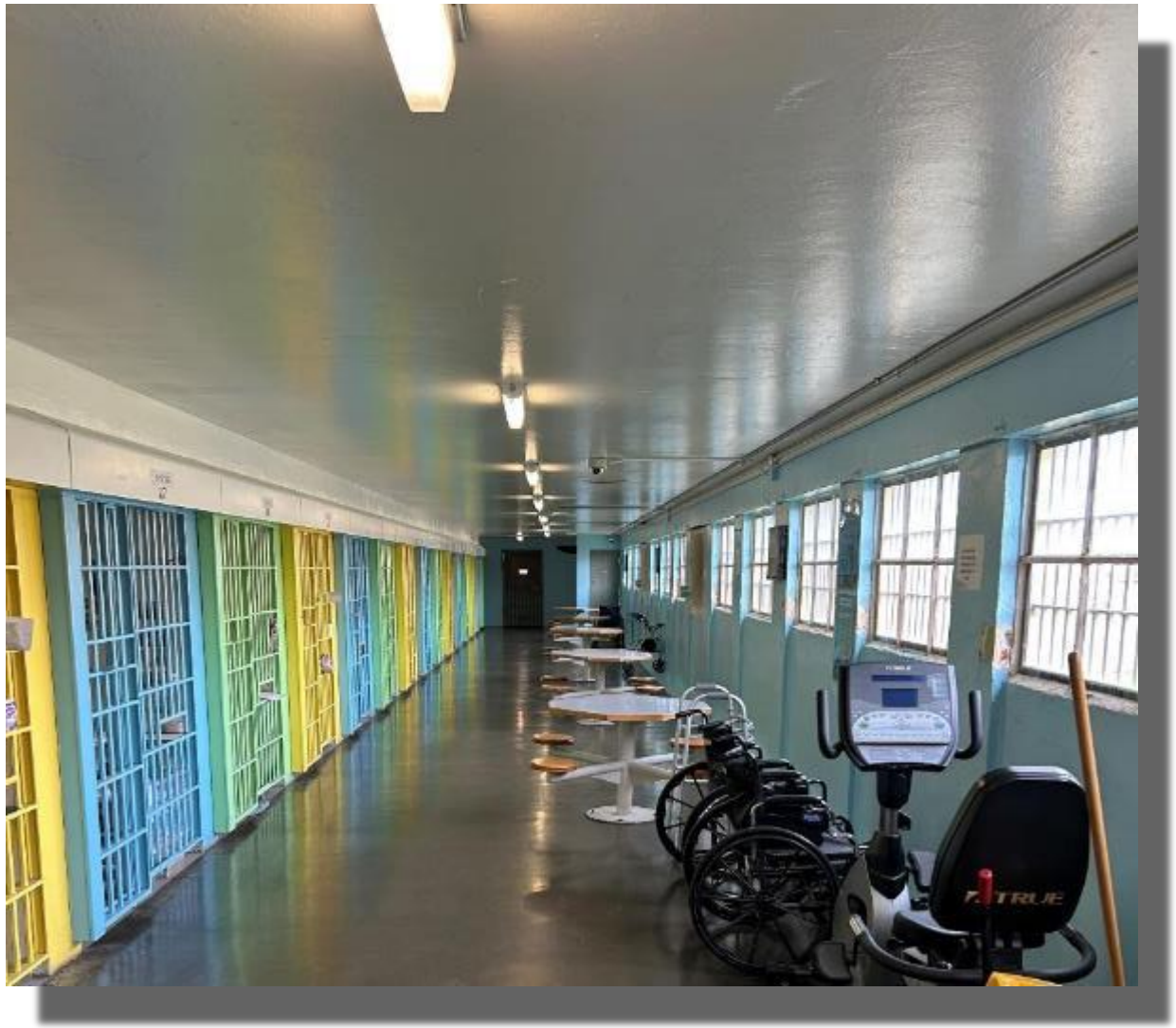
Health Services' Challenges

- Staffing
- Right-Sizing Management Structure
- Out of Facility Scheduling
- Continuous Quality Improvement
- Medication for Opioid Use Disorder
- Medical Acuity and Mental Health
- Infirmaries

Medical Services - Acuity

Acuity	% of Male	% of Female
M5	1.81%	0.91%
M4	5.09%	2.92%
M3	13.13%	11.37%
M2	24.47%	24.95%
M1	36.08%	40.85%

Numbers as of February 5, 2025

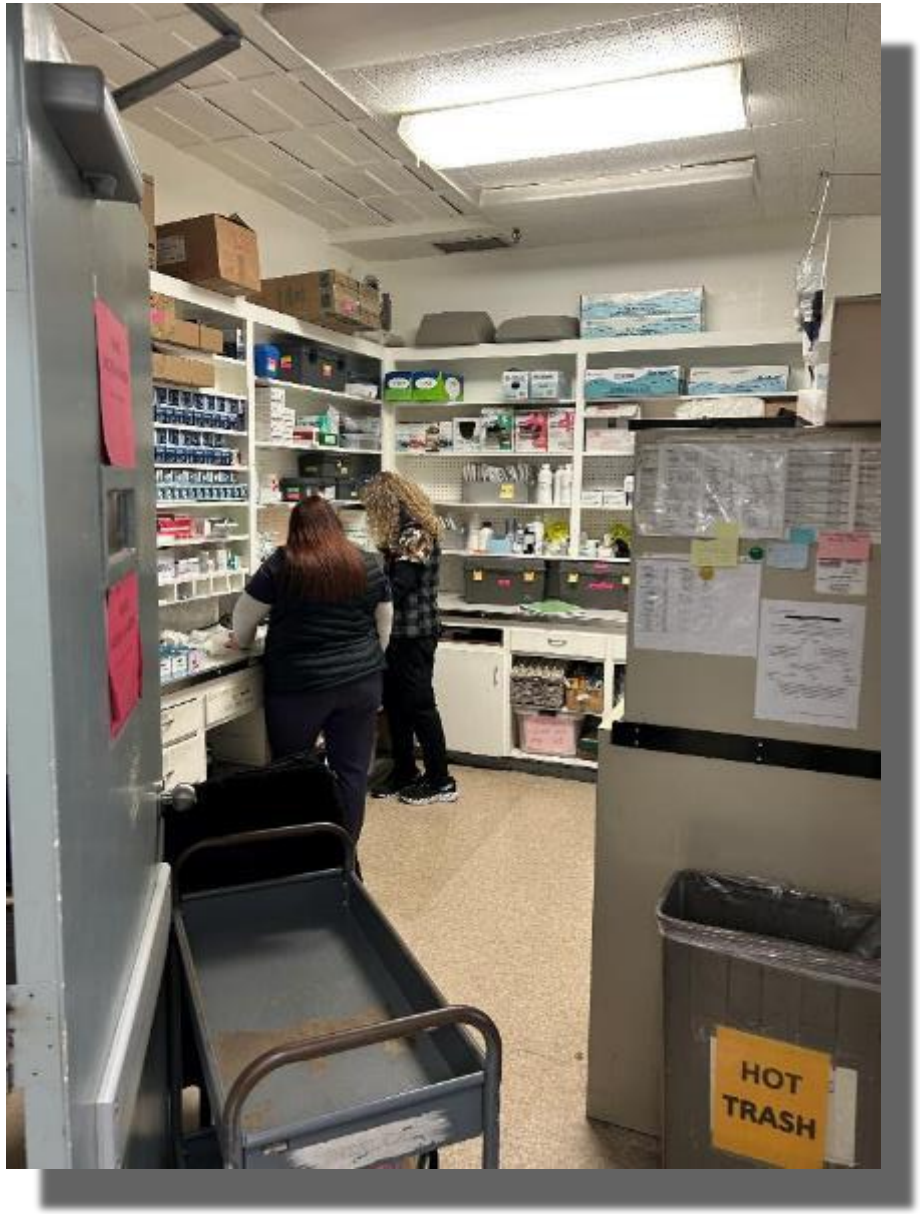


Mental Health

Mental Health Diagnosis	% of Male	% of Female
Serious Mental Illness: **SMI**	8%	
Highest Need: **MH3**	9.73%	20.12%
Severe Need: **MH2**	17.72%	47.59%
Moderate Need: **MHR**	15.43%	10.66%
Benefit from Treatment: **MH1**	19.27%	5.23%
Total Diagnosed	62.14%	83.60%

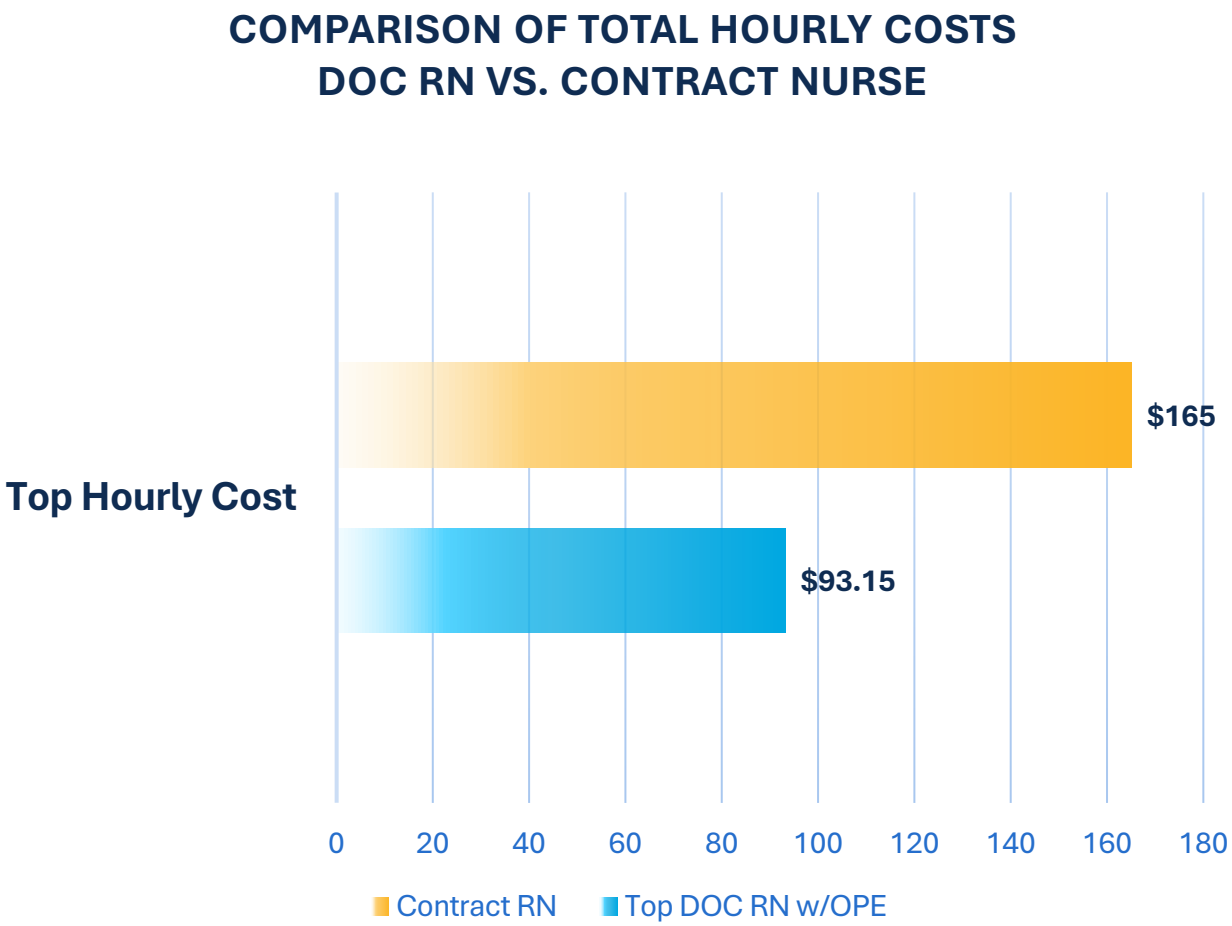
Numbers as of February 5, 2025

Variable Budget Drivers



- Clinical Staff
- Off-Site Care
- Medication Expenses

Clinical Staff



Medical Contracts

21-23 Biennium

- $17,356,224

23-25 Estimate

- $33,219,683 (52% increase)

Off-Site Care

Top 5 Diagnosis by Cost for 01/01/2022 – 12/31/2024	Total Paid
COAGULATION AND HEMORRHAGIC DISORDERS	$6.2M
MAINTENANCE CHEMOTHERAPY; RADIOTHERAPY	$5M
OSTEOARTHRITIS	$3.3M
SPONDYLOSIS; INTERVERTEBRAL DISC DISORDERS; OTHER BACK PROBLEMS	$2.6M
ABDOMINAL HERNIA	$2.6M

Medication Expenses

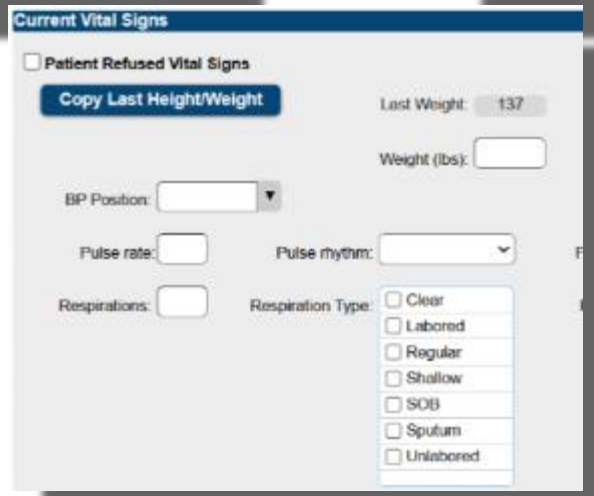
Use of the Drug	Dollars Spent
Hepatitis C	$2.83 M
Long-Acting Injectable Antipsychotics	$1.88 M
Biological Medications	$1.35 M
HIV Medications	$1.21 M
Anti-Neoplastics	$483K

