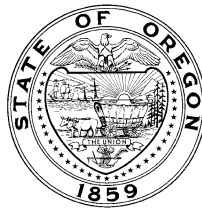




# Strategic Plan – 2009-11

OREGON DEPARTMENT OF CORRECTIONS



**Governor Theodore Kulongoski**

**Director Max Williams**

**Deputy Director Mitch Morrow**

# Mission Statement

**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.**

## Strategic Planning Principles

The strategic plan for the Department of Corrections represents the agency's business strategy for the 2009-11 biennium and beyond. The overall strategy includes those ongoing and high level performance measures that are established and reported to the legislature, the focus areas that measure progress and continue the implementation of the Oregon Accountability Model, and the specific goals, projects, and initiatives to be accomplished in the biennium or that will carry over into the next biennium as the Department makes long-range plans.

The Department maintains a commitment to making decisions and measuring progress based on actual data about our system and the inmates and offenders managed by the corrections system. Further, it is the policy of the Department to evaluate its activities and programs to determine their outcomes and their cost effectiveness. This research, together with national studies on effective approaches to reducing crime and lowering recidivism, help guide Department policy and practice. In a resource-limited environment it is essential that every dollar be invested in a manner that produces the greatest impact on the public's safety.

## Ongoing Key Performance Measures

The Department tracks and reports the following legislatively established performance measures. These measures provide specific information about how well the Department is carrying out its responsibilities to operate safe and secure institutions efficiently while at the same time reducing the risk of future criminal behavior and providing service to agency customers. The performance measures and targets are:

### Running Safe and Secure Institutions

<b>Measure</b>	<b>2008 Actual</b>	<b>2011 Target</b>
Rate of Class 1 assaults on individual staff	1.69/1,000 employees per month	1.7/1,000 per month
Number of inmates sanctioned for Level 1 misconduct	10 per month per 1,000 inmates	9.3 per month per 1,000 inmates
Rate of inmate walk-aways from outside work crews	.33/month	1/month
Number of escapes per year from secure custody facilities (armed perimeter)	0	0
Number of escapes from DOC unarmed perimeter facilities	2	0
Rate of workers compensation time-loss days per 100 employees, per fiscal year	66 per 100 employees, per fiscal year	66.15 per 100 employees per fiscal year

## Running Efficient Institutions

<b>Measure</b>	<b>2008 Actual</b>	<b>2011 Target</b>
Annual average electricity and natural gas usage	14,930 BTUs	14,659 BTUs
Percent of total inmate medical care encounters that occur off-site	.85%	1.0%

## Reducing the Risk of Future Criminal Behavior

<b>Measure</b>	<b>2008 Actual</b>	<b>2011 Target</b>
Percent of inmates in compliance with BM-17, 40-hour work/education requirement	72%	80%
Percentage of high and medium-risk inmates that complete a program prioritized in their corrections plan	47%	50%
Percent of inmates on transitional leave who successfully complete transitional leave	86%	88%
Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison	31%	32%

## Customer Service

<b>Measure</b>	<b>2008 Actual</b>	<b>2011 Target</b>
Percent of parole officers rating their overall satisfaction with the agency as above average or excellent	87%	90%

# Strategy for Continued Development of the Oregon Accountability Model

In 2003, the Department formally adopted the Oregon Accountability Model (OAM) as a business strategy for accomplishing the Department’s public safety mission. The OAM brought together several initiatives within the Department, each with a common theme to reduce the incidence of future criminal behavior for offenders convicted of felony crimes. The elements of the OAM are:

- Transition begins at intake when a corrections plan is developed for each inmate that addresses criminal risk factors to enhance successful reintegration into the community and reduce recidivism.
- Staff hold offenders accountable by providing both positive and negative consequences to offender behavior, being pro-social role models, and guiding offenders toward pro-social behavior in concert with their corrections plans.
- Inmates are prepared for community living through specific interventions related to their corrections plan, such as work, education, and focused treatment and reentry programs.
- Offenders have the opportunity to develop healthy relationships with their family and children in order to build pro-social community support and break the intergenerational cycle of crime.
- Transition from incarceration to community is carefully planned and coordinated with inmates, community stakeholders and community corrections.
- Supervision in the community, consistent with the corrections plan and these principles, is key to reducing recidivism for those released from prison.
- Our programs are outcome, research and evidence-based.
- Staff will support the OAM principles and reflect the Department’s values in all work related interactions with others.

