

**CORRECTIONS, DEPARTMENT of**

**Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)**

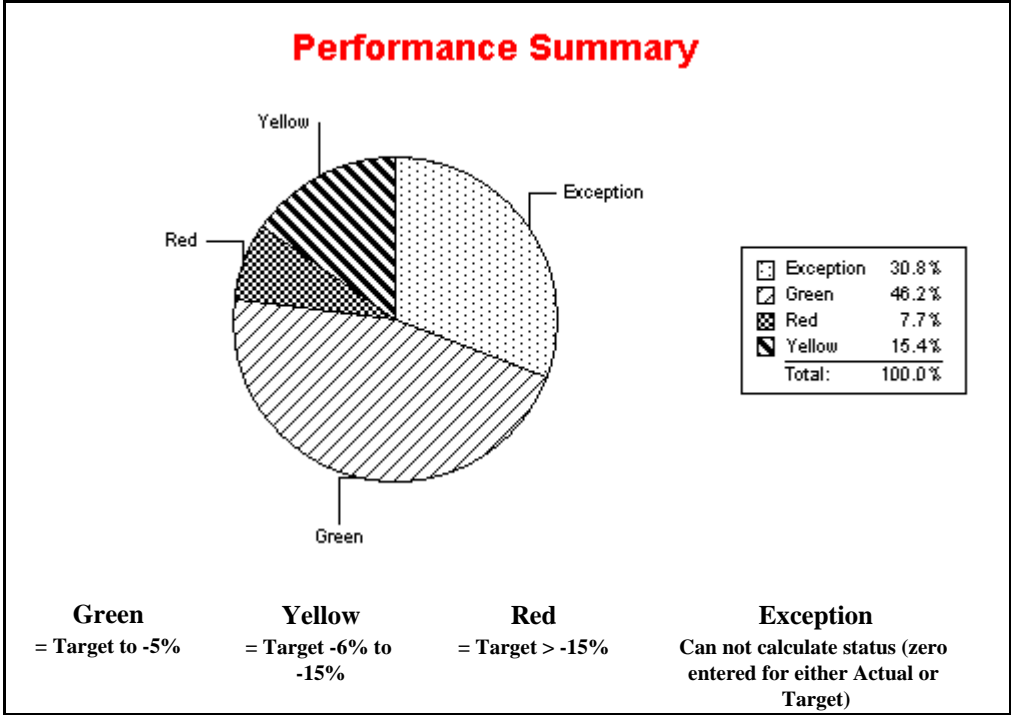
**Proposed KPM's for Biennium (2009-2011)**

Original Submission Date: 2008

<b>2007-2008 KPM #</b>	<b>2007-2008 Approved Key Performance Measures (KPMs)</b>
1	Percentage of inmates in compliance with 40-hour work/education requirements of the constitution (Ballot Measure 17).
2	Percentage of high and medium-risk inmates that complete a program prioritized in their corrections plan.
3	Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison.
4	The rate of Class 1 assaults on individual staff per month (rate per 1000 employees).
5	The rate of inmate walk-a-ways from outside work crews per month.
6	Reduce the annual average electricity and natural gas usage. Measure on a BTU per square foot basis.
7	Number of inmates sanctioned for Level 1 misconducts–(monthly average/1,000 inmates).
8	The number of escapes per year from secure-custody facilities (armed perimeter).
9	The number of escapes from DOC unarmed perimeter facilities.
10	Percent of inmates who successfully complete transitional leave.
11	Percent of customers rating their satisfaction with the agency customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
12	Percent of total inmate care encounters that occur offsite.
13	Number of workers compensation time loss days per 100 employees on a fiscal year basis.

<b>New</b> <b>Delete</b>	
	<b>Title:</b>  <b>Rationale:</b>

<b>CORRECTIONS, DEPARTMENT of</b>	<b>I. EXECUTIVE SUMMARY</b>
<b>Agency Mission:</b> The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.	
<b>Contact:</b> Shawn Haywood	<b>Contact Phone:</b> 503-945-0934
<b>Alternate:</b>	<b>Alternate Phone:</b>



**1. SCOPE OF REPORT**

Appropriate to the agency mission, most of the Key Performance Measures track performance in areas of inmate activity; compliance with Measure 17 work/education requirements, participation in Oregon corrections plans, recidivism, assaults on staff, misconduct sanctions, work crew walk-a-ways, escapes and successful completion of transitional leave. One measure tracks the department’s energy conservation relative to consumption of electricity and natural gas. One customer service measure tracks our success relative to significant agency customers. This measure includes customer satisfaction for services provided to community parole and probation officers.

There are a number of other key Department operations and programs that are not currently tracked as Key Performance Measures, but are managed through the use of internal measures at the Division or program level.

## **2. THE OREGON CONTEXT**

The Department is a primary contributor to Benchmark #64: Adult Recidivism – The percentage of adult offenders convicted of a new felony within three years of initial release. The Department influences this measure through its efforts to provide inmates with the tools necessary to successfully remain in the community after release. This effort has been strengthened in recent years through the establishment of the Oregon Accountability Model. The model recognizes that transition begins at the point of intake, when a corrections plan is developed for each inmate. The plan addresses criminal risk factors in order to enhance successful reintegration into the community and in turn reduce recidivism.

## **3. PERFORMANCE SUMMARY**

As the performance summary chart indicates, the Department is performing well in 6 of the measured areas (#5, #6, #8, #10, #11, and #12). Although these ratings indicate green performance, the Department is continually working to maintain and improve performance in these areas. The Department is ranked yellow in the other 7 key measurement areas. It is important to note that 4 of these KPMs do not yet have approved targets (#2, #4, #7, and #13). The remaining 3 performance areas which include #1, #3, and #9, remain a focus for the Department. The Department has no areas rated as red.

## **4. CHALLENGES**

Ballot Measure 17 compliance (#1) continues to be challenged by the availability of meaningful work opportunities within the security perimeter, restrictions placed on inmates based on risk factors or behavior and competition for program services in compliance with the inmate corrections plan prior to release.

Increased success for re-entry programs will be the result of prioritization of resources for those inmates who have higher risk scores to re-offend.

While the measure regarding adult recidivism remains consistent from last year, the agency is continuing to work toward a target of 28%.

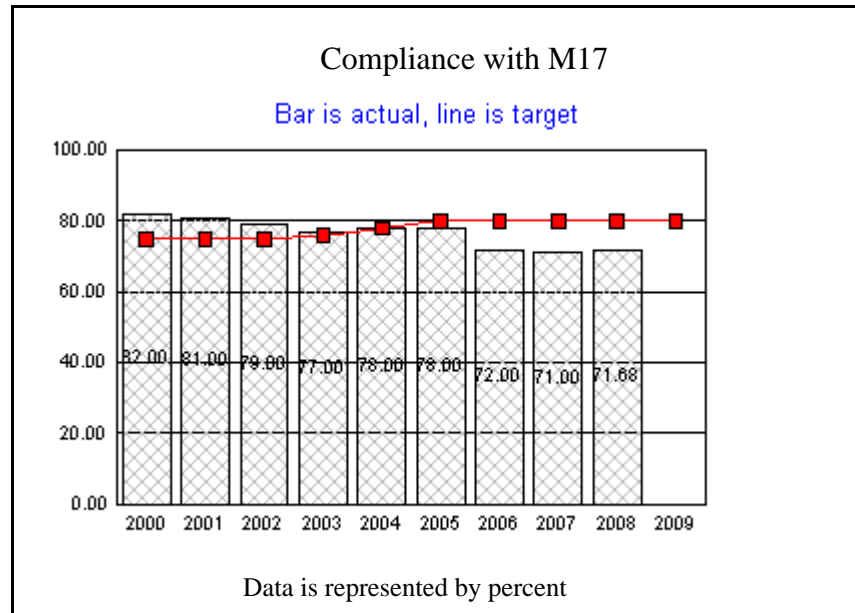
## **5. RESOURCES AND EFFICIENCY**

The available agency budget for 2007-09 is \$1,263,842,283 General Fund, \$69,769,138 Other Funds and \$9,273,659 Federal Funds. As of June 30, 2008, the Department had expended \$626,790,707 General Fund, or about 49.6% of the available biennial appropriation.