Improvements in Health Services

- Medical
  - Therapeutic Levels of Care
  - Doula Program
- Behavioral Health
  - Substance Use Disorder Pilots
  - Clinical Manager
  - OHA Collaboration
  - Eye Movement Desensitization Reprocessing
  - Cognitive Behavioral Therapy for Pain Management

Improvements Continued

- Pharmacy
  - 340B Drug Pricing
  - Pyxis & DOSIS Machines
  - Clinical Pharmacists
- Dental
  - Structure/Positions
  - Equipment
- Electronic Health Records



Get In Touch With Us

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Department of Corrections : State of Oregon

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Correctional Services Division

Larry Bennett

Assistant Director

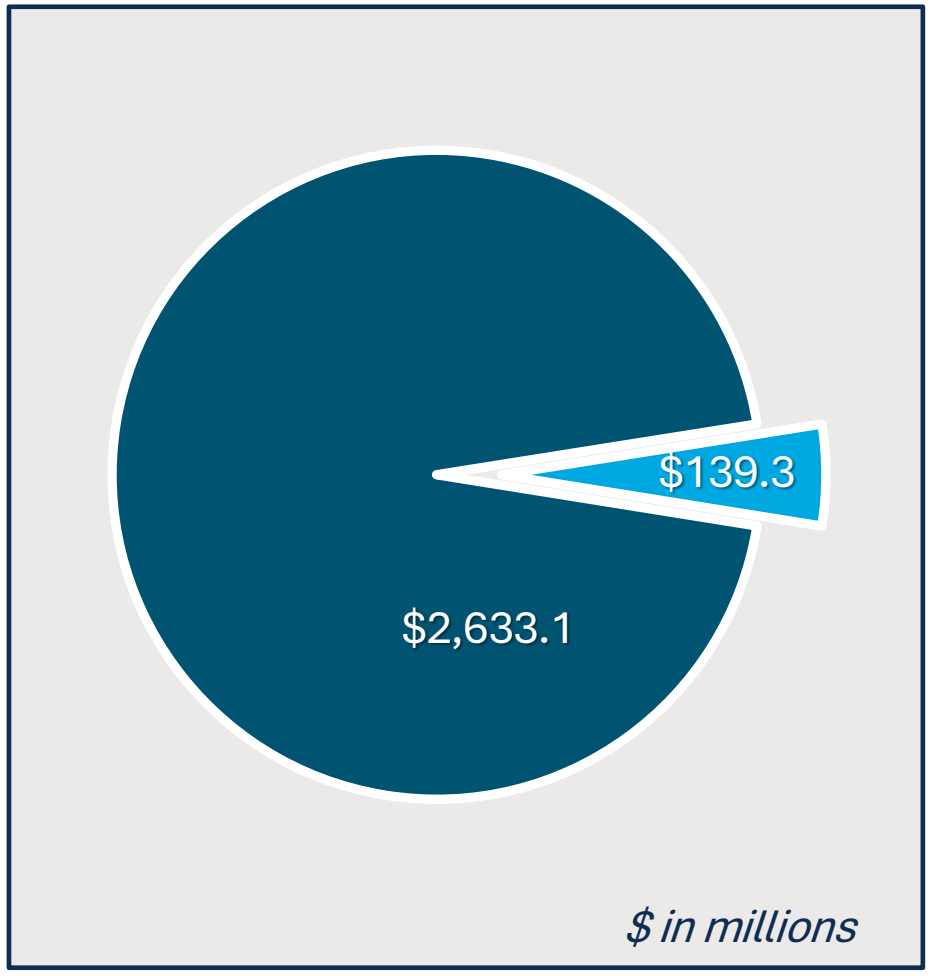
UPACT Program (CCCF)

Correctional Services

PSU Higher Education in Prison Program (CCCF)

1. Division Overview
2. Preparing People for Success
3. Funding Sources
4. Policy Option Packages
5. Partnerships

Correctional Services – Agency Budget Allocation



FTE: 333.41

Total Funds: $139.3M

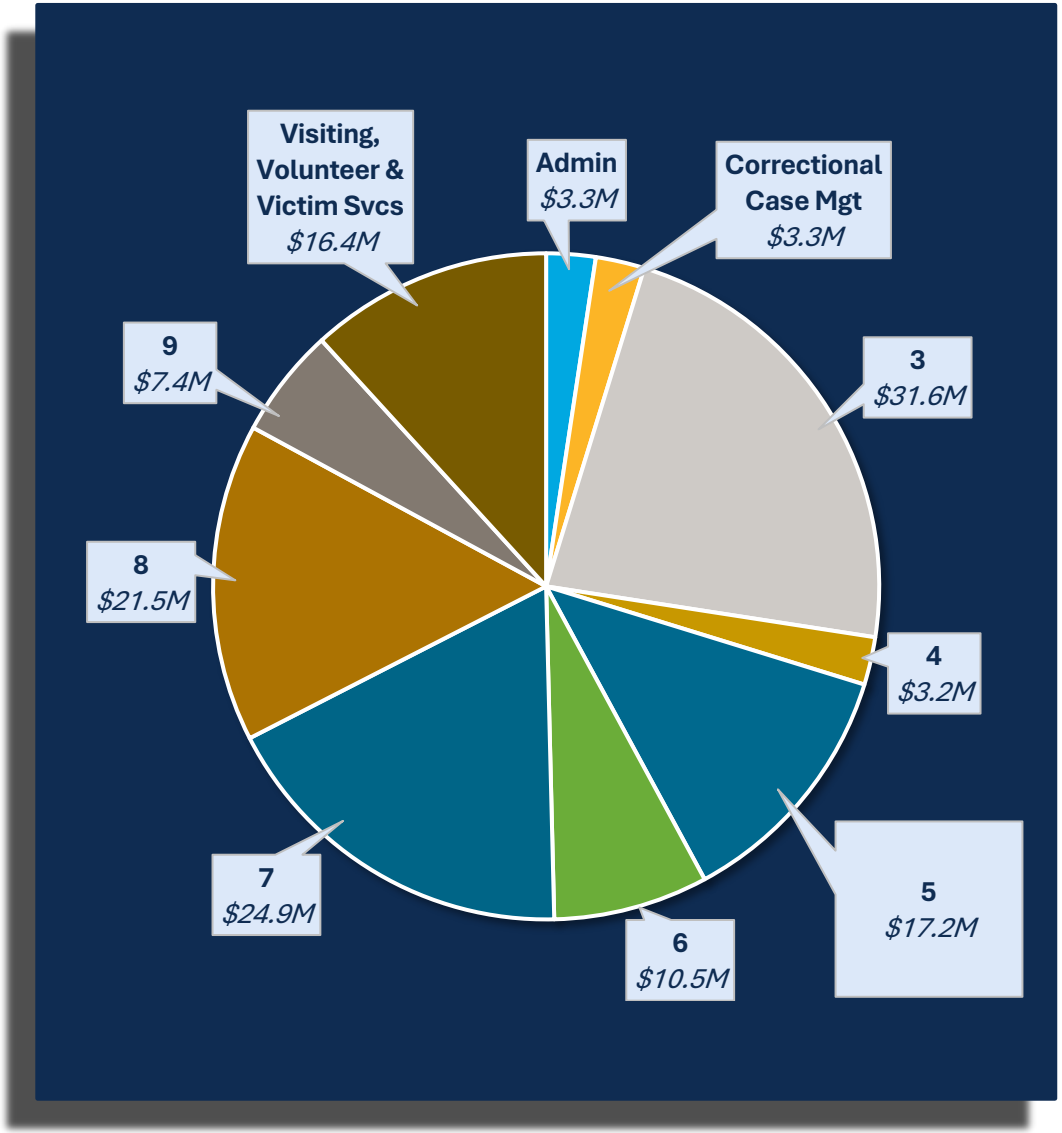
- General Fund: $133.1M
- Other Fund: $4.0M
- Federal Funds: $2.2M

5.3% of agency budget

African American Fatherhood Program (Grant)

Service Provided: Structured Opportunities for Change

Correctional Services Units



2024 Native Spring Celebration (CCCF)

Legislatively Funded Programs & Services

Direct Services to AICs

Cognitive Behavioral

- *Free Your Mind*
- *Moving On*
- Correctional Counseling
- Behavior Change Plans

Parenting & Family

- *Parenting Inside Out*
- CCCF Family Advocate
- *Strength in Parenting* Sessions
- Visiting Services

Religious & Spiritual

- 24 Faith Groups
- 20 Chaplains
- 500+ Volunteers
- 58 new volunteers 2024

Education & Training

- ABSD
- Cosmetology
- Paraoptometrics
- Welding
- Automotive Tech
- Building Construction

Reentry & Release

- Transition Coordinators
- *Road to Success* transition preparation courses
- Release Counseling
- Transition Funds

Other Services

- Sentence Computation
- Records Maintenance
- Expungements
- Quality Assurance
- Essential IDs
- Legal Libraries
- Volunteer Services
- Victim Services

148,394 Active Registrants

2024

- 21,043 new registrants
- 393,312 automated notifications

ISOR

ISOR *Fast, Safe, Secure*

SCAN ME

Online Education

SB 1522 (2022)

PSU student Michelle Ehlers celebrates with family and friends after earning her Bachelor's Degree (CCCF)

Division Policy Option Packages

Family Coloring Together

PIO 2.1 Post-Release Family Engagement Event (federal grant)

Improving AIC Housing Outcomes & Reentry

- 4 FTE Housing Coordinators
- 3 FTE Transition Coordinators
- 1 FTE Transition Manager
- Transition Funds

Gender-Responsive & Trauma-Informed Care

- 1 FTE Correctional Counselor
- 2 FTE Low-ACRS Technicians
- 1 FTE Housing Coordinator
- 1 FTE Family Advocate
- Monthly Legal Services Clinics (PCC CLEAR)
- Women's Risk Needs Assessment Journals

Non-Legislatively Funded Programs & Services

Corban University

Braille Transcription

Big Machines, Big Opportunities

Parenting Inside Out Phase II

African American Fatherhood

Reentry Benefits Coordinators

PCC CLEAR Clinics

WorkSource Centers

Big Machines, Big Opportunities Land Lab (WCCF)