The Department leadership believed it was necessary to find a method to provide data-based feedback on the successful implementation of the OAM strategy. Leadership chose the balanced scorecard methodology that is designed to assist an organization to create feedback in the form of a regular “scorecard” that is based on a business strategy. As a result of that work, the Department has defined the following focus on a number of top-level strategic objectives in order to continue to operationalize the Oregon Accountability Model. These objectives represent the next steps in implementing the strategy. As objectives are reached, new objectives and measures can be added.

<b>Objective</b>	<b>Measures</b>	<b>Baseline</b>	<b>2008 Actual</b>
<b>Prepare and plan for successful inmate transition</b>	○ Percentage with housing at release	62%	52%
	○ Percentage with employment at release	6%	4%
	○ Percentage high/medium risk inmates in which release plan was developed by counselor/PO/inmate participation	39%	37%

<b>Address inmate risk factors through programs</b>	<ul style="list-style-type: none"> <li>○ Percentage high/medium risk inmates that enter programs prioritized in their corrections plan</li> <li>○ Percentage inmates completing programs</li> </ul>	<p>Cog=67% A&amp;D=39%</p> <p>Cog=65% A&amp;D=74%</p>	<p>Cog=50% A&amp;D=31%</p> <p>Cog=88% A&amp;D=83%</p>
<b>Recruit, retain, and promote qualified staff</b>	<ul style="list-style-type: none"> <li>○ Average number of days from recruitment to hire <ul style="list-style-type: none"> <li>- Correctional officers</li> <li>- All others</li> </ul> </li> <li>○ Percentage ethnic diversity at management level</li> <li>○ Percentage working out of class or in developmental assignments</li> </ul>	<p>171 days (2008 baseline) 65 days</p> <p>10%</p> <p>2.72%</p>	<p>N/A 43 days</p> <p>10%</p> <p>2.3%</p>
<b>Foster collaboration among managers and staff</b>	<ul style="list-style-type: none"> <li>○ Survey of staff on issues and attitudes</li> <li>○ Rate of step 2 grievances</li> <li>○ Rate of human resources investigations</li> </ul>	<p>62% of staff rate the relationship with their supervisor positively</p> <p>.5 per 100 employees</p> <p>5.3 per 100 employees</p>	<p>62% of staff rate their relationship with their supervisor positively</p> <p>.175 per 100 employees</p> <p>.6 per 100 employees</p>
<b>Strengthen and support positive relationships with inmate families</b>	<ul style="list-style-type: none"> <li>○ Inmate family survey on visiting and DOC relationship <ul style="list-style-type: none"> <li>- Percentage rating visit good or excellent</li> <li>- Percentage rating visiting rule/policy information packets good or excellent</li> <li>- Percent rating staff helpfulness/friendliness good or excellent</li> </ul> </li> </ul> <p><i>*Researchers noted that their presence during visiting, may have skewed the environment so that survey responses were more favorable than under normal circumstances.</i></p>	<p>86.9%</p> <p>41.9%</p> <p>81.8%</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>
<b>Provide successful community-based offender re-entry programs</b>	<ul style="list-style-type: none"> <li>○ Percentage of offenders successful during the first 180 days after release from prison by county</li> </ul>	<p>Employed=18%</p> <p>Engaged with supervision=66%</p>	<p>Employed=15%</p> <p>Engaged with supervision=71%</p>

These selected measures, focusing on key components of the Department's business strategy, will provide Department management, employees, and stakeholders with a better understanding of the extent to which the OAM as a business strategy is being implemented.

## Progress on Strategic Initiatives for 2007-09

Each biennium, the Department leadership identifies specific goals and projects to be accomplished in that biennium or that will carry over into the next biennium as the Department makes long-range plans. Initiatives are tied to our overall business strategy and agency mission. They help define the shorter term priorities for agency staff and business units and provide focused attention on making actual and measurable improvements in how the corrections system functions.