KPM #7 – Reduce Electricity and Natural Gas Usage, reports that the Department is on track to achieve its 2015 target of reducing BTU usage by 20%. Current estimates suggest that the agency may accomplish the goal by 2013. This is in response to an increased target from 10% to 20%

reduction in BTU usage.

<b>KPM #1</b>	Percentage of inmates in compliance with 40-hour work/education requirements of the constitution (Ballot Measure 17).	1995
<b>Goal</b>	Successful Reintegration of Inmates into the Community	
<b>Oregon Context</b>	Benchmark #64 - Adult Recidivism	
<b>Data Source</b>	DOC Research Unit; based upon data submitted weekly by individual institution	
<b>Owner</b>	Operations Division, Stan Czerniak, Assistant Director 503-945-0950	



## 1. OUR STRATEGY

Continue to prioritize the development and offering of programs and work that count toward compliance of Ballot Measure 17.

## 2. ABOUT THE TARGETS

While the outcome for the current year is an improvement over the previous year, the Department has not met its internal targets for the current year, as it is becoming increasingly more difficult to reach the increased target. For example, work opportunities can be limited by type of inmate. Outside work crews must be lower custody with additional public safety restrictions. The Department is finding fewer inmates with these characteristics, even though the overall population is growing. Competition also occurs internally between work opportunities, treatment programs and educational activities.

### **3. HOW WE ARE DOING**

Development of a work ethic, a basic education, and meeting the programming needs of inmates, etc., contributes to the successful return of inmates to society, thereby reducing recidivism.

### **4. HOW WE COMPARE**

The Department is not aware of an industry standard.

### **5. FACTORS AFFECTING RESULTS**

Institution maintenance, janitorial work, kitchen help, garment factory, and laundry are examples of work that count toward the 40 hour requirement. Programs such as education and alcohol and drug treatment also qualify, but also cause conflicts with scheduling and take priority over work crew assignments. The Department continues to accommodate growing numbers of inmates; however, the availability of work and program opportunities becomes more restricted. Although new facilities demand inmate workers for a limited number of tasks, inmate population growth does not otherwise create the need for additional jobs, and limited funding for programs will not reach all those in need. The number of suitable inmates available for outside work crews has decreased, with an emphasis on not allowing sex offenders on these types of crews. Previous data suggests that a higher number of inmates in the past were reported in compliance when in fact they may have been only partially compliant, current audits verify the most recent numbers to be accurate. Many jobs were also reduced in response to Institution efforts to limit make-work jobs and focus on productive work assignments for overall safety and security concerns. Finally, some work opportunities, like outside work crews are limited by the amount of funding that public entities have available to finance those activities. As the Department's costs to make work crews available increase, public entities abilities to purchase these services shrink or stay the same.

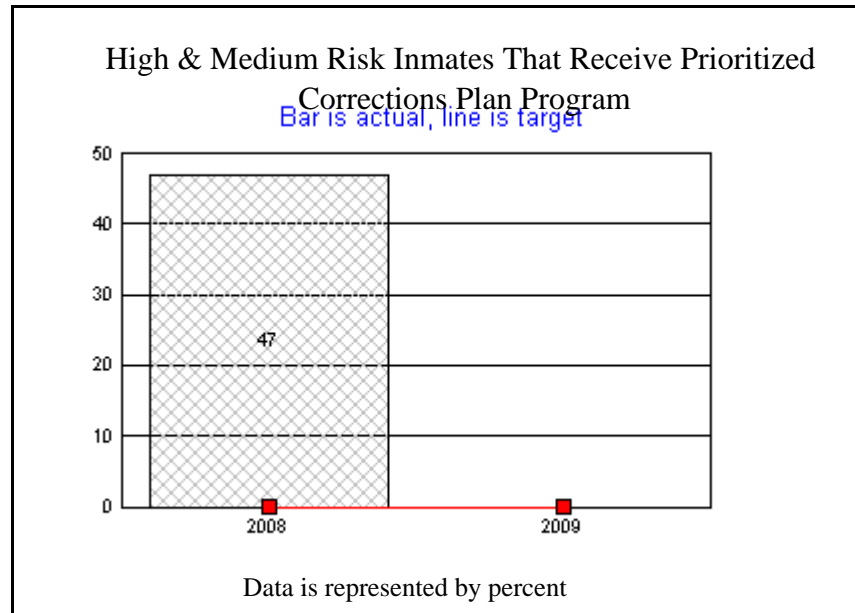
### **6. WHAT NEEDS TO BE DONE**

Continue efforts to develop and offer work and programming in support of Ballot Measure 17.

**7. ABOUT THE DATA**

Oregon fiscal year data is collected weekly and reported to the Department of Corrections Research Unit. Additional figures can be accessed through the Department's on-line Corrections Management Information System.

<b>KPM #2</b>	Percentage of high and medium-risk inmates that complete a program prioritized in their corrections plan.	2007
<b>Goal</b>	Successful Reintegration of Inmates into the Community	
<b>Oregon Context</b>	Benchmark #64 – Adult Recidivism	
<b>Data Source</b>	DOC Corrections Management Information System Report	
<b>Owner</b>	Transitional Services Division, Ginger Martin, Assistant Director 503-945-9062	



## 1. OUR STRATEGY

Focus on the population able to be served by limited resources; focus on high-risk offenders. For each inmate, identify and address criminal risk factors which, when mitigated, will reduce the likelihood of the offender committing another crime once released from prison. The Department provides the education, cognitive skills, and addictions treatment programs for inmates with the highest risk of re-offending.

**2. ABOUT THE TARGETS**

An Oregon Corrections Plan (OCP) is developed for each inmate. The OCP addresses criminal risk factors to enhance successful reintegration into the community and reduce recidivism. It prescribes specific interventions such as education, alcohol and drug treatment, and cognitive programs. The targets are established to support improvement in the percentage of inmates with a higher risk to recidivate who receive the treatment prescribed on their OCP.

Targets for this KPM are currently under development. Modifications have been made to the original KPM to more accurately reflect objectives of the agency. The Department is working with the Legislative Fiscal Office to identify and establish appropriate targets.

**3. HOW WE ARE DOING**

This measure was revised in 2007 and first reported out in 2008.

**4. HOW WE COMPARE**

The Department is not aware of an industry standard for corrections plans.

**5. FACTORS AFFECTING RESULTS**

The percentage of inmates receiving prioritized treatment while at a Department institution will partially depend upon the capacity of the existing system to address identified needs.

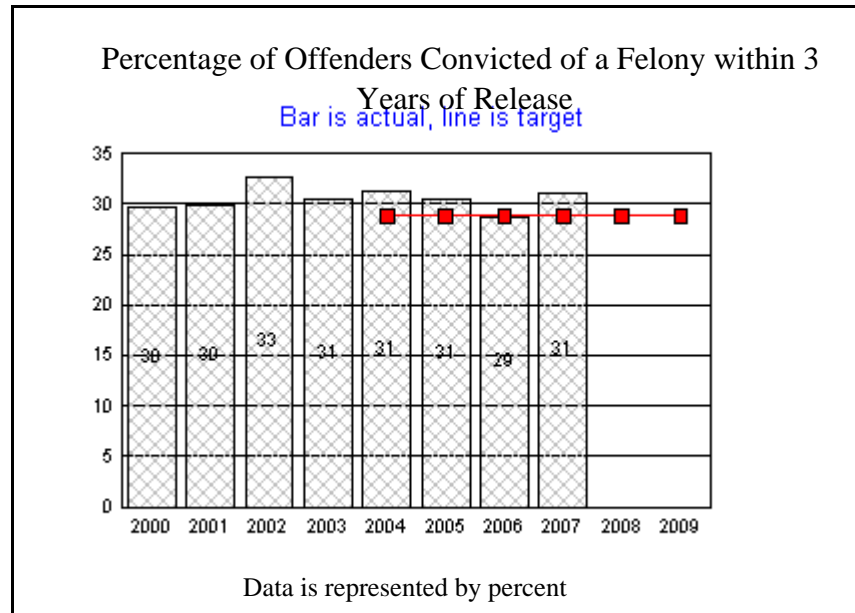
**6. WHAT NEEDS TO BE DONE**

As budget and population management issues reduce the ability to address the demand for prison-based programs and services, it will be necessary to focus on the percent of the population the Department is able to serve. The plans will assist to focus available resources on the highest risk offenders.