WorkSource Centers

U.S. DOL Pathways Home Grant

AICs accessing online state employment services within WCCF's WorkSource Center

Success through Partnership

OREGON DEPARTMENT of VETERANS' AFFAIRS

EASTERN OREGON UNIVERSITY

Portland Community College | CLEAR Clinic

East Cascades WORKS

CENTRAL OREGON community college

Portland State UNIVERSITY

BJA Bureau of Justice Assistance U.S. Department of Justice

Portland Community College

OACCD

OREGON CORRECTIONS ENTERPRISES

INSIDE OUT NETWORK

the pathfinder network
Formerly Pathfinders of Oregon

OREGON

Oregon Department of Human Services

Chemeketa Community College

State of Oregon Employment Department

WORKSOURCE OREGON

RED LODGE TRANSITION SERVICES

State Library of Oregon

Oregon Department of Transportation

OJJDP Office of Juvenile Justice and Delinquency Prevention

OREGON Fish & Wildlife

PAID IN FULL OREGON

OCDLA

PGE

Oregon Health Authority

CONFEDERATED TRIBES OF WARM SPRINGS

BTI

SEI

eliminating racism empowering women ywca of Greater Portland

HIGHER EDUCATION COORDINATING COMMISSION

CONFEDERATED TRIBES OF SILETZ INDIANS

JUDICIAL DEPARTMENT STATE OF OREGON

OREGON WORKFORCE PARTNERSHIP

THE KLAMATH TRIBES KLAMATH · MODOC · YAHOOSKIN

Family Preservation Project

TREASURE VALLEY COMMUNITY COLLEGE

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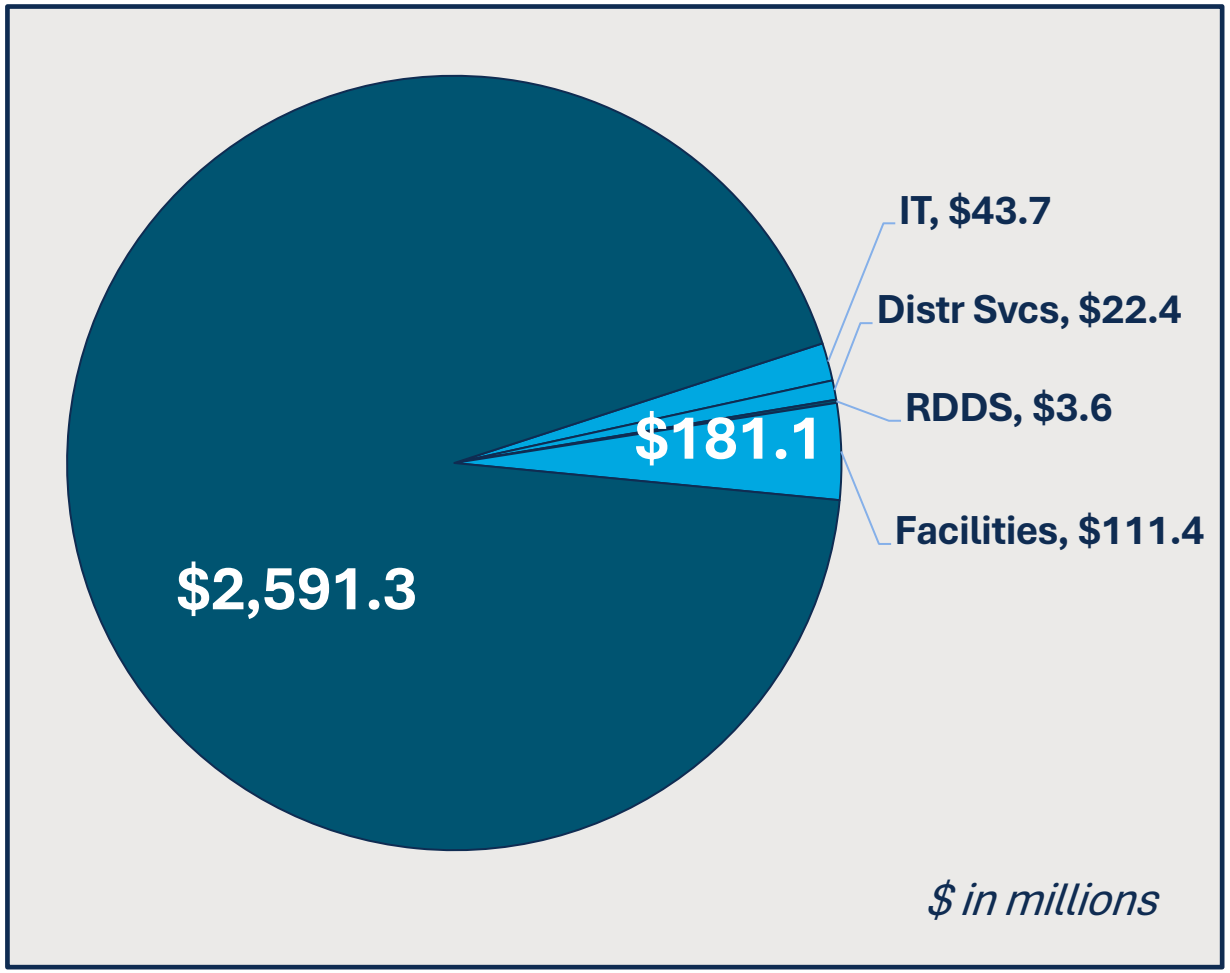
Administrative Services

Thom Martin, Assistant Director
Facilities Services
Distribution Services
Information Technology
Research, Data, & Decision Support

Administrative Services



- FTE: 190.87
- Total Funds: $181.1M
  - General Fund: $84.2M
  - Other Fund: $96.9M
  - Federal Funds: $0

Administrative Services

Central Distribution

1. Stocking, maintaining, and coordinating the distribution of supplies and surplus
2. Operating state-wide trucking/distribution network to all institutions and DOC locations
3. Logistical and delivery support for other agencies during states of emergency
4. Training, mentoring, and work opportunities for AICs

Administrative Services

Commissary

1. Five commissaries throughout the state
2. Three storefronts; two bagging and distribution
3. 1,600 items in stock
4. Provides work experience opportunities for 200 AICs annually

Administrative Services

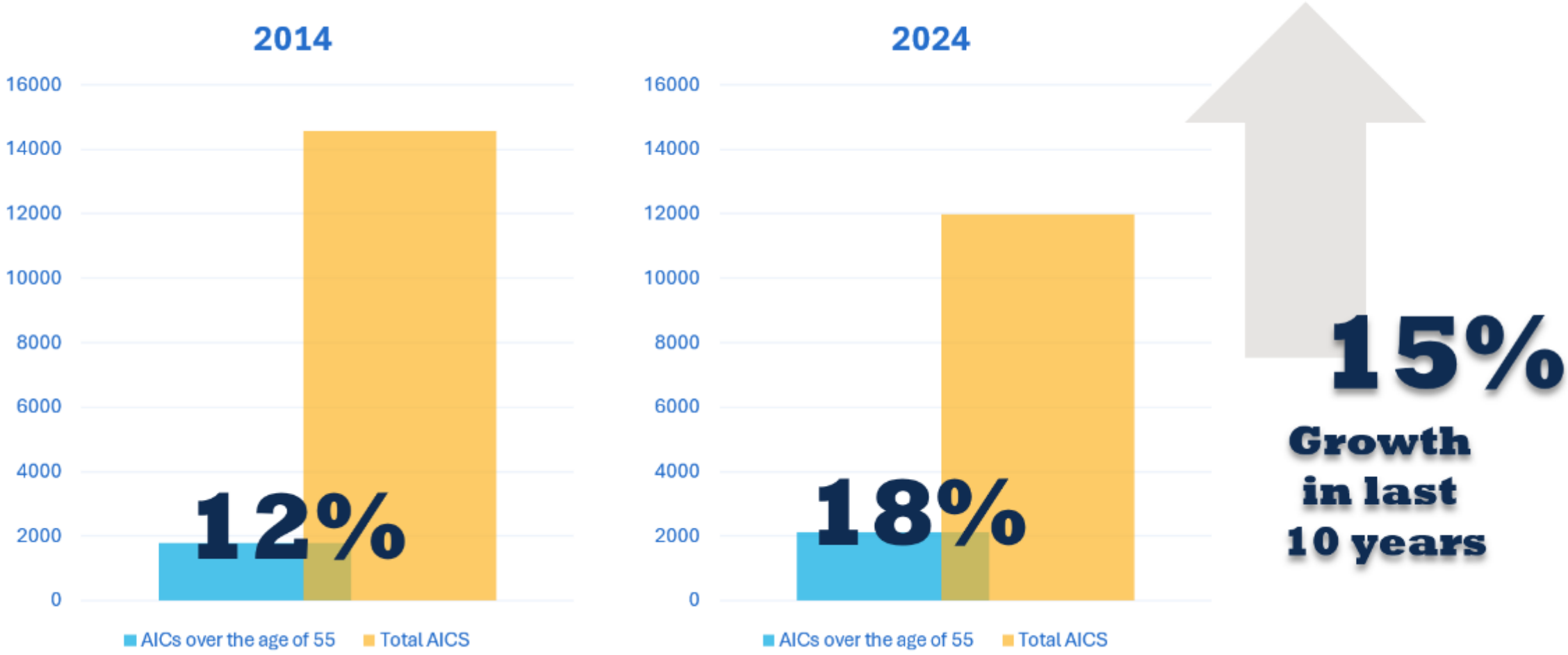
Facilities Services

OSP Boiler Replacement Project

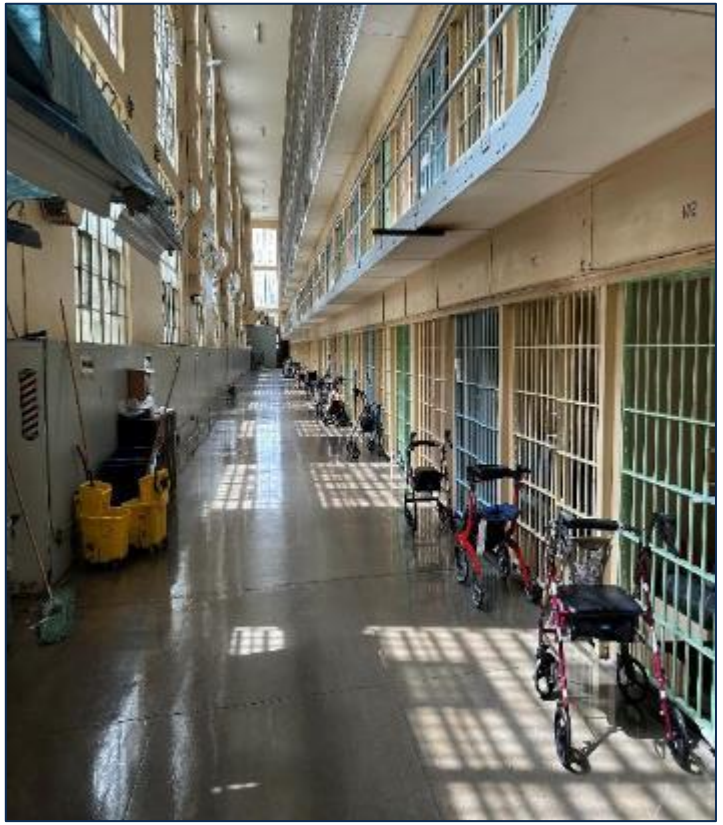
1. Maintains 12 prisons and related facilities across the state, with a replacement value of $2.68 billion
2. Manages ~3,000 ac of land 48 leases, and 27 surface and ground water rights
3. Construction, infrastructure, camera, and radio maintenance, repair, and upgrades