<b>2007-09 STRATEGIC INITIATIVES</b>	<b>Operational</b>	<b>Completed</b>	<b>Continues in 09-11</b>
<p><b><i>Governor's Re-Entry Council</i></b>            This initiative continues in 2009-11. The successful reintegration of prison inmates into the community requires the efforts of multiple state and local agencies. No single agency can accomplish this goal. For this reason, the Governor's Re-Entry Council was established at the state level by Governor's executive order and began its work in 2007-09. Accomplishments to date include:</p> <ul style="list-style-type: none"> <li>• Establishment of a statewide transition network to improve release planning and information sharing.</li> <li>• Streamlined process of getting official identification to offenders prior to release.</li> <li>• Reentry programming offered in all regional release facilities.</li> <li>• All veterans contacted by ODVA prior to release so array of services available to veterans can be made available during transition.</li> <li>• A Federal benefits pre-qualification process has been put into place so that qualifying offenders may receive them at the time of release.</li> <li>• Kiosks, with information provided by Department of Employment, have been installed in each of the regional reentry prisons to assist inmates in looking for work prior to release.</li> </ul>			X
<p><b><i>Support Family-Inmate Connections</i></b>            Research shows that informal social controls such as family, peer and community influences have a more direct affect on offender behavior than do formal social controls. Natural supports, such as offenders' families and friends, should be actively engaged in helping offenders reintegrate. Contact with family members and other community support persons should be facilitated by the prison system.</p>	X		

<p><b><i>Support Family-Inmate Connections – Continued:</i></b>  Accomplishments made on this initiative during 2007-09 include:</p> <ul style="list-style-type: none"> <li>• A two-institution pilot for e-messaging.</li> <li>• Placement of visiting applications on DOC’s Web site, and acceptance of applications from family as well as inmates.</li> <li>• The Central Inmate Services Unit was established with the goal of more consistent visiting application processing and efficiencies.</li> <li>• Web pages were enhanced with additional information for family support.</li> <li>• Packets were sent to families to help them cope with having a loved one in prison.</li> </ul>			
<p><b><i>Employee Safety and Wellness</i></b>  The strategic initiative for employee safety and wellness has accomplished its goals and now closes, but this is not the end. The members of this group developed and conducted a health risk assessment survey for all DOC staff, held a motto contest and selected a motto for staff wellness, conducted a successful Wellness Week in April 2009, for the Department. During Wellness Week, the group distributed water bottles with the wellness motto, wrote and posted a wellness policy and met the Governor’s Healthy Initiative guidelines of having a wellness committee at each functional unit post wellness options. To carry this very important work forward, a Wellness Advisory Team will be established with several members from the strategic initiative participating, along with several other employees.</p>	X		
<p><b><i>Business Continuity Planning</i></b>  This initiative continues in 2009-11. During 2007-09, the Department was charged with developing a detailed plan to manage critical business functions in the face of a disaster. This initiative would ensure that the Department has specific disaster recovery plans in place for all functional units. Achievements to date include:</p> <ul style="list-style-type: none"> <li>• Completion of the DOC emergency response manual, which outlines how the Department will conduct business under a large-scale emergency scenario.</li> <li>• Completion of a Department succession plan,</li> </ul>			X