**7. ABOUT THE DATA**

For this report, the OCP completion data is reported by calendar year. Oregon Corrections Plans are prepared for each inmate entering the Department's system. The Department monitors the status of this measure by reviewing data on inmate engagement and completion of programs, services and activities listed in OCP's.

<b>KPM #3</b>	Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison.	1997
<b>Goal</b>	Successful Reintegration of Inmates into the Community	
<b>Oregon Context</b>	Benchmark #64 – Adult Recidivism	
<b>Data Source</b>	DOC Research Unit, with Corrections Management Information System and community corrections data	
<b>Owner</b>	Transitional Services Division, Ginger Martin, Assistant Director 503-945-9062	



### 1. OUR STRATEGY

Improve the delivery of in-prison interventions, increased use of refined assessment tools to identify high-risk offenders needing services; improved practices for post-prison supervision.

**2. ABOUT THE TARGETS**

This measure tracks the number of offenders who are convicted of a new felony crime within three years of their release from a prison sentence. The targets represent a challenging but realistic measure of the Department's continuing commitment to public safety.

**3. HOW WE ARE DOING**

In 2006, and for the first time in our history, Oregon performed better than the benchmark on recidivism. The 2007 fiscal year rate, for releases in fiscal year 2004, is 31.08%. Recidivism rates have remained fairly steady over the years, however, we believe the target of 28.8% is achievable.

**4. HOW WE COMPARE**

There is no common definition for recidivism from state to state or as a national standard; therefore, there is no standard targeted rate. The Bureau of Justice Statistics reports a national average re-conviction rate three years after release from prison of 46.9%. While Oregon compares favorably to this rate, the data used to determine the average differs from state to state and is not likely comparable to Oregon's methodology.

**5. FACTORS AFFECTING RESULTS**

The Department has put considerable effort into assessment and inmate corrections plan development to address identified needs which would bolster the success of inmate's positive re-entry into society. System improvements have been made to better target in-prison interventions and to conduct more careful and coordinated release planning. In addition, community corrections agencies, statewide, are working collaboratively with the Department to increase the effective and efficient transition of inmates from prison to community supervision. The efforts are supportive of the combined commitment to implement and enhance evidence-based practices throughout Oregon's criminal justice system.

**6. WHAT NEEDS TO BE DONE**

The performance measure will continue to be tracked to determine if improvements in prison programs, transition planning, and post-prison supervision have a measurable effect on recidivism. Specific program effects will need to be measured. In addition, the target may need to be revisited. In the meantime, the Department will maintain the goal of 28.8%.

**7. ABOUT THE DATA**

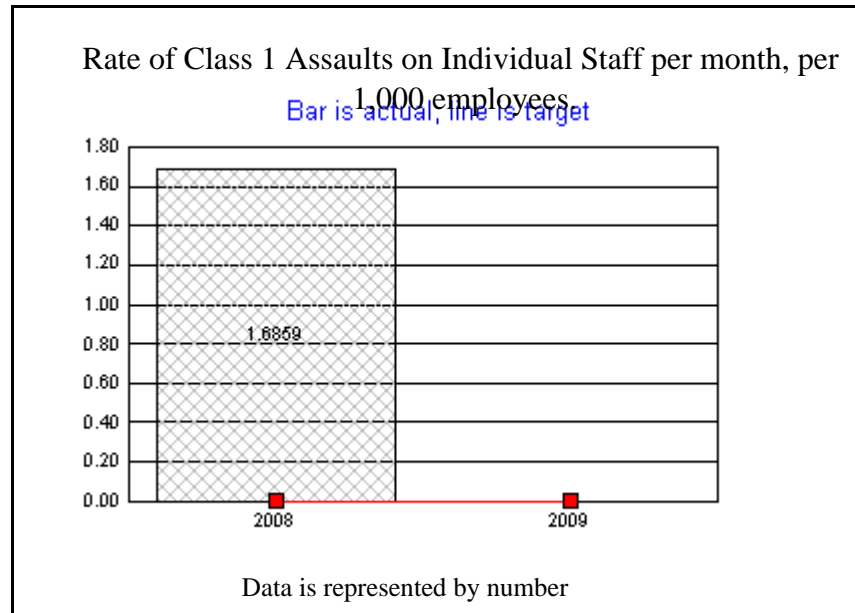
Data for this performance measure is by Oregon fiscal year. Being free of new felony convictions following prison is one measure of how well

ex-inmates have been successful in becoming responsible community members. It is also a measure of how well the prison system has done in providing new skills and knowledge to inmates and in planning and coordinating their continued supervision in the community.

Information regarding adult recidivism for fiscal year 2008 was not available at report time. This updated information will be available after November 2, 2008.

The reported number for fiscal 2007 has changed slightly from last years reporting. This is because of system reporting issues.

<b>KPM #4</b>	The rate of Class 1 assaults on individual staff per month (rate per 1000 employees).	2007
<b>Goal</b>	To be a safe, civil and productive organization.	
<b>Oregon Context</b>	Agency mission	
<b>Data Source</b>	DOC Institutions Monthly Reports	
<b>Owner</b>	Operations Division, Stan Czerniak, Assistant Director 503-945-0950	



### 1. OUR STRATEGY

Minimize the frequency of staff assaults from inmates by utilizing strong security protocols, practices, and training. Review each event that does occur and extract "lessons learned". The Oregon Accountability Model supports both the "carrot and the stick" approach to inmate population management. An institutional environment that encourages open communication combined with a positive approach to inmate

management discourages assaults on staff.

## 2. ABOUT THE TARGETS

Targets for this KPM are currently under development. Modifications have been made to the original KPM to more accurately reflect measurements and objectives of the agency. The Department is working with the Legislative Fiscal Office to identify and establish appropriate targets.

## 3. HOW WE ARE DOING

This measure was changed with the current reporting cycle to focus on the rate of assaults on individual staff averaged over the total number of staff, rather than over the total number of inmates. Since this is a new way of looking at this measure, there is no historical data to measure against.

## 4. HOW WE COMPARE

The Department is not aware of an industry standard.

## 5. FACTORS AFFECTING RESULTS

Each assault is reviewed to see its cause or motivation and identify if staff training issues need to be addressed. Protective measures are initiated as needed – these could be for staff or facility changes. Security equipment and the ‘use of force’ continuum need to be well understood by institution leadership. Class 1 assaults are referred to the Oregon State Police for investigation.

## 6. WHAT NEEDS TO BE DONE

The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Assaults that do occur will continue to be analyzed for cause. Ensure staff is appropriately trained to manage assaultive inmates. Inmates with violent histories toward staff will have that issue addressed as part of their "Oregon Corrections Plan", which will be adjusted as necessary to ensure the safety and security of other inmates and staff.