OSP Replacement and Geriatric Care

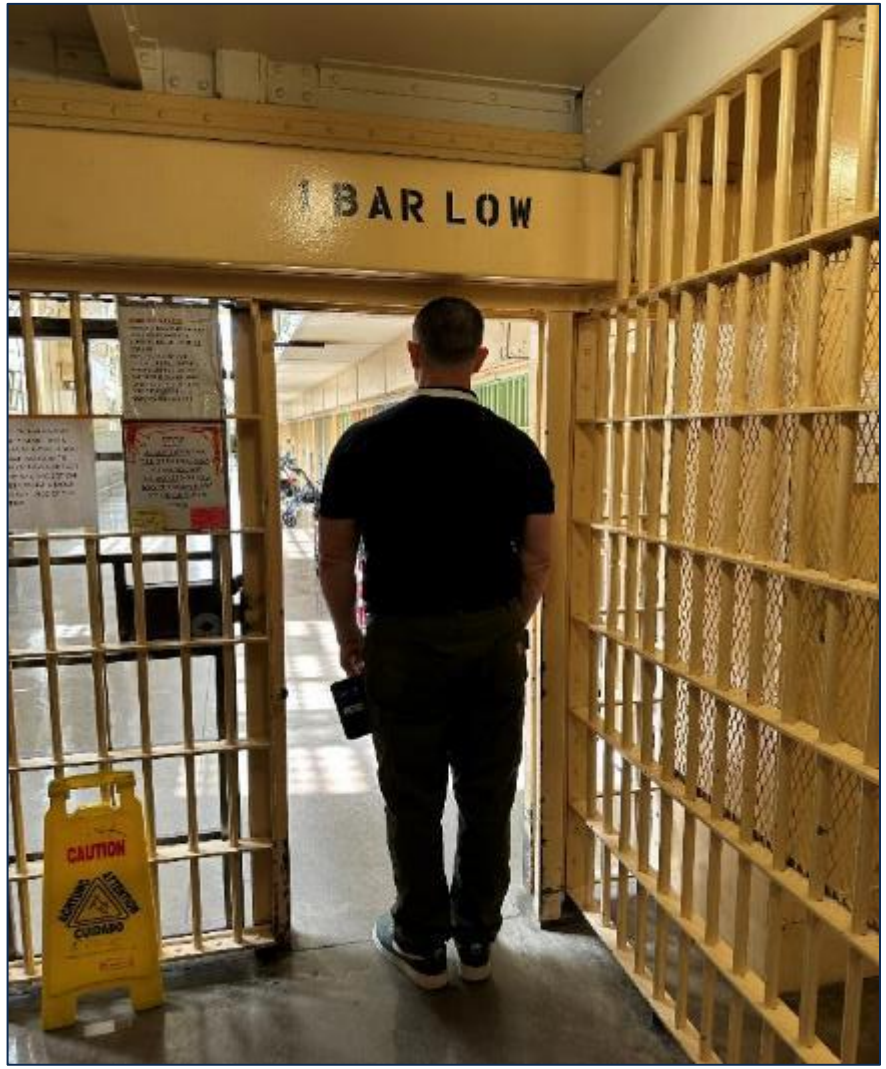
Increasing Aging Population



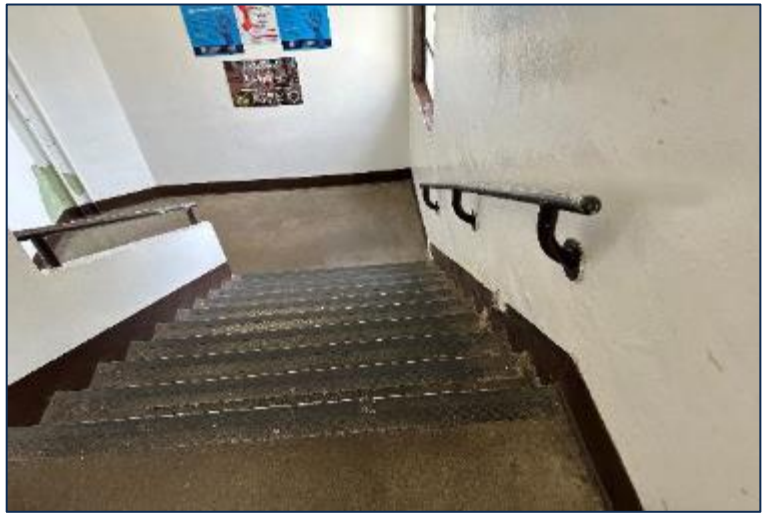
OSP E-Block



OSP E-Block Continued

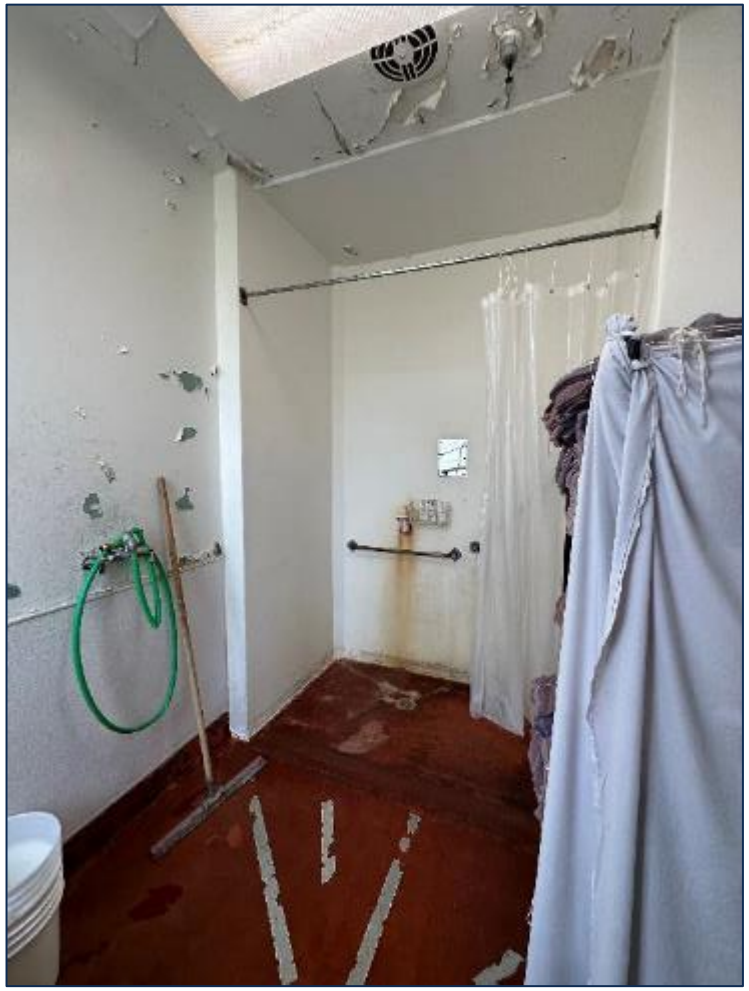


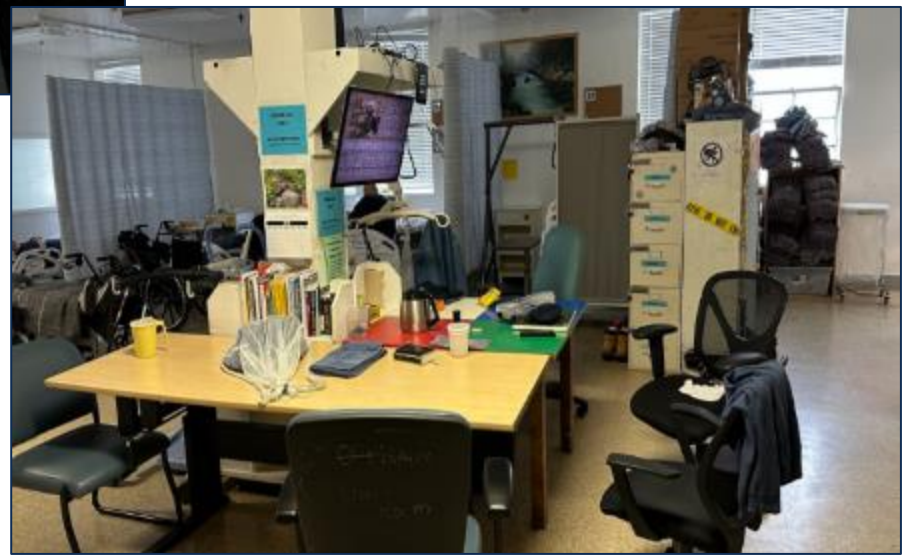
Resource Location Concerns



OSP BHS Offices

OSP Infirmary



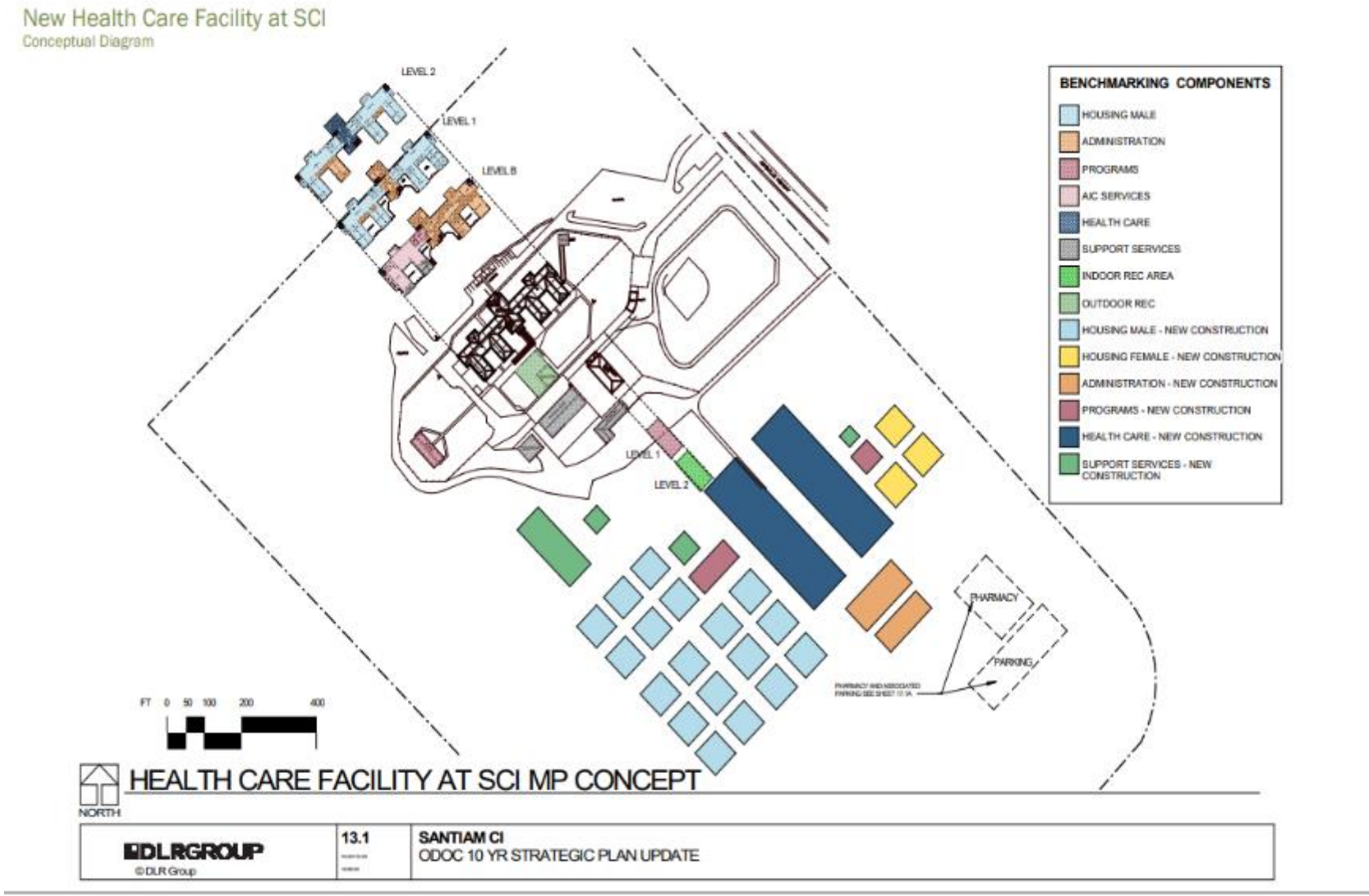


Infirmary Continued

Healthcare Facility

Restructuring Care

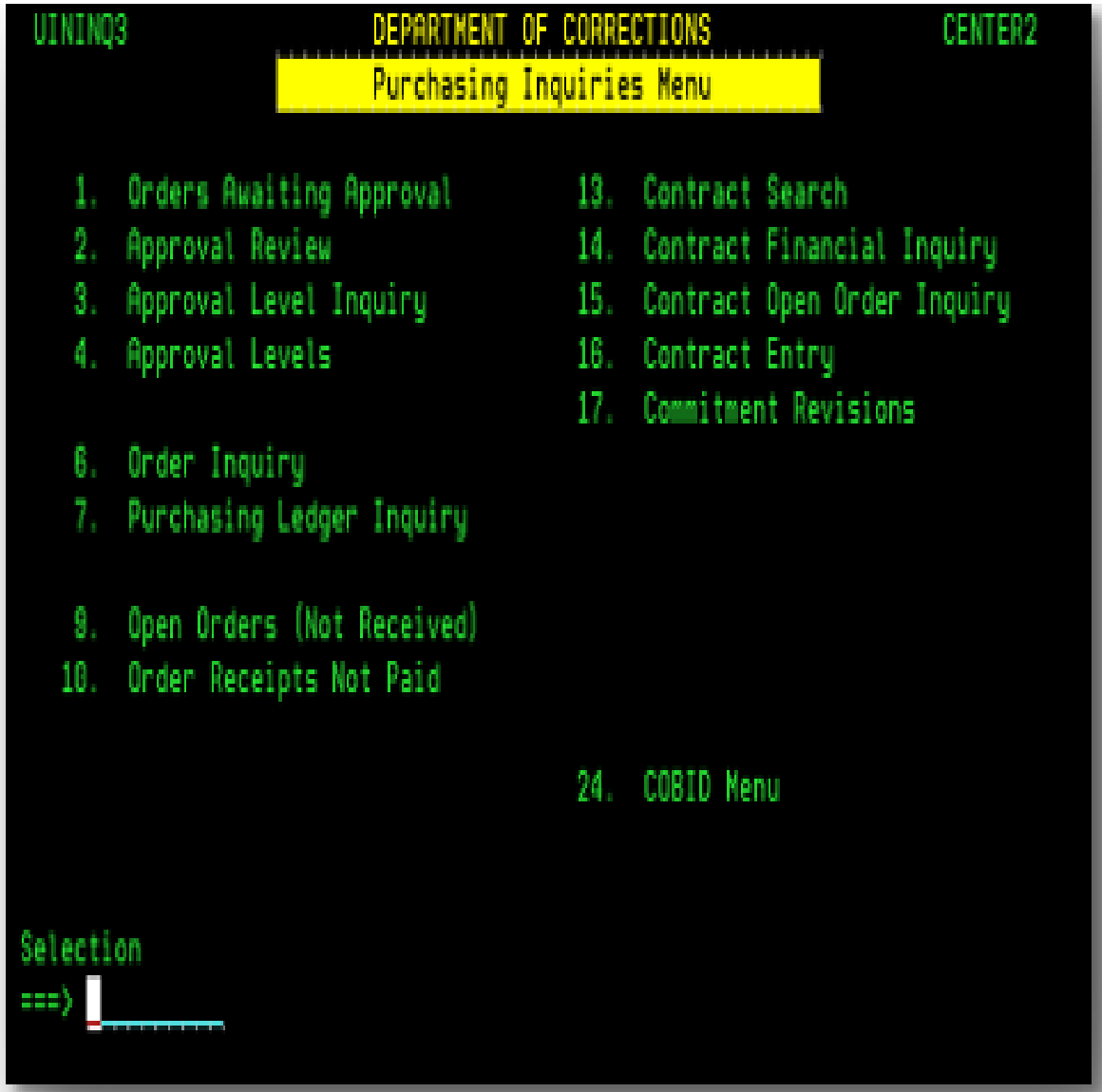
New Floor Plan Requirements



Information Technology

- We serve over 4,500 DOC staff, 1,300 Community Corrections county staff, 22,000 Adults in Community Corrections Supervision, and over 12,000 Adults in Custody.
- Services include
  - Corrections Information System
  - Service Desk
  - Desktop Support
  - Project Management Office
  - Risk Assurance
  - AIC computing support
  - Network and Telephony infrastructure