<p><b><i>Business Continuity Planning - Continued</i></b>  that provides guidance to replace key leaders if they become unavailable during an emergency scenario.</p> <ul style="list-style-type: none"> <li>• Partnered with the Department of Energy to ensure receipt of critical fuels during an emergency scenario, and to ensure the delivery/distribution of critical fuels to other state agencies during an emergency.</li> <li>• Created DOC recovery work-around plans to help the Department recover critical business functions during times of crisis; and</li> <li>• Identified the physical site of the Department's emergency operations center, for implementation during a disaster.</li> </ul>			
<p><b><i>Integrate Program Data Bases into the Corrections Information System</i></b>  The Department has a mainframe computing system that stores information on felony offenders in Oregon. This Corrections Information System (CIS) is supplemented with smaller computing systems that may or may not be linked with CIS. These supplemental computing systems include data for mental health, pharmacy, health, religious services, and education. Data stored only on these supplemental systems is difficult to use in statistical evaluations but are necessary to measure the impact of Department programs and activities and should be made more accessible.</p> <p>During 2007-09, the Department initiated efforts to gain access to data in these peripheral databases. As a result, DOC's Research Unit has forged legal, reciprocal agreements with several independent vendors and external state agencies to access information that was once unattainable. Not only can Research request reports of data, they can now query it themselves without additional expense to the Department. A multi-agency research committee was also formed to formalize data storage and recall standards. This work will continue into the next biennium, but for the sake of this initiative is considered complete.</p>		X	
<p><b><i>Security Threat Management (STM)</i></b>  Solid corrections practices require individualized assessment of an inmate's behavior in the institution. The new system, developed in 2007-09, will increase the weight given to an inmate's</p>	X		

<p><b>Security Threat Management (STM)</b>  behavior while in custody, with less emphasis on his or her affiliation with one or more groups inside or outside the prison system. This changes the focus from managing groups to managing individuals. Accomplishments to date include:</p> <ul style="list-style-type: none"> <li>• 650 inmates are currently monitored through the STM system.</li> <li>• The interstate compact process has been expedited to one week, from a three-to-five month process.</li> <li>• The STM system was shared with staff through inservice training.</li> <li>• STM is processing 1,200 intelligence reports per year.</li> <li>• DOC has developed and implemented an intelligence sharing network between the Department and most county jails.</li> <li>• Inmates' perception of "what it means to be tagged STG" has changed from a label of status to an undesired label. The word is getting out that STM is focused on behavior modification, not status.</li> </ul>			
<p><b>Enhance Sustainability</b>  During 2007-09, in accordance with Governor's Executive Order 06-02 – Sustainability for the 21<sup>st</sup> Century – the DOC designed an organizational structure that would focus on sustainability and stewardship of the earth's natural resources and environment, exercising good decisions that promote cost reductions, economic development and community health. The resulting implementation plan identified four alternatives to move forward. The plan is now ready for future-funding. Although the Department has not received permanent funding for some of these projects, the Go Oregon! state stimulus plan is assisting with several large-scale energy efficiency projects at DOC facilities across the state of Oregon.</p>		X	
<p><b>Home For Good In Oregon</b>  Home for Good in Oregon (HGO) is a statewide structure that allows for a reentry partnership with faith and community-based organizations, the Department of Corrections, and county-based Community Correctional agencies. The goal of HGO is to build up the capacity of communities to work with reentry issues and to</p>	X		

<p><b>Home For Good In Oregon - Continued</b>  improve the successful reentry of offenders by making faith and community-based resources more available to offenders, prison staff and community-based correctional staff during the reentry process.</p> <p>During 2007-09, all HGO applicants received information about release resources in the county of their return. Many applicants received individualized pre and post-release faith-based services. HGO has recruited and training more than 40 community chaplains and more than 250 faith-based volunteers/mentors in 25 of Oregon's 36 counties. These volunteers conducted pre-release support interviews with many of the HGO applicants and assisted in connecting the applicants to community and faith-based services upon release.</p>			
<p><b>Correctional Case Management</b>  This initiative continues in 2009-11. The Correctional Case Management business plan was finalized May 12, 2008 with the new counselor service delivery system implementation effective July 1, 2008. Four pieces of the strategy were identified as requirements to ensure successful start-up (individual functional unit CCM implementation plans, Central Inmate Services unit formation, Transitional Services Division Release Unit and earned time being autonomously calculated by the Offender Information and Sentence Computation Unit).</p> <ul style="list-style-type: none"> <li>• All functional units submitted implementation plans to the central office. Those plans were reviewed for approval.</li> <li>• The Central Inmate Services Unit is fully functional. Additional employees were added and operational changes made to lessen the burden of work demands and Department liability.</li> <li>• Creation of the Transition and Release Unit was accomplished. The unit emphasizes the importance of effective inmate preparation for release and thoroughness of the release process.</li> <li>• The Offender Information and Sentence Computation Unit has successfully taken over the earned time calculation process, freeing institution counselors to concentrate on case management issues. Additional automation enhancements have been requested through the Service Request Governance Committee.</li> </ul>			X