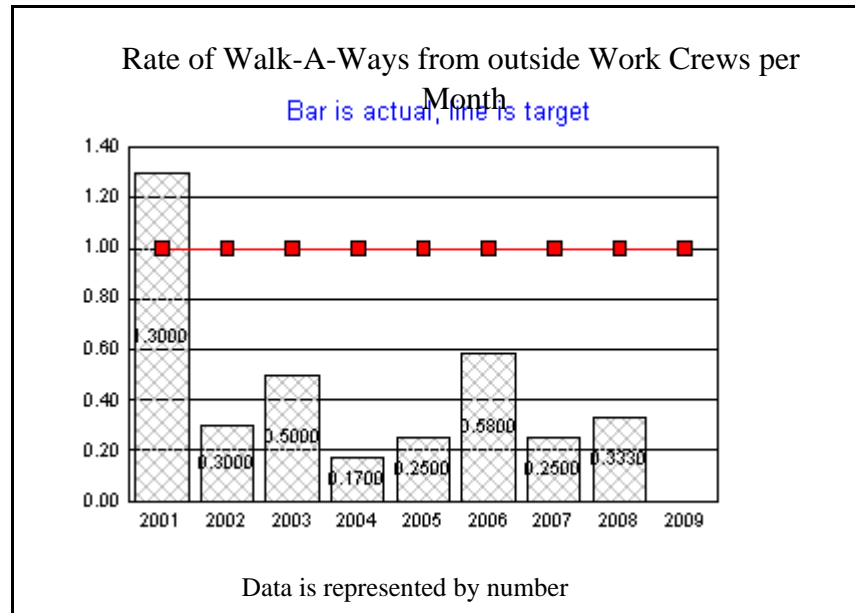
## 7. ABOUT THE DATA

This information is being reported for Fiscal Year 2008.

Each institution is responsible for monitoring and tracking staff assaults. Staff assaults are tracked using Unusual Incident Reports and the Institution Monthly Report. The information is available from DOC Research.

Data is collected from daily reports and provided on-line through the Department's Corrections Management Information System.

<b>KPM #5</b>	The rate of inmate walk-a-ways from outside work crews per month.	1997
<b>Goal</b>	To be a safe, civil and productive organization	
<b>Oregon Context</b>	Agency mission	
<b>Data Source</b>	DOC Institutions Monthly Reports	
<b>Owner</b>	Operations Division, Stan Czerniak, Assistant Director 503-945-0950	



### 1. OUR STRATEGY

Continue current practices with a strong emphasis on appropriate staff training and evaluation of inmates eligibility for outside work activities.  
Continue to look for technology that allows for the cost-effective supervision of inmates on work crews.

**2. ABOUT THE TARGETS**

This performance measure indicates if the Department's criteria for placement of select inmates on work crews are appropriate and/or the manner and level of supervision is adequate. It also validates the training work crew supervisors are receiving is appropriate and supportive of this measure.

**3. HOW WE ARE DOING**

On average, the Department has approximately 850 inmates out on work crews daily.

The data suggests the Department is performing well with respect to management of the minimum custody inmate work crews. The Department is well below the target of one per month. In an effort to further improve our efforts to protect the public by reducing the risk of walkaways, the Department has implemented an automated system during the current reporting cycle to assist in the identification of inmates who are appropriate for outside work crew assignments.

**4. HOW WE COMPARE**

The Department is not aware of an industry standard. Based on our reporting, five walkaways from outside work crews occurred in fiscal year 2008. While this is a very low number, the department continues to refine our work crew screening and supervision.

**5. FACTORS AFFECTING RESULTS**

Screening and classification reviews continue to be done to ensure that only appropriate offenders are housed at minimum custody facilities and are assigned to outside work crews. Specific training is also provided for work crew supervisors.

**6. WHAT NEEDS TO BE DONE**

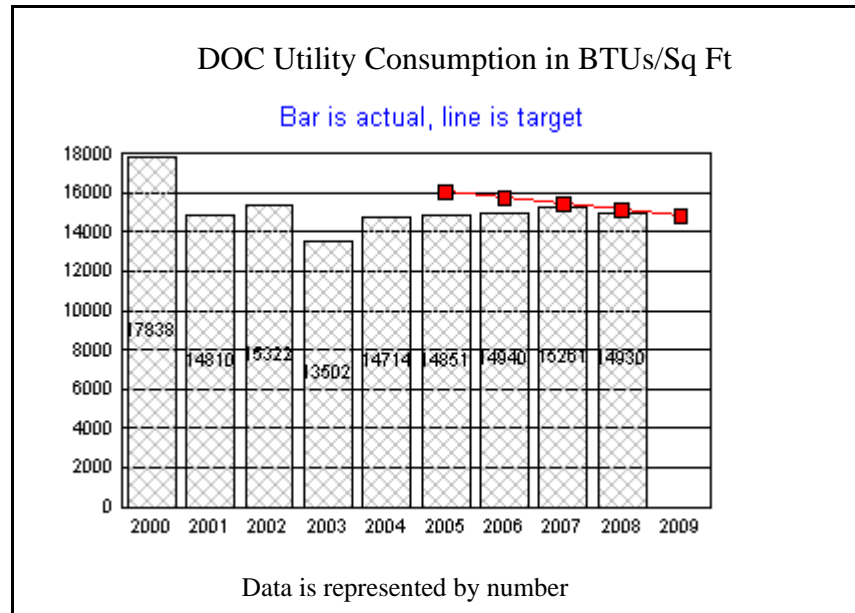
Continue current activities. Focus on automation to better screen and evaluate those inmates eligible for outside work crews. Continue to explore technology solutions that might enhance supervision.

**7. ABOUT THE DATA**

This information is being reported for Fiscal Year 2008.

This information is reported in the Department's Institutions Monthly Reports and Unusual Incident Reports.

<b>KPM #6</b>	Reduce the annual average electricity and natural gas usage. Measure on a BTU per square foot basis.	2000
<b>Goal</b>	Operational Efficiency	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	DOC Facility Services monthly utility consumption report	
<b>Owner</b>	General Services Division; John Koreski, Assistant Director 503-945-9017	



### 1. OUR STRATEGY

Reduce consumption of electricity and natural gas through conservation and energy efficient improvements at existing institutions.

### 2. ABOUT THE TARGETS

The targets are established requiring a 10% reduction from calendar year 2000 consumption. OAR 330-130-0010 has been revised increasing the reduction requirement to 20% by 2015. The goals have been revised to reflect the new requirements. The data shows consumption; lower values are the goal.

### **3. HOW WE ARE DOING**

The data indicates the Department is meeting the target. We believe this method of measuring consumption is the most appropriate way of incorporating new facilities to the base. If we continue at our current rate of reduction, we will achieve our 2015 goal.

### **4. HOW WE COMPARE**

Calculated on a BTU per square foot basis, the Department has reduced our consumption of electricity and natural gas by 16.3% from our 2000 calendar year monthly baseline.

### **5. FACTORS AFFECTING RESULTS**

The Department continues to investigate conservation opportunities. Our efforts are affected by the requirement to maintain security and the 24/7 operating schedule of our facilities. Actual consumption decreased during the fiscal year due to completing construction and expansion activity. We anticipate additional changes as the Deer Ridge Correctional Institution is fully activated and occupied.

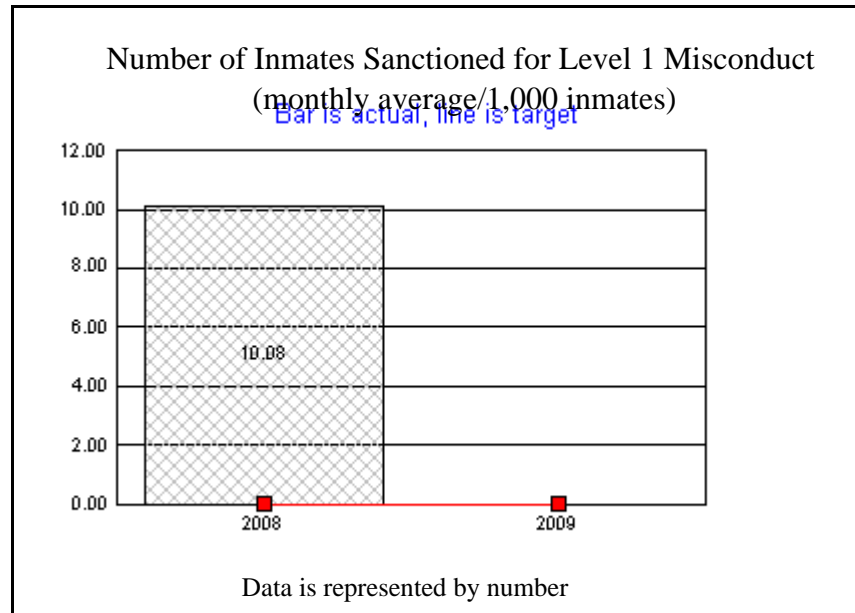
### **6. WHAT NEEDS TO BE DONE**

Continue current conservation efforts; identify further opportunities to reduce or manage energy usage, investigate new technologies.