Modernization Opportunity



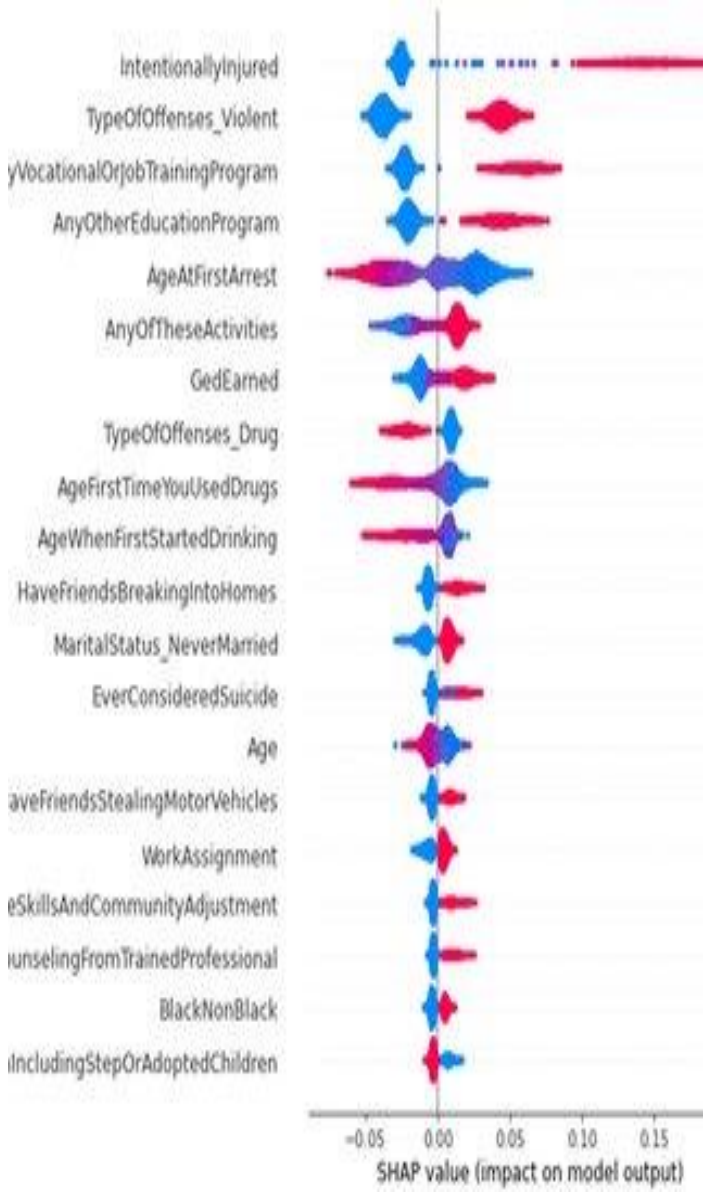
- Corrections Information System (CIS) is a custom-built offender management system started in 1989.
- Increasingly expensive to maintain custom system built on aging technology.
- Poses challenges such as
  - Inefficient workflows
  - Cybersecurity concerns
  - Lack of integration
  - No data analytics

Modern Offender Management System

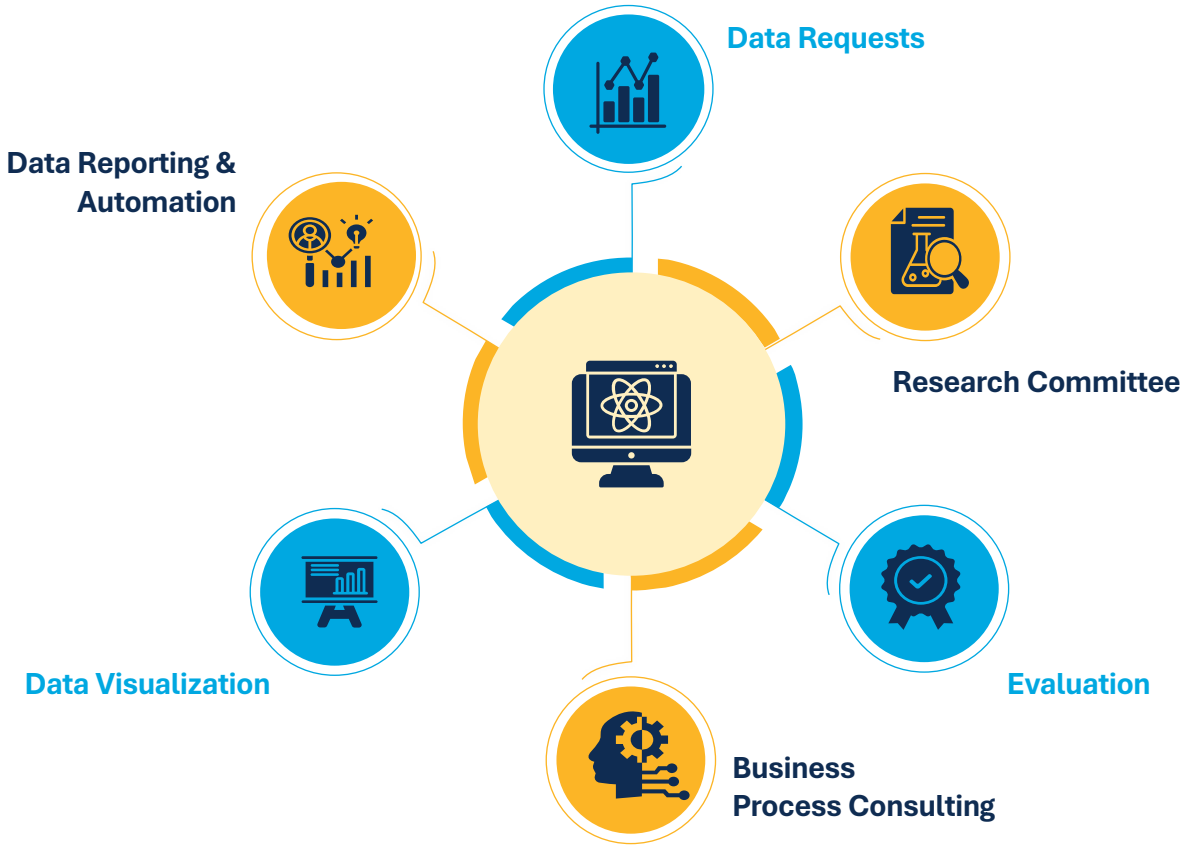
A modern cloud-based Offender Management System (OMS) could have huge positive impact on enabling the DOC to meet its mission.

Major benefits to be realized could be

- Improved cybersecurity
- Development staff cost savings
- Lessened risk due to aging technology
- Staff efficiency gains
- Data-driven decision making
- Better correctional outcomes



The Office of Research, Data, & Decision Support (RDDS)



Database Management

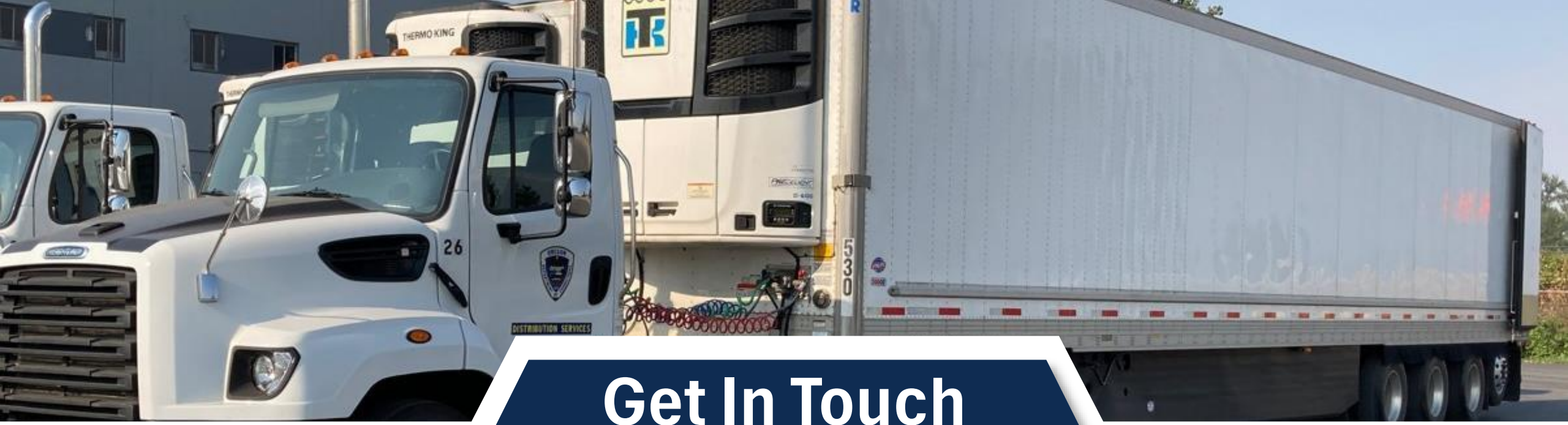
- Two Staff
- >800 daily loads
- >300 scheduled automated reports

Data Analytics & Reporting

- Two Staff
- Ad Hoc Requests (internal, public records, legislative)
- Reports & Dashboards

Research & Data Science

- Two Staff
- Oversight External Research Committee
- ORS 291-035



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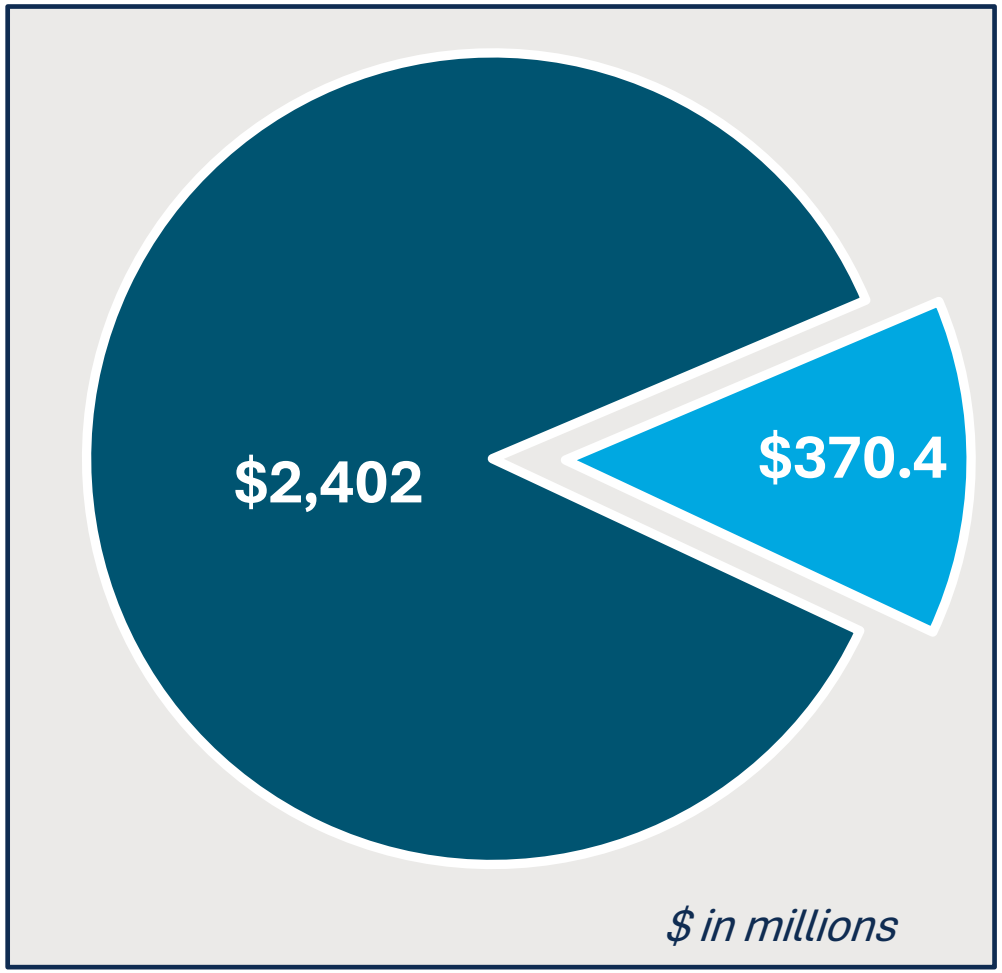
Community Corrections

Supervision, Sanctions, and Services

Community corrections



- FTE: 75.00
- Total Funds: $370.4M
  - General Fund: $367.1M
  - Other Fund: $3.3M
  - Federal Funds: $0