<p><b><i>Correctional Case Management - Continued</i></b>  In addition the to the initial implementation requirements, the following strategies have also been set in place:</p> <ul style="list-style-type: none"> <li>• A plan for implementation of the Levels of Service/Case Management Inventory has emerged with extensive collaboration between Transitional Services, Institution Operations, the Office of Population Management and Information Technology Services. The initial phase of the plan involved piloting the automated instrument at CCCF (including Intake), CRCI, EOCI, SRCI and TRCI.</li> <li>• Staff has been tasked with evaluating present exit codes. The current exit codes data, extracted from DOC 400, does not consistently reflect accurate information about inmate program participation. This has led to unreliable evidence-based information used in program evaluations and inmate plan compliance. DOC must identify a solution to this problem to have confidence in the accuracy of the information contained in the system.</li> <li>• The Office of Population Management has been engaged with Research, Operations and Information Technology Services to develop options that will give counselors greater discretion in facilitating movement of appropriate inmates to minimum housing for work, programming or other case plan objectives.</li> <li>• In early July 2009, a new Violence Predictor Score Discretion (VPSD) designator option went into production.</li> <li>• A victim/co-defendant designator has been developed. This will assist many areas of the Department, including Community Corrections, to better track, plan and monitor victim and co-defendant issues.</li> </ul>			
<p><b><i>Sustainability of the Corrections Information System</i></b>  This initiative continues in 2009-11. The Department must replace the mission-critical, but outdated Offender Management Information System with current technology in order to guarantee a system that is both cost-effective and sustainable. The Corrections Information System (CIS) is used to manage and track felons in the</p>			X

<p><b><i>Sustainability of the Corrections Information System – Continued</i></b></p> <p>prisons and on supervision in the community. The data in CIS is important to criminal justice system partners and to policy makers at the state level. The development and implementation of the new system is intended to be completed in phases over multiple biennia. Accomplishments during the 2007-09 biennium were:</p> <ul style="list-style-type: none"> <li>• Fall 2007 – A pilot application was implemented; work began to rewrite the first set of replacement applications.</li> <li>• Dec. 2007 – “New” vendor systems were demonstrated to a DOC/Community Corrections business panel.</li> <li>• Feb. 2008 – The panel determined that a vendor system would meet the majority of existing business needs, and also meet pressing automation needs for Trust, Commissary, Parole Board and electronic health records for about the same project cost (\$15 million).</li> <li>• March 2008 – The Department’s Policy Group approved the project to proceed with a “buy” approach.</li> <li>• Dec. 2008 – A policy package for system requirements analysis and procurement was proposed by the Department, but not funded by the Legislature.</li> </ul>			
<p><b><i>Human Resources Information System Project</i></b></p> <p>The original charter for the Human Resources Information System (HRIS) project was created in the 2005-07 biennium. The project outlined three phases: business requirements, solutions and alternatives, and implementation. The business requirements phase was completed and the Policy Group approved continuing the project during 2007-09. In 2007, the HRIS steering committee approved a revised charter to add a fourth major workgroup, which would focus on the request for proposal and vendor selection.</p> <p>In October 2007, requests for information were released, seeking high-level estimates for a full-scale HRIS solution. The committee asked Policy Group for authorization to initiate procurement of three system modules. In early 2008, the Oregon</p>		X	

***Human Resources Information  
System Project – Continued***

Department of Administrative Services (DAS) identified intent to focus on an HRIS system for recruitment, training, PICS and PPDB. As of March 2008, Policy Group made the decision not to fund the DOC project, because of DAS' announcement to move forward. Due to the state of the economy, the DAS policy package was not approved and the project was shelved.