### **7. ABOUT THE DATA**

The reporting cycle for consumption information is the Oregon Fiscal Year and reflects consumption reported to Oregon Office of Energy in the State Agency Energy Use Database.

<b>KPM #7</b>	Number of inmates sanctioned for Level 1 misconducts--(monthly average/1,000 inmates).	2007
<b>Goal</b>	To be a safe, civil and productive organization	
<b>Oregon Context</b>	Agency mission	
<b>Data Source</b>	DOC Corrections Management Information System	
<b>Owner</b>	Operations Division, Stan Czerniak, Assistant Director 503-945-0950	



### 1. OUR STRATEGY

Utilize strong security practices and opportunities for dynamic security to run safe and secure correctional facilities. Review trends regarding the number of inmates sanctioned for Level 1 misconducts to determine reasons for the trend. Enforce a strong emphasis on the implementation of the Oregon Accountability Model and a positive approach to inmate management. Identify those inmates who are chronic behavior and assault

problems and develop Oregon Correction Plans to address that behavior and prevent these inmates from impacting daily operations.

## 2. ABOUT THE TARGETS

Targets for this KPM are currently under development. Modifications have been made to the original KPM to more accurately reflect measurements and objectives of the agency. The Department is working with the Legislative Fiscal Office to identify and establish appropriate targets.

## 3. HOW WE ARE DOING

As our population has grown, so have the number of inmates sanctioned for Level I Misconducts. The Department is working on a number of areas to review inmate incentives and inmate sanctions and their relationship to Level 1 Misconducts:

- \* Operations Division and the Special Investigations Unit have worked closely to identify the causal factors for inmate extortion.
- \* Operations Division and the Office of Population Management have collaborated to automate Unusual Incident reports to better flag data that is linked to Level 1 misconducts.
- \* The Inmate Services Division was created in March of 2008 to more efficiently process inmate visitation forms and to provide a better level of service to inmates to improve quality of life.
- \* The Division is in dialogue with leisure time experts to research and document the causal relationships between active pro-social use of non-work hours and the incidence of Level 1 misconducts.
- \* The PRAS Rule is being evaluated to better leverage behaviors that will result in the reduction of Level 1 misconducts.

## 4. HOW WE COMPARE

The Department is not aware of an industry standard.

## 5. FACTORS AFFECTING RESULTS

Each Level 1 Misconduct Sanction is reviewed to see its cause or motivation and identify if there are issues that need to be addressed. Protective measures are initiated as needed – these could be for inmate, staff or facility changes. Housing and Programming options are being reviewed to reduce misconduct. Group disturbances were not factored into the original target.

## 6. WHAT NEEDS TO BE DONE

The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Level 1 Misconduct Sanctions that do occur will continue to be analyzed for cause.

The Department will ensure staff are appropriately trained to manage inmate conduct.

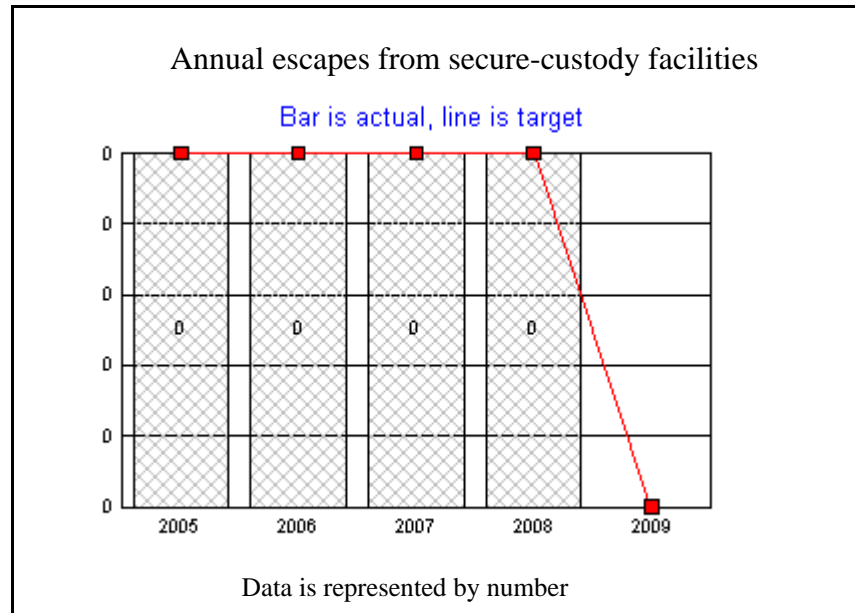
The Department will encourage the creation of open communications and enhanced opportunities for inmates to improve their 'quality of life'. Inmates with violent histories toward staff and chronic misconduct will address that issue as part of their 'Corrections Plan'.

#### **7. ABOUT THE DATA**

This information is being reported for Fiscal Year 2008.

This information is collected within the institutions and reported to and compiled by the DOC Research Unit.

<b>KPM #8</b>	The number of escapes per year from secure-custody facilities (armed perimeter).	2005
<b>Goal</b>	Safe, Civil, Productive and Effective Organization	
<b>Oregon Context</b>	Agency mission	
<b>Data Source</b>	DOC Corrections Management Information System	
<b>Owner</b>	Operations Division, Stan Czerniak, Assistant Director 503-945-0950	



### 1. OUR STRATEGY

Continue to utilize current security practices to prevent escapes from Department correctional institutions; investigate any incidents that do occur and initiate corrective actions as needed.

**2. ABOUT THE TARGETS**

A target of zero escapes reflects the Departments' commitment to public safety by ensuring that all inmates serve their full sentences. The Department continues to meet the target for this group of facilities.

**3. HOW WE ARE DOING**

The Department realizes the criticality of this measure in terms of public safety and customer service to the citizens of Oregon. The performance measure gives an indication of how well the institutions are functioning. It also is an indicator of the effectiveness of the Oregon Accountability Model. The model, in part, requires staff to hold offenders accountable by providing both positive and negative consequences to inmate behavior and guiding offenders toward pro-social behavior.

**4. HOW WE COMPARE**

The Department is not aware of any industry standard.

**5. FACTORS AFFECTING RESULTS**

Each escape is reviewed to identify the causal factors and determine if architectural or equipment failure were involved or if staff training needs to be addressed. Protective measures are initiated as needed – these could be for staff, equipment, or facility changes. Annual Security Audits are conducted to test and review security practices to guard against breaches in security. The Oregon State Police, county and local police agencies and the Department's Fugitive Apprehension Unit work together quickly to apprehend escapees.

**6. WHAT NEEDS TO BE DONE**

The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Escapes that do occur will continue to be analyzed for cause.

The Department will continue to review its classification system to ensure we have inmates housed at the appropriate custody level.