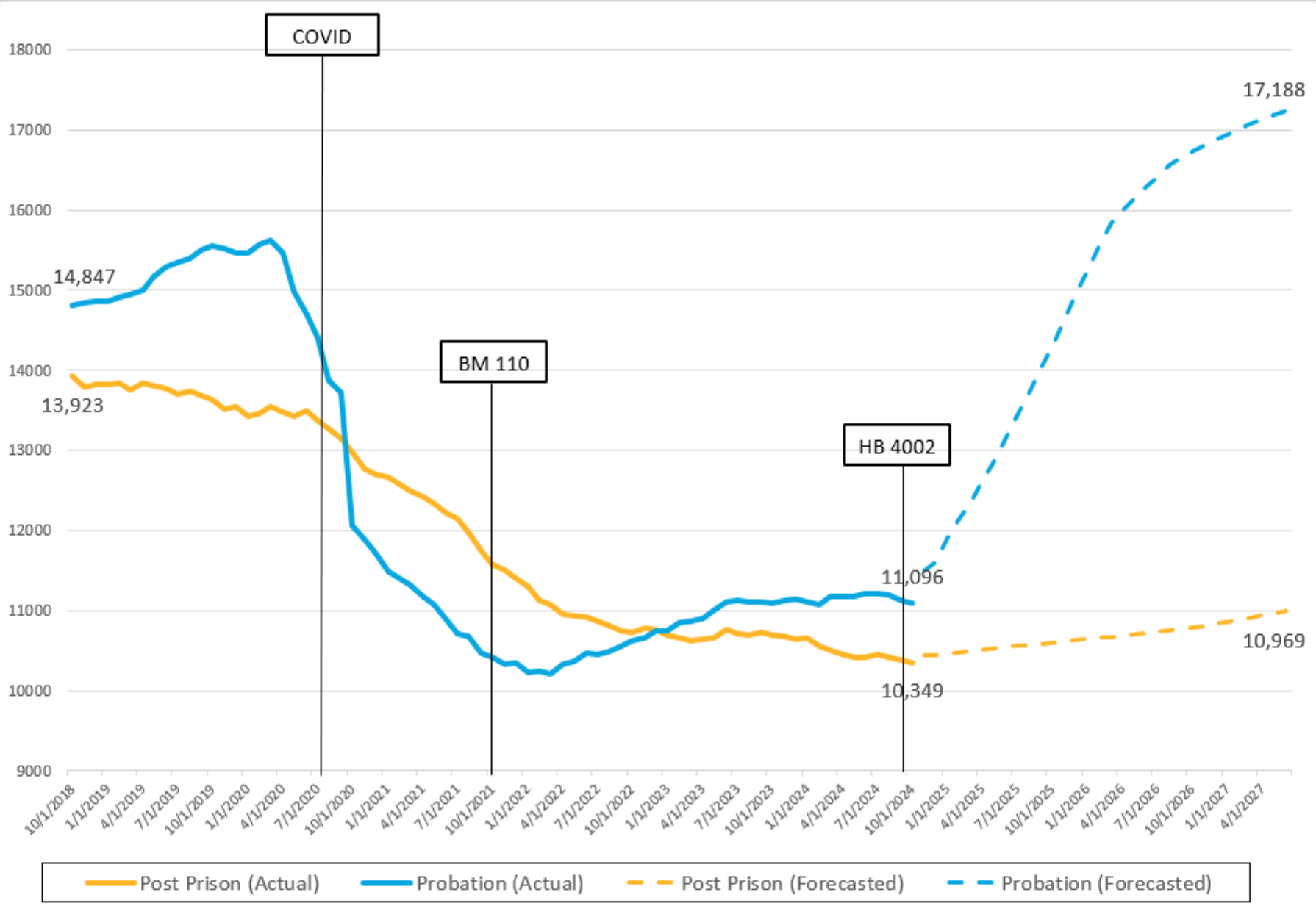
Community Corrections Funding Formula

Capitated Rate x Forecasted Population = Grant in Aid Funding

2025-2027 Capitated Rate

Type of case	%	Cases	2025-27 Daily Rates	Cost per Day
Local Control	1.0%	235	229.761	53,918.01
New	8.7%	2,072	18.706	38,759.67
High	14.9%	3,535	31.620	111,765.26
Medium	24.8%	5,876	23.012	135,218.32
Low	50.6%	12,008	1.532	18,393.20
TOTAL	100.0%	23,725		$ 358,054.47
Capitated Rate				**$ 15.092**

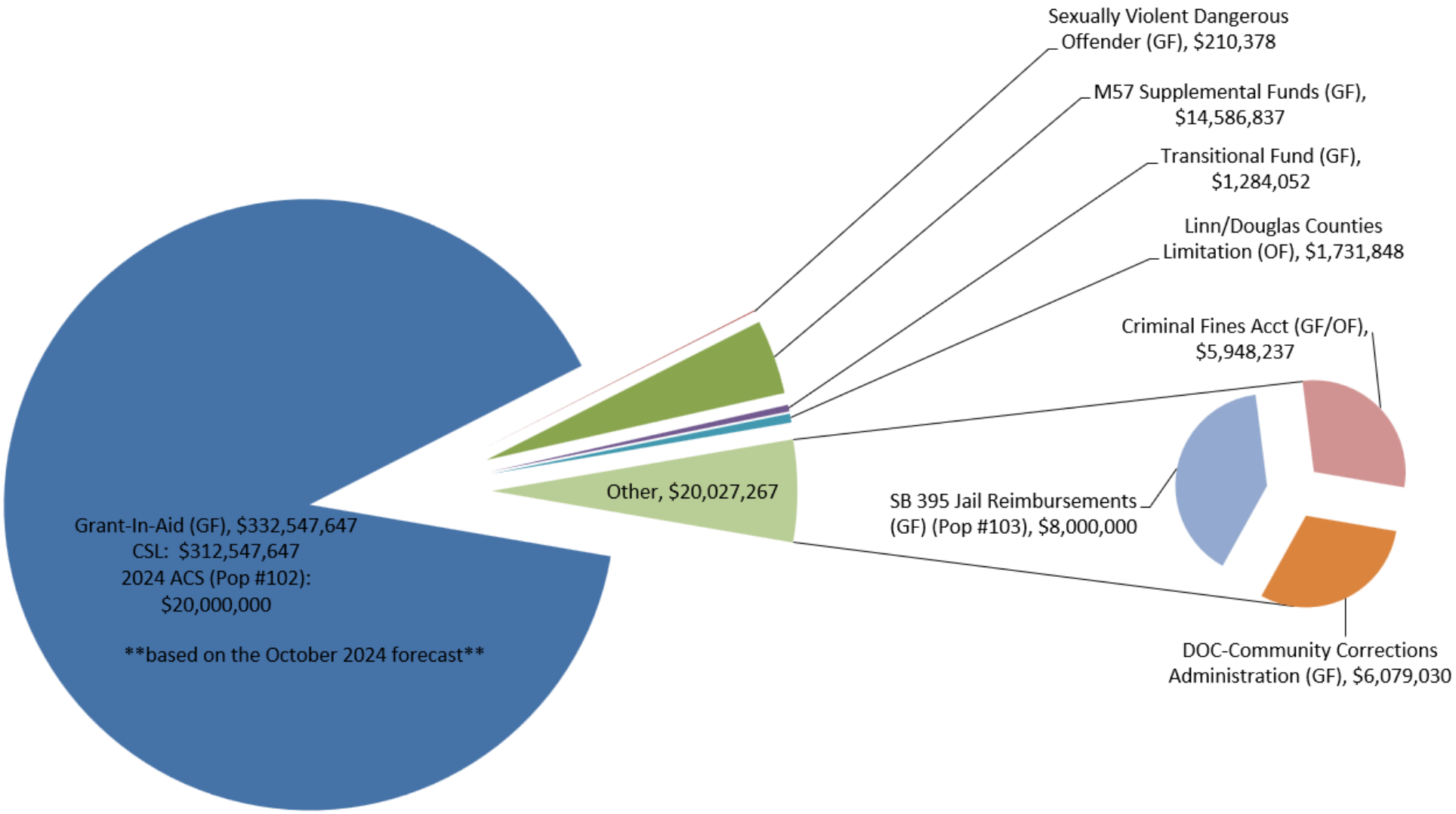
Community Corrections Population Trends



Biennial Budget Comparisons - Grant in Aid

Budget	Forecasted Caseload	Total
23-25 LAB, $246.6M Supplemental Funds, $5.7M HB5204 (2024) Funds, $16M	25,453	$ 268,366,590
25-27 GRB	29,786	$ 312,547,647

2025-2027 Governor's Recommended Budget



2024 Actual Cost Study

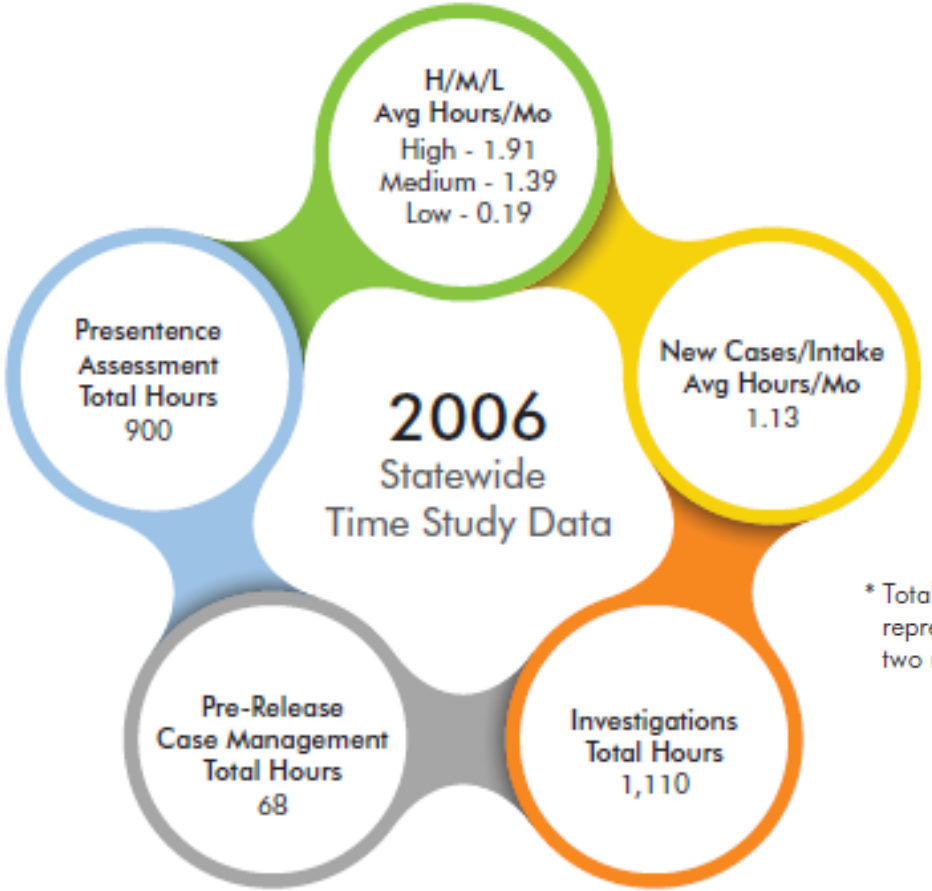
ORS 423.486(1) – Every 6 years the DOC shall conduct a study to determine the actual costs incurred by each county of providing management, support services, supervision and sanctions for offenders

Two Components

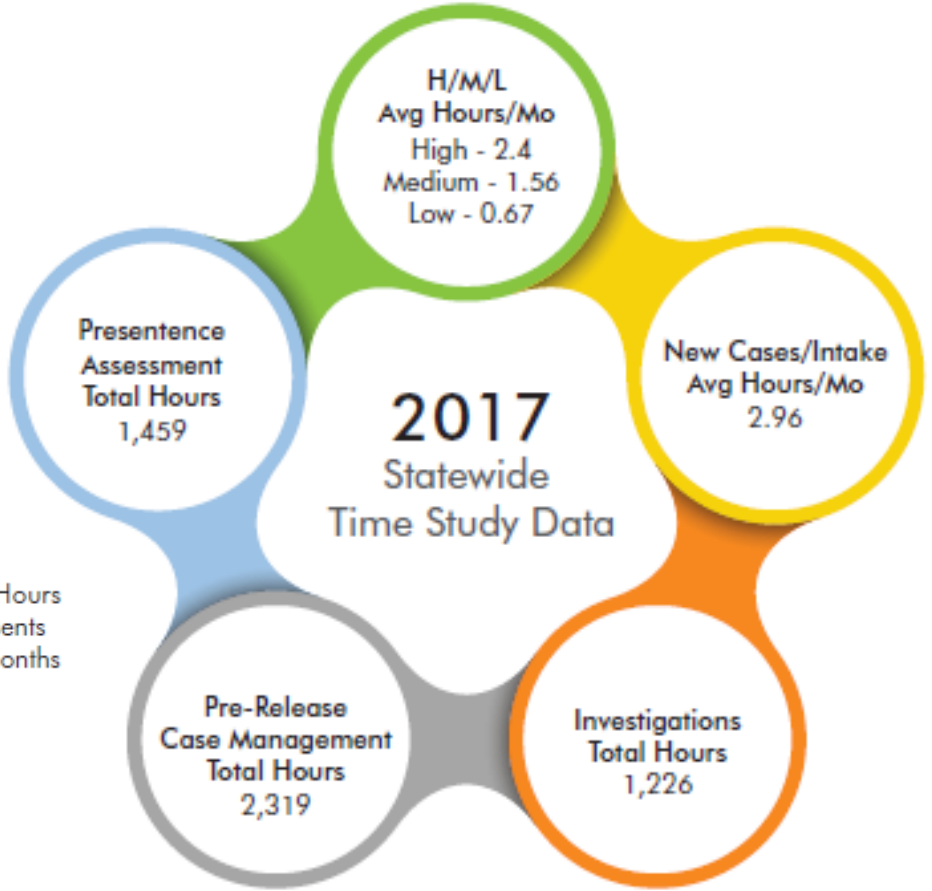
Time Study: Determine time required to provide appropriate case management per offender