# Strategic Initiatives for 2009-11

## ***Governor's Reentry Council***

This initiative continues in 2009-11. The successful reintegration of prison inmates into the community requires the efforts of multiple state and local agencies. No single agency can accomplish this goal. For this reason, the Governor's Reentry Council was established at the state level by Governor's executive order and began its work in 2007-09. The Council will continue to analyze and improve the effectiveness of reentry from incarceration to community as it relates to statewide policy, practice, or law and to identify and remove barriers to successful offender reentry. Specific implementation tasks identified for 2009-11 include:

- State issued photo ID at release.
- State-local strategy to increase transitional housing.
- Documentation process to verify work skills gained in prison.
- In-prison real time job search resources for inmates.
- Continuity of care for offenders with serious health and/or behavioral health needs assured through discharge planning, information sharing, and appointment with a community provider.
- Web-based resource directory for reentry services, programs, resources, and information

## ***Business Continuity Planning***

The Oregon Department of Corrections is relied upon heavily and has a major role in the state of Oregon's emergency response and recovery operations, in the event of a disaster. As such, the Department is committed to the continued development of its Business Continuity and Emergency Operations Center plans into an operational system that will effectively integrate into the organization. These plans strengthen our existing emergency response systems, and will also deliver the organization a true emergency management system that guides us from initial disaster response to recovery of operations with greater ease and efficiency. The BCP will accomplish the following in 2009-11:

- Integrate the BCP into daily operations.
- Develop an Emergency Operations Center plan.
- Deliver an effective and efficient emergency management system that will guide the organization from response through recovery in a qualifying event.

## ***Correctional Case Management***

This initiative, in its third phase of implementation, continues in 2009-11. Correctional Case Management is the next logical step in implementation of the Oregon Accountability Model – the adopted business strategy for accomplishing the Department's public safety mission. A major component of this undertaking is to reduce the risk of future criminal behavior. To do so, the Department targets resources to those inmates who are most likely to recidivate. The deliverables for this initiative must go well beyond the counselors who programmatically manage our offender population, as all employees are key players in our multi-disciplinary case management approach. In 2009-11, the Department will take the following actions:

- Create a systematic approach for any development of all divisions' future business practices that impact CCM.
- Refine institution profiles/mission statements to better manage inmate placement and transition. (See specific Strategic Plan initiative below.)

- Develop and implement case management strategies that can be used by all DOC staff.
- Evaluate and approve inmate transfers from one institution to another, based on a holistic correctional programming approach that facilitates each individual's rehabilitation.

### ***Sustainability of the Corrections Information System***

This initiative continues in 2009-11. The Department must replace the mission-critical but outdated offender management information system with current technology in order to guarantee a system that is both cost-effective and sustainable. The Corrections Information System (CIS) is used to manage and track felons in the prisons and on supervision in the community. The data in CIS is important to criminal justice system partners and to policy makers at the state level.

The development and implementation of the new system will be completed in phases over multiple biennia. The goals of the initiative are:

- Replace the current system while maintaining, at a minimum, the current functionality.
- Determine a replacement solution that can easily adapt to changes in business practice.
- Find a technological solution that supports cost-effective development and maintenance.
- Implement a technical architecture that can be maintained with existing resources and expertise.
- Provide an offender management system that supports the business strategies of the agency
- Provide universal information access with the criminal justice community as outlined in the Statewide Enterprise Information Resources Management Strategic Plan.

During the 2007-09 biennium, a policy package was proposed for system requirements analysis and procurement, but was not funded. It is the Department's intention to continue to pursue options for this needed technology during the 2009-11 biennium so we are prepared when funding becomes available.

### ***Inmate Work Skills/Employment Preparation/Verification of Work Skills***

The Department will increase released offenders' employability by improving, verifying and certifying technical/work skills and soft skills gained while incarcerated. Work experience in prison should mirror work experience outside as much as possible. For example, inmates should apply for jobs using a similar process as they would for jobs in the community. This initiative also includes creating an inmate performance evaluation system with a reentry focus for higher level jobs in DOC prisons. Skill sets for higher level jobs must be defined so that they can be verified, while soft skills must be defined and rated for all inmate workers. Job related information should be presented in ways useful to potential employers.