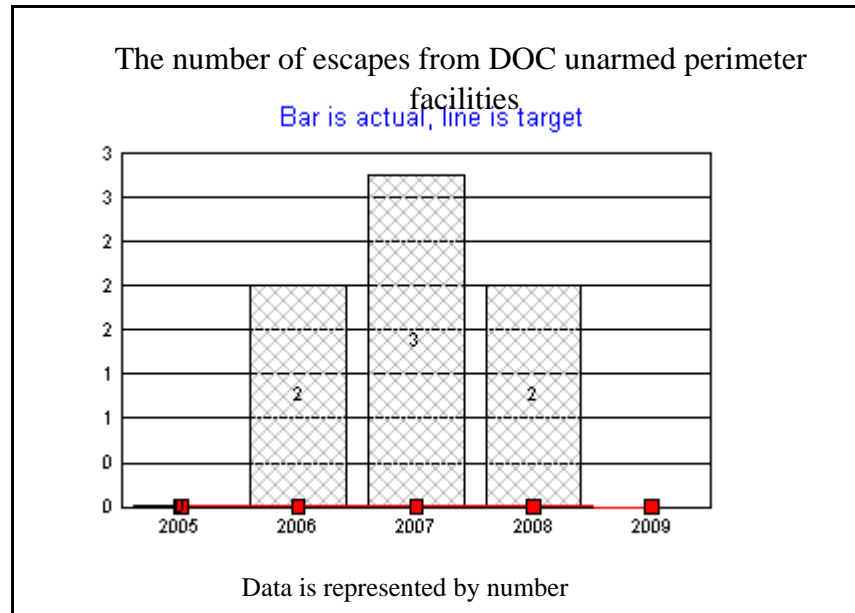
Those inmates with a history of escape will have their 'Oregon Corrections Plan' modified to ensure that they are housed appropriately.

**7. ABOUT THE DATA**

This information is being reported for Fiscal Year 2008.

Information is reported and tracked used the Corrections Management Information System. The information is reported to the Department's Research Office by the Department's Fugitive Apprehension Unit. Each facility documents the incident on an Unusual Incident Report and changes have been made to update the Institution Monthly Reporting Tool.

<b>KPM #9</b>	The number of escapes from DOC unarmed perimeter facilities.	2005
<b>Goal</b>	Safe, Civil, Productive and Effective Organization	
<b>Oregon Context</b>	Agency mission	
<b>Data Source</b>	DOC Corrections Management Information System	
<b>Owner</b>	Operations Division, Stan Czerniak, Assistant Director 503-945-0950	



### 1. OUR STRATEGY

Continue to utilize current security practices to prevent escapes from Department correctional institutions; investigate any incidents that do occur and initiate corrective actions as needed.

**2. ABOUT THE TARGETS**

While lower than the last reporting period, this performance measure has not been met this reporting period: it requires zero escapes from institutions with a secure, but unarmed perimeter. This measure indicates if the Department's criteria for placement of select inmates at minimum custody facilities and/or the manner and level of supervision and physical security are adequate.

**3. HOW WE ARE DOING**

The performance measure gives an indication of how well the institutions are functioning. There is no such thing as an acceptable escape. The Department has approximately 3,545 minimum-custody beds.

The department continues to refine our classification tool to insure inmates are correctly classified as minimum custody inmates and are appropriate for minimum custody institutions.

During this reporting period there were two escapes from an unarmed perimeter facility, which is an improvement over the results of the last reporting period.

**4. HOW WE COMPARE**

The Department is not aware of an industry standard.

**5. FACTORS AFFECTING RESULTS**

Attempts to escape from department facilities are infrequent.

Each escape is reviewed to identify the causal factors and determine if architectural or equipment failure were involved or if staff training needs to be addressed.

Protective measures are initiated as needed – these could be for staff, equipment, or facility changes.

Annual Security Audits are conducted to test and review security practices to guard against breaches in security. A review is conducted for any incident. The results of the review and any security recommendations are made to the Superintendent of the institution.

The Oregon State Police, county and local police agencies and the department's Fugitive Apprehension Unit work together quickly to apprehend escapees.

**6. WHAT NEEDS TO BE DONE**

The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management.

Escapes that do occur will continue to be analyzed for cause.

The Department will continue to review its classification system to ensure we have inmates housed at the appropriate custody level.

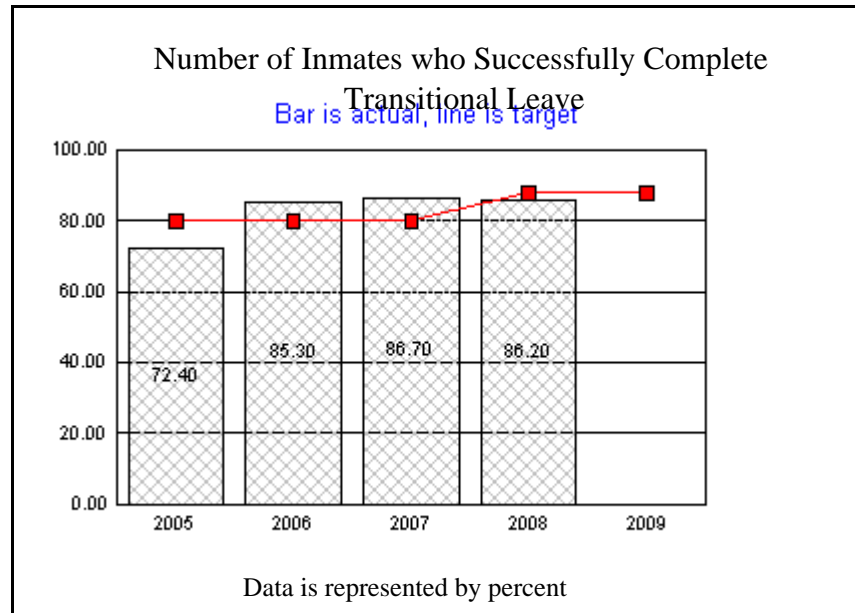
Those inmates with a history of escape will have their 'Oregon Corrections Plan' modified to ensure that they are housed appropriately.

#### **7. ABOUT THE DATA**

This information is being reported for Fiscal Year 2008.

Information is reported and tracked used the Corrections Management Information System. The information is reported to the Department's Research Office by the Fugitive Apprehension Unit. Each facility documents the incident on an Unusual Incident Report and changes have been made to update the Institution Monthly Reporting Tool.

<b>KPM #10</b>	Percent of inmates who successfully complete transitional leave.	2005
<b>Goal</b>	Successful Reintegration of Inmates into the Community	
<b>Oregon Context</b>	Agency mission	
<b>Data Source</b>	DOC Corrections Management Information System	
<b>Owner</b>	Transitional Services Division, Ginger Martin, Assistant Director 503-945-9062	



### 1. OUR STRATEGY

Reviewing pre-release completion criteria; ensuring a continuum of treatment and services from incarceration to community supervision.

### 2. ABOUT THE TARGETS

The Oregon Department of Corrections offers Alternative Incarceration Programs to inmates who have been sentenced by a judge to be eligible for AIP, and who apply to participate and meet qualifications to participate. The programs are based on intensive interventions, rigorous personal responsibility and accountability, physical labor, and service to the community. During the institutional phase, these programs provide 14 to 16 hours of highly structured and regimented routine every day, for at least 270 days. While on transitional leave, inmates are closely monitored for compliance with their transition plans and are required to find self-sustaining employment, and follow individually-prescribed weekly schedules that include continued treatment, career-development training, and self-management responsibilities. As illustrated in the chart at right, the higher the percentage of completions, the greater the success.

### 3. HOW WE ARE DOING

This was a new measure in 2005 and the data for fiscal year 2007 and 2008 continues to show an increase in the number of inmates who are successfully completing transitional leave. The Department has not achieved the new stated goal of 88%, which increased from 2007's goal of 80%.

### 4. HOW WE COMPARE

The Department is not aware of other states who have transitional leave, nor any comparable data.