Financial Study – Determine overall cost of doing business

Time Study Comparisons



* Total Hours represents two months



2024 Actual Cost Study - Results

2025-2027 GRB Daily Rates

2006 Time Study
FY12 Financial Study

Case Type	Daily Rates
New	$18.706
High	$31.620
Medium	$23.012
Low	$1.532

Capitated Rate - $15.092

2024 ACS Daily Rates

2017 Time Study
FY24 Financial Study

Case Type	Daily Rates
New	$38.634
High	$31.325
Medium	$20.361
Low	$5.575

Capitated Rate - $18.178

County Grant Administration

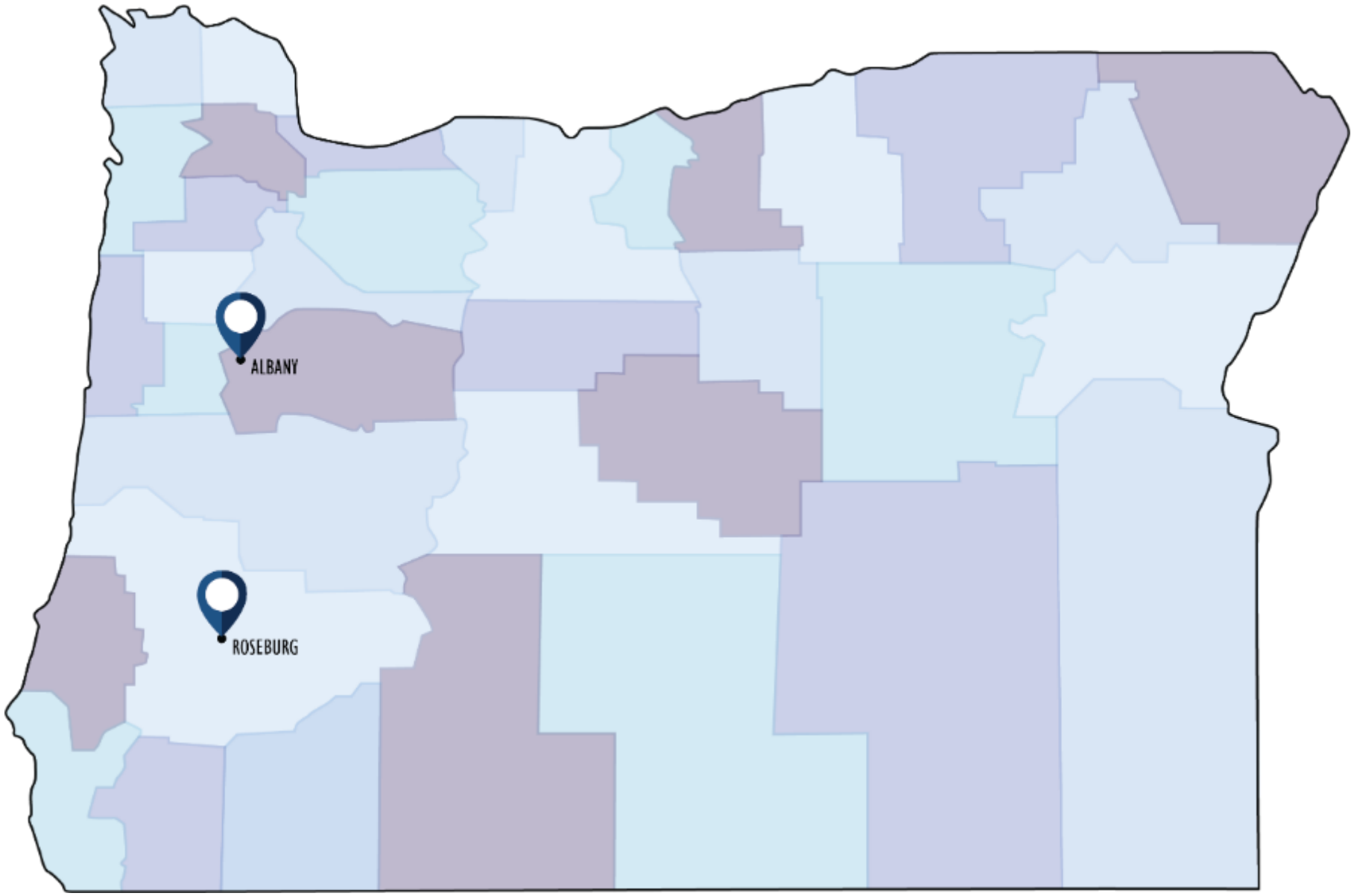
- Responsible for 21,706 adults on supervision
  - Local Control: 265
  - Parole/Post-Prison Supervision: 9,932
  - Probation: 11,097
  - Transitional Leave: 412

- Supervision and community-based sanctions and services are provided by counties through intergovernmental agreements

For more information, view our most recent report: Evaluating Oregon's Community Corrections Act

Housing

Douglas and Linn County

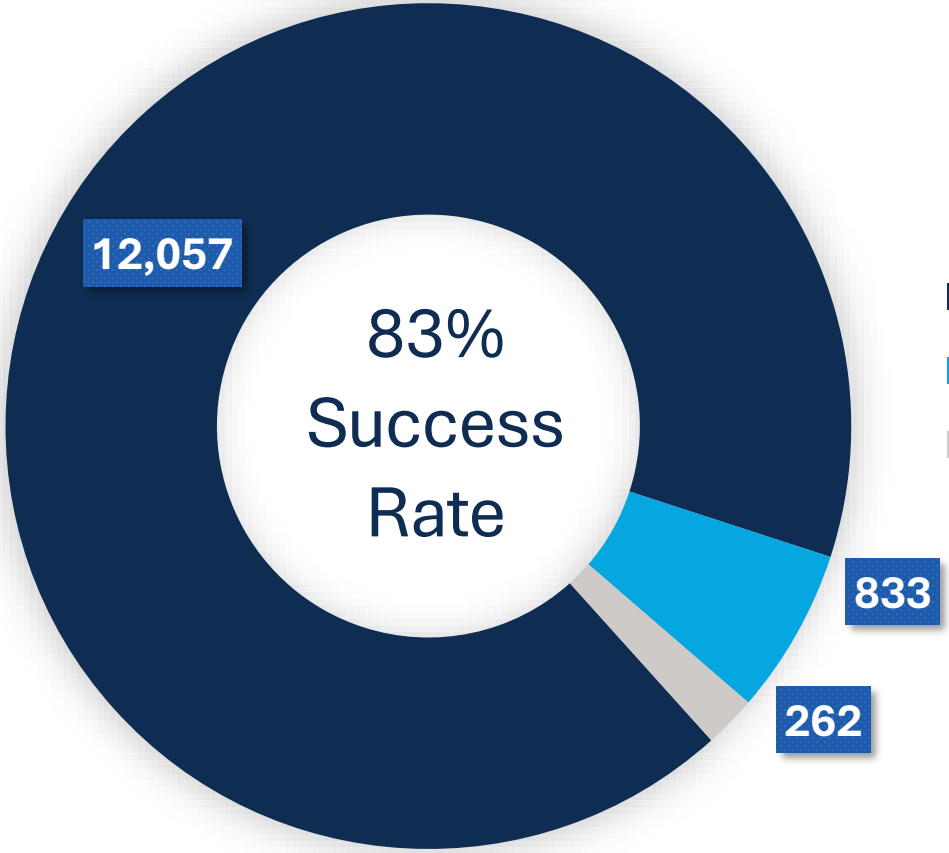


Short Term Transitional Leave

Releases: 14,653

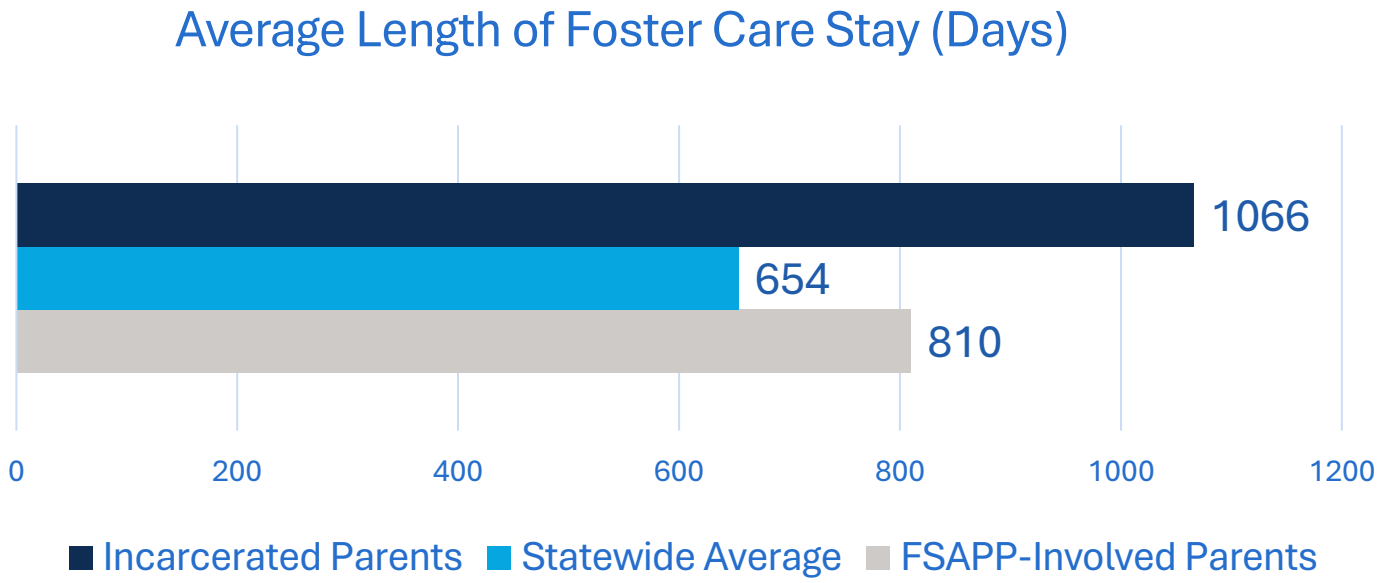
89% Success Rate

Earned Discharge



Family Sentencing Alternative Program (FSAP)

- 345 Participants
- 638 Impacted Children



For more information about the FSAP program, view the following: FSAP Report

Interstate Compact for Adult Offender Supervision

1,313

Cases Supervised in Oregon for Other States

1,257

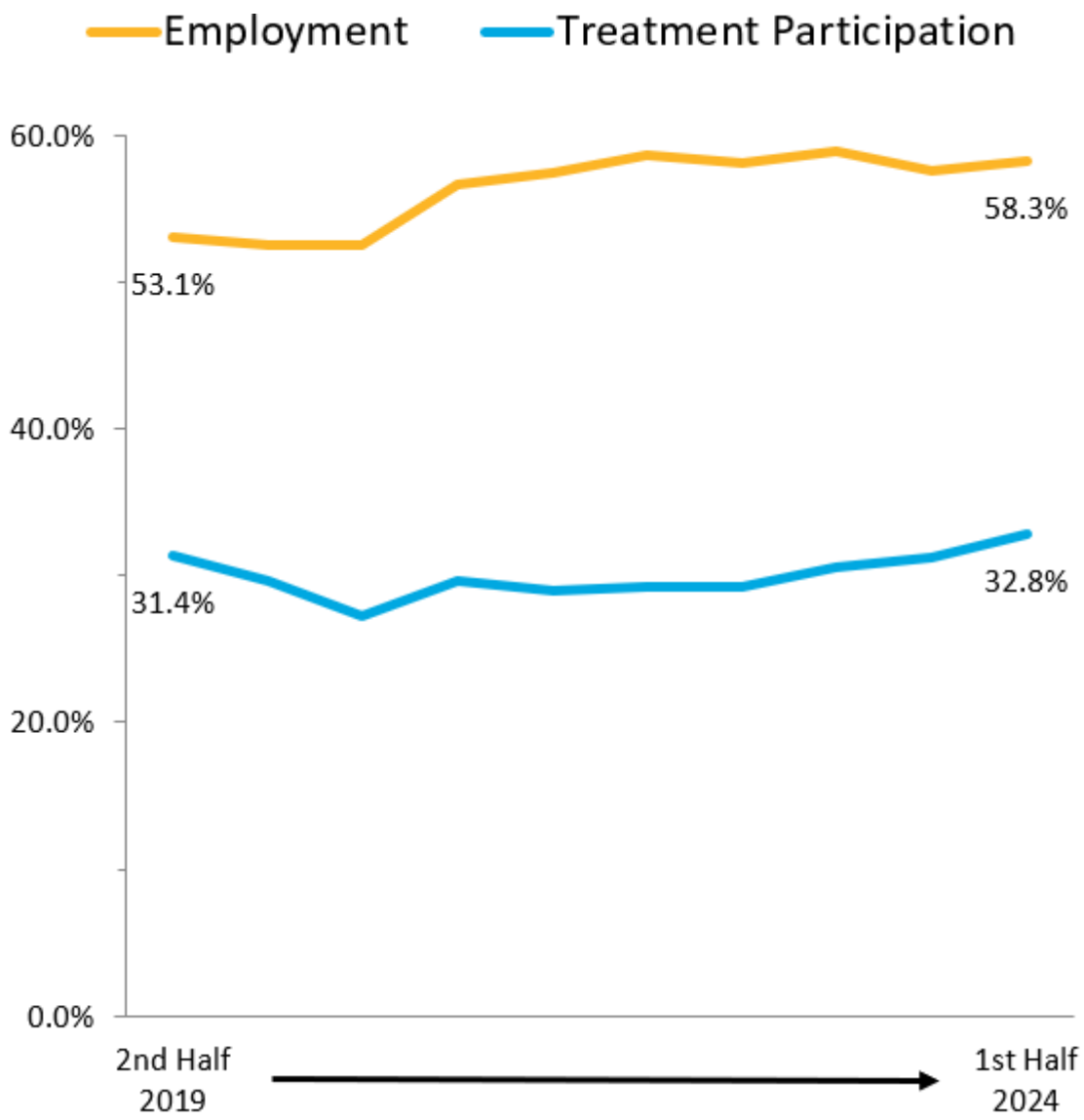
Oregon Cases Supervised in Other States

Technical Assistance and Evaluation

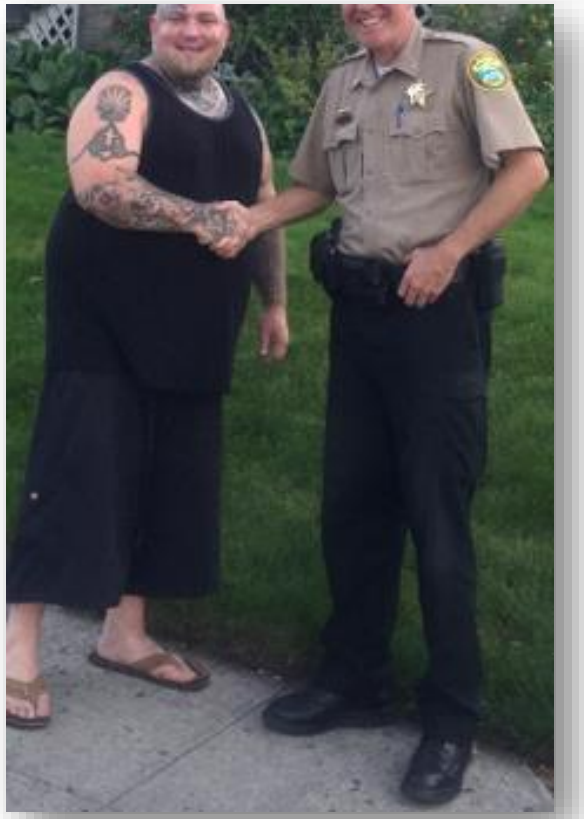
- Jail Inspections
- Compliance Reviews
- Program Evaluations
- Training and Technical Assistance