### ***Basic Corrections Course Delivery***

The Basic Corrections Course (BCC) was developed to conform with requirements of HB 3199 that was passed during the 2009 legislative session and became effective July 1, 2009. This statute change requires DOC to provide basic certification training for its newly-hired corrections officers. This training must meet or exceed the Department of Public Safety Standards and Training's (DPSST) basic corrections training standards and will result in the same basic certification as corrections officers trained by DPSST. To fulfill this requirement, DOC will:

- Design BCC with a subject-matter expert workgroup to meet or exceed DPSST requirements.
- Present BCC and its new administrative rule(s) (written by DPSST) to DPSST Corrections Policy committee for approval and forwarding to Executive Committee.

- Present BCC and administrative rule(s) to Executive Committee of Board on Public Safety Standards and Training (BPSST) for approval of course, and temporary adoption.
- Present BCC and administrative rule(s) to BPSST for final approval.
- Commence Field Training Officer training.
- Commence BCC training.
- Update Corrections Policy Committee on progress.
- Update legislature on status in 2011.
- Sunset the program, if so directed by the legislature, January 2, 2014.

### ***Develop and Implement Institution Profiles***

DOC is committed to promoting public safety by holding offenders accountable for their actions, and reducing the risk of future criminal behavior. The correctional case management model will allow DOC to direct the inmate population by routing inmates to the appropriate sequence of institutions in order to provide the accurate levels of case management as indicated by assessment, behavior and functional unit resources. In order to identify efficient and effective institutional placement and movement across needed programs and services through the period of each inmate's incarceration, profiles for each DOC institution will be developed.

These profiles will provide counselors with accurate ways to develop case plans, or "roadmaps" for inmates who need various services while they are incarcerated. Institution profiles will also assist DOC in determining the most economical institutional locations for various programs and services. A selection of services at various institutions, aligned with inmate need and classification will help decrease inmate movement over time. An institution profile formula will define the level of service provided by each institution. Program and service allocation for each institution will be determined based on the alignment and integration of strategies and priorities for efficient case planning objectives and inmate movement strategies.

### ***Improve Organizational Efficiency and Effectiveness***

To ensure that DOC is meeting its mission in the most efficient and effective ways possible, the Department will utilize its internal audits and research units, in concert with Department divisions, to assess program and service delivery. Measurements and process audit tools that objectively evaluate program effectiveness and efficiency, in support of the Oregon Accountability Model and the Department's legislatively-defined mission, will be developed, tracked and used to inform future policy recommendations and Department change initiatives. These measurements and process audit tools will be used in conjunction with the Department's Key Performance Measures to demonstrate to taxpayers that budget dollars are being used effectively.

### ***Complete Deferred Maintenance and Energy Efficiency Projects with Go Oregon! Funding***

Early in the state of Oregon's 2007 Legislative Session, \$6.7 million in funds were released to DOC as a part of the Go Oregon! state stimulus plan. The plan intended to help put Oregonians back to work. Go Oregon! dollars were disbursed to DOC from the state legislature for 10 large-scale deferred maintenance and energy efficiency projects that will improve institution safety and security, and energy efficiency. Contract crews will bid on, manage and complete these projects with local crews who, without stimulus dollars, may have been out of work during this slow economic period.

### ***Security Threat Management***

During the 2009-11 biennium, the Security Threat Management Unit was established, enabling institutions and administration to centralize intelligence gathering and the management of high alert inmates, ensuring statewide consistency and management, and improving intelligence sharing

and overall efficiency. The system placed focus on assessing inmate behavior, while still considering behavior prior to incarceration. All information is used to make individual assessments of each inmate's security threat level. All intelligence information is now collected in a centralized database.

Although this is a process that will evolve over time, the Department's 2007-09 goals were met. The primary goal for 2009-11, is to work with institutions in creating a "hybrid" model for each individual location. This will allow institutions to effectively gather intelligence and manage high alert inmates, while supporting the centralized goal of consistency and statewide intelligence dissemination. During 2009-11, the STM Unit will continue to improve relationships with other states to enhance Oregon DOC's ability to