### 5. FACTORS AFFECTING RESULTS

The Department considers an inmate's participation in an alternative incarceration program when it is determined to be consistent with the safety of the community, the welfare of the applicant, the program objectives, and the rules of the Department. Inmates who successfully complete the institutional phase of the programs spend three months on transitional leave in their home communities; therefore, Alternative Incarceration Program participants are held to a higher standard of behavior on transitional leave. The transitional leave agreement constitutes the Department's expectations for both behavior and programming compliance. Inmates who successfully complete both the institutional and transitional leave phases of an alternative incarceration program receive a sentence reduction. Conversely, inmates who fail any phase of an alternative incarceration program are returned to the Department's regular incarceration to serve out the rest of their sentences. They also forfeit the opportunity to participate in further Alternative Incarceration Programming.

### 6. WHAT NEEDS TO BE DONE

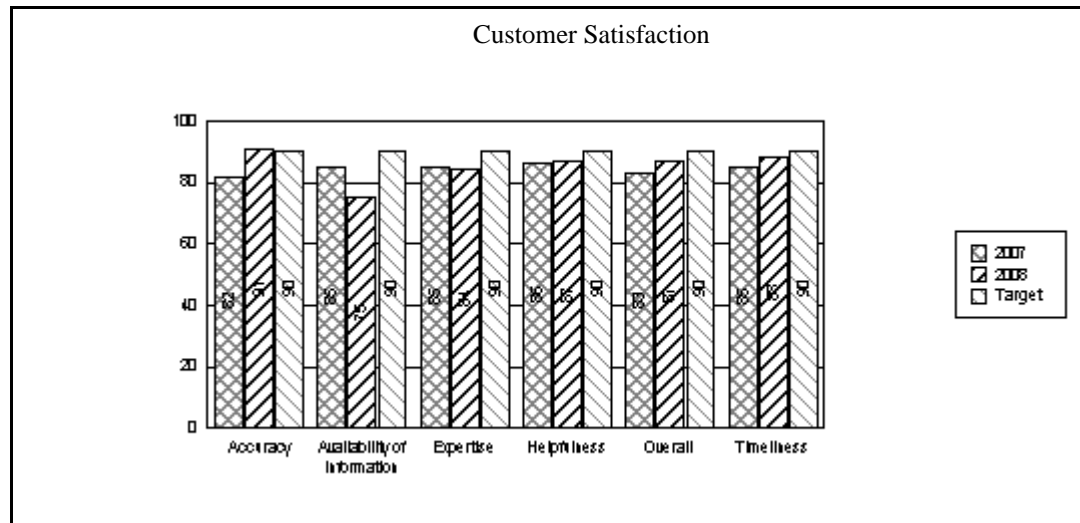
The Department is monitoring alternative incarceration data trends and program effectiveness research is underway. This information will be used to

refine the in-prison service delivery and transition planning supports of the Alternative Incarceration Programs to increase the effectiveness of the transitional leave option as part of the Department's focus on success-oriented prison-to-community re-entry efforts for offenders.

**7. ABOUT THE DATA**

The reporting cycle for this data is by Oregon fiscal year.

<b>KPM #11</b>	Percent of customers rating their satisfaction with the agency customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2005
<b>Goal</b>	Customer Service	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	DOC Research Unit survey responses	
<b>Owner</b>	Transitional Services Division, Ginger Martin, 503-945-9062	



### 1. OUR STRATEGY

Community corrections agencies depend on the Department to provide information about offenders leaving prison and to coordinate release planning between the institution and the community. Customer satisfaction with the DOC is an indicator that this coordination is happening effectively and that good re-entry planning is occurring. The customer service survey rates the DOC as to timeliness, accuracy of information, helpfulness, expertise, availability of information and overall service.

**2. ABOUT THE TARGETS**

Baseline data was established in 2007. Based on the initial responses, the target for all categories has been set at 90%. The higher the percentage, the more satisfied our customers in community corrections are.

**3. HOW WE ARE DOING**

In 2008, 87% of respondents rated the overall quality of service as excellent or good, and 56% of the participants said the transition process is getting better. Customers are more satisfied with the Department in most areas overall than they were in 2007.

**4. HOW WE COMPARE**

Comparison data from other state agencies is not yet available. The Oregon Progress Board will compile results for all state agencies.

**5. FACTORS AFFECTING RESULTS**

DOC randomly sampled inmates released between March and June, 2008. These randomly selected inmates were matched to community corrections parole officers (POs) assigned to each transition case 30 days after release. Parole officers were surveyed about a particular inmate's transition. This assures that the information collected is based on current practices and experiences, rather than opinions from past experiences. In 2007, the DOC has had an 82% response rate, which is very high for surveys of this kind. A very high response rate allows us to trust the data as an accurate reflection of customer opinions, both positive and negative. Similar results are expected at the conclusion of the 2008 survey.

**6. WHAT NEEDS TO BE DONE**

A transition process that improves the success of inmates when they leave prison is a priority for the Department. Details from the survey will be reviewed to determine where customer service improvements can be made immediately. Other areas may require longer term planning. A project management approach will be used to make progress on more complex initiatives.

**7. ABOUT THE DATA**

Survey name: Statewide Customer Service Performance Measure Survey.

Surveyor: Oregon Department of Corrections, Transitional Services Division, and DOC Research and Evaluation.

Population: Community corrections staff working with inmates releasing from DOC prisons between March and June, 2008.

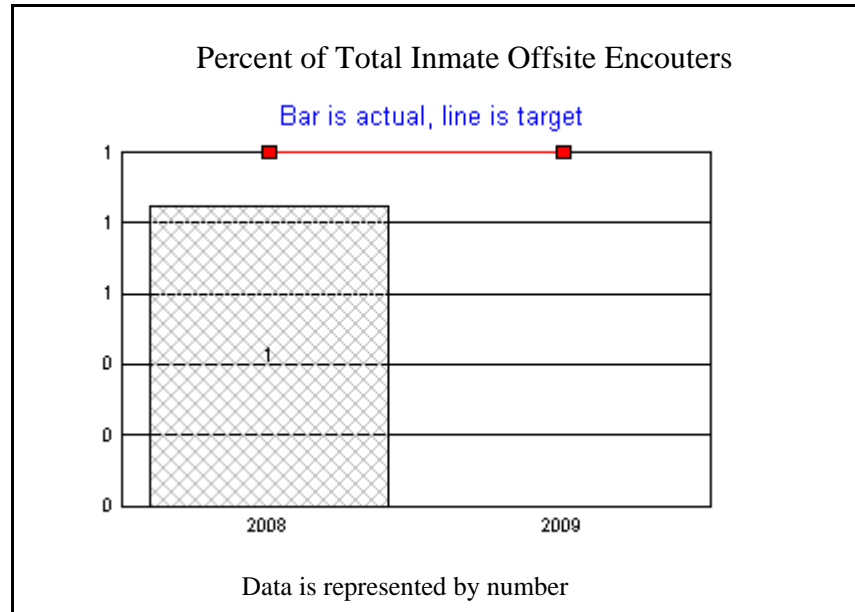
Sampling frame: Community corrections staff working with all inmates released from DOC (Oregon) prisons between March and June, 2008.

Sampling procedure: Random sample of inmates matched to community corrections parole officers assigned to transition case 30 days after inmate's release.

Sample characteristics: Surveys sent to POs throughout Oregon; the Department is still collecting responses for 2008, however in 2007, 82% of the surveys were completed and returned.

Weighting: N/A.

<b>KPM #12</b>	Percent of total inmate care encounters that occur offsite.	2007
<b>Goal</b>	To be a safe, civil and productive organization	
<b>Oregon Context</b>	Agency mission	
<b>Data Source</b>	DOC Health Service's Management Reporting	
<b>Owner</b>	Operations Division, Stan Czerniak, Assistant Director 503-945-0950	



### 1. OUR STRATEGY

Keep as many medical encounters on site as possible, which minimizes cost to taxpayers. Offsite medical care is generally scheduled with specialists for issues or conditions that cannot be handled by Department physicians, or for medical emergencies.

**2. ABOUT THE TARGETS**

Targets are based on the stated objective to control the volume of off-site encounters. By controlling the number of off-site encounters we are better able to manage the overall cost of delivering care.