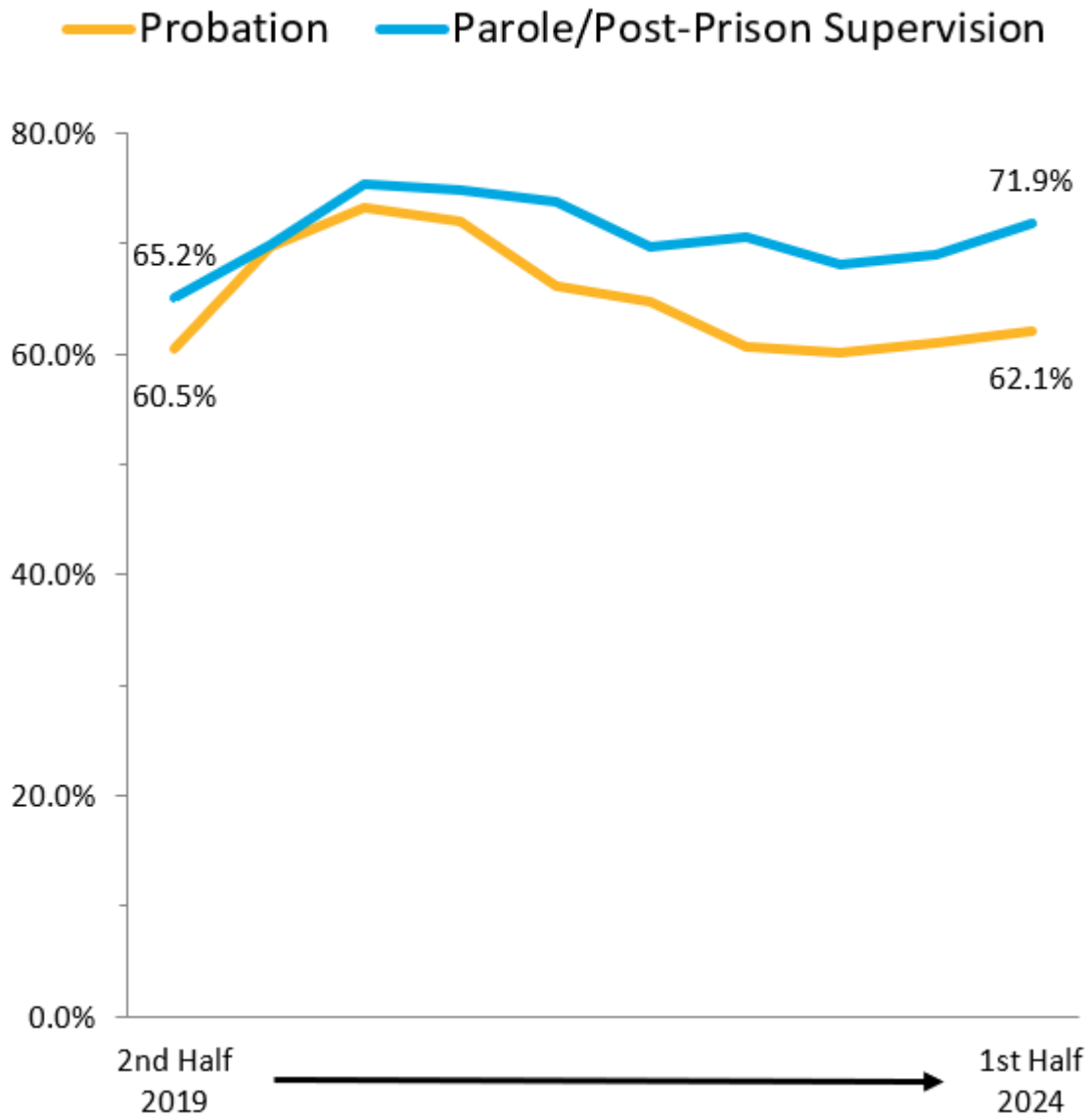
Promote Behavior Change

Treatment Participation and Employment

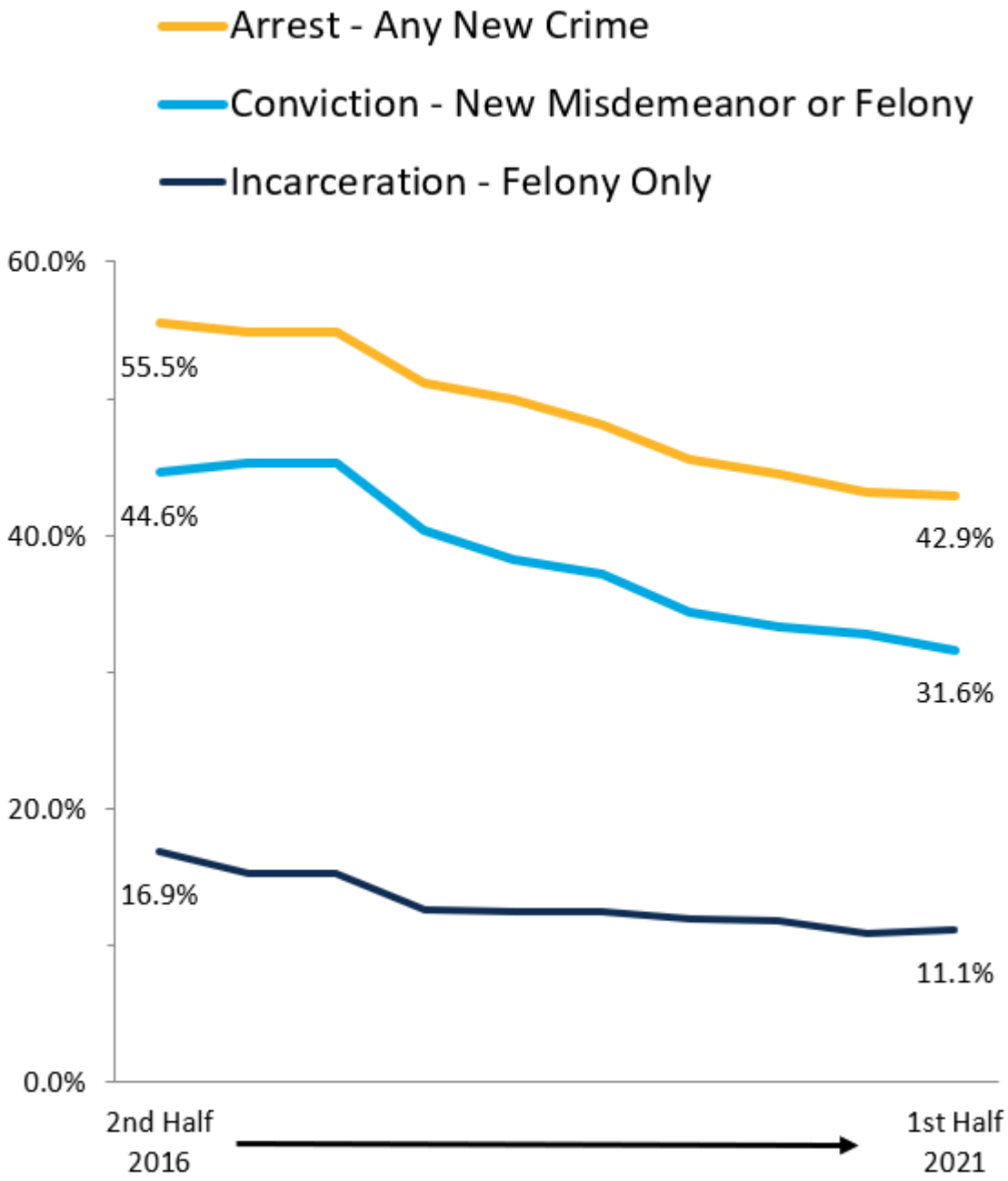


Successful Completion of Supervision



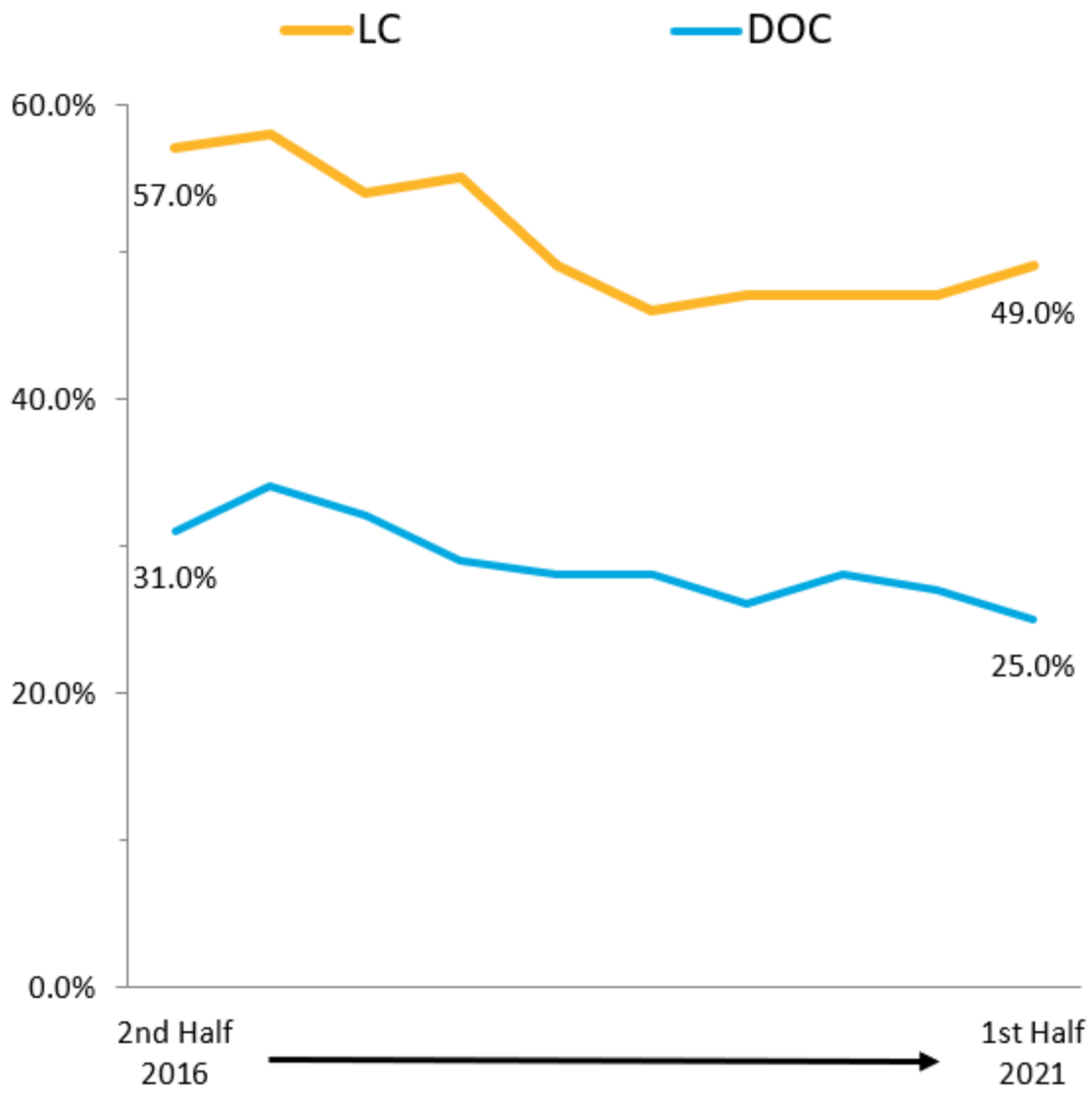


Reduce Recidivism



Reduce Recidivism

3-Year Conviction Rates for Parole/Post-Prison Supervision



Get In Touch With Us

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