**3. HOW WE ARE DOING**

Actual performance suggests we are meeting our goal. It will be increasingly challenging in the face of an increasingly acute, chronic and aging population.

**4. HOW WE COMPARE**

This is the first reporting year for this measure so we have no historical data to compare. Some of the data is collected manually as there is no electronic health record system at this time.

**5. FACTORS AFFECTING RESULTS**

Inmates are entitled to community standard of care. The definition for what constitutes community standard changes as court decisions, advances in technology and new treatments are adopted. We encourage open access to inmates to address their health concerns in order to prevent more costly intervention later.

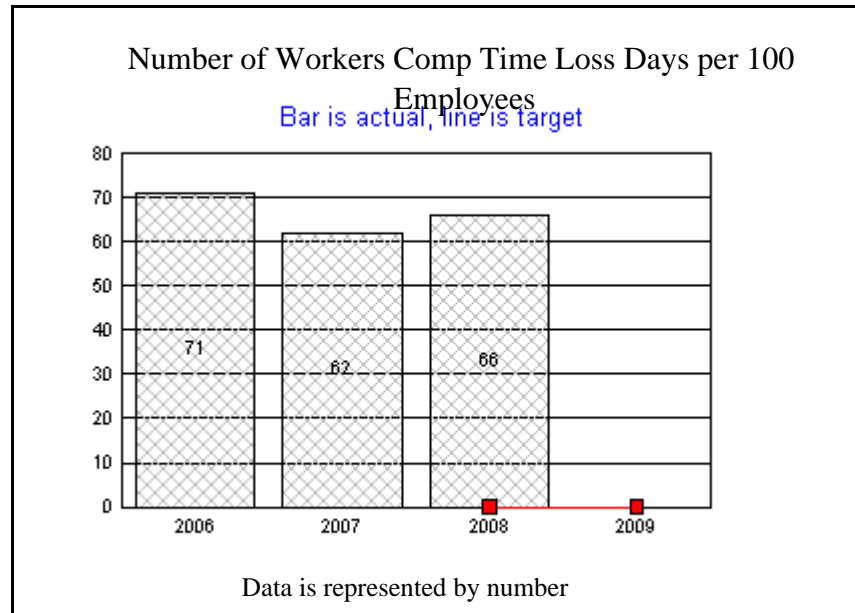
**6. WHAT NEEDS TO BE DONE**

Catch and triage cases that will require community follow-up early and manage those that become catastrophic care cases as best we can.

**7. ABOUT THE DATA**

The data for on-site visits is collected within the Department and reported manually each month. The data for offsite encounters is generated internally and cross referenced with ODS paid claims for visits in the community.

<b>KPM #13</b>	Number of workers compensation time loss days per 100 employees on a fiscal year basis.	2007
<b>Goal</b>	To be a safe, civil and productive organization	
<b>Oregon Context</b>	Agency mission	
<b>Data Source</b>	DOC Safety and Risk Manager's monthly worker's compensation reports	
<b>Owner</b>	Human Resources Division, Kimberly Brockamp, 503-945-9029	



### 1. OUR STRATEGY

The department values safety in all aspects of our daily jobs. Strategies include safety and wellness messages sent out to all staff, strong claims management by Safety Managers and cooperative early return to work programs.

**2. ABOUT THE TARGETS**

Targets for this KPM are currently under development. Modifications have been made to the original KPM to more accurately reflect measurements and objectives of the agency. The DOC is working with the Legislative Fiscal Office to identify and establish appropriate targets.

**3. HOW WE ARE DOING**

As this is a new measure, we have compiled two previous fiscal years of data to compare our current fiscal year performance to. Our overall time loss days per 100 employees was down in fiscal year 2006-2007, but increased slightly in 2007-2008.

This measure takes into account the number of time loss days with a baseline measure of per 100 employees. The base work days of these 100 employees is 25,200 days per year. The current performance of 66 days of time loss per 100 employees equates to .0026 percent of the total days worked for these employees.

In 2007-2008 the time loss days did increase from 2006-2007. In this last fiscal year, DOC employees had some significant injuries due to training exercises at DPSST and defensive tactics training. The largest time loss claim for the agency this fiscal year was 244 days and was a result of a DPSST training injury.

The offender population that the Department houses is continuing to grow in numbers and volatility. This population can influence staff injuries and subsequent time loss days.

**4. HOW WE COMPARE**

The Department has not been able to identify any comparables.

**5. FACTORS AFFECTING RESULTS**

The new performance measure was updated in an effort to compare the number of time loss days per 100 employees. This measure will help DOC managers analyze and compare data related to workplace injuries and how we are managing our time loss days.

The Department continues to grow, which requires new employees who need to be trained. With many of our injuries occurring during training exercises, this could account for the increase the Department saw last year. With the Department increasing their focus on safety and wellness, our hope is that employees will be more active in their personal health, which will impact the rate of staff injuries. The Department has identified a Safety

& Wellness Strategic Initiative which should provide staff with more information and options on how to attain personal health and wellness.

#### 6. WHAT NEEDS TO BE DONE

The Department needs to continue to implement their strategic initiative related to Safety & Wellness. The Department has teamed up with Regence to offer the Vitality Program at four of our current institutions. This program will offer employees options to increase their personal health and wellness. The significance of this program is that the four institutions that are participating are outside of the Valley region. This will allow staff in rural communities, some resources in the workplace that have not previously been available at their worksite.

The SHARP Program needs to be instituted at most Department facilities within the next fiscal year. This program is designed to bring safety to the forefront of operations and encourage safety behavior by all staff. This program is a cooperative program between labor and management. Department and Oregon-OSHA are partnering to bring this program to our workplaces.

The current measure needs continual analysis to determine what kinds of injuries are occurring and how these injuries can be mitigated.

#### 7. ABOUT THE DATA

The 2007-2008 fiscal year is reporting actual time loss days per 100 employees. This measure changed, as previously the Department was measuring time loss claims. This was not a good measure as a claim could have been filed, with no time loss. The Department takes time loss days very seriously and wants employees at work performing their jobs or in modified duty positions if the employee can perform at this level. This new measure will allow the Department managers to seriously analyze their employee injury claims to mitigate future occurrences.

**Agency Mission:** The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

**Contact:** Shawn Haywood

**Contact Phone:** 503-945-0934

**Alternate:**

**Alternate Phone:**

The following questions indicate how performance measures and data are used for management and accountability purposes.

<p><b>1. INCLUSIVITY</b></p>	<p>* <b>Staff :</b> On-going evaluation of both internal and external measures to provide appropriate management information.</p> <p>* <b>Elected Officials:</b> Reviewed by Governor’s Office and the Legislature to ensure applicability of measures and performance reporting.</p> <p>* <b>Stakeholders:</b> None</p> <p>* <b>Citizens:</b> None</p>
<p><b>2 MANAGING FOR RESULTS</b></p>	<p>The data is collected and reviewed as a tool to see if the Department is accomplishing its mission and goals. The data can also indicate positive or negative change and where corrective or alternative actions may need to be taken. For example, if the walk-away rate increases, perhaps a security process or procedure should be changed. Periodic reviews of actual performance enable management staff to focus attention and resources on areas where needed, or consider other more appropriate measures.</p>
<p><b>3 STAFF TRAINING</b></p>	<p>Formal training on use of performance measures has been limited. Generally, staff at the executive level have received training and passed that knowledge along to the rest of the team. However, top management has indicated the need to enhance the focus on performance measures and related training efforts during this next year.</p>
<p><b>4 COMMUNICATING RESULTS</b></p>	<p>* <b>Staff :</b> Available on the agency website and communicated regularly through division and executive-level discussions.</p> <p>* <b>Elected Officials:</b> Annual Performance Reports and statewide Progress Board updates – oversight.</p>

	* <b>Stakeholders:</b> Agency webpage using the Corrections Management Information System – for general interest.
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	* <b>Citizens:</b> Agency webpage using the Corrections Management Information System – for general interest.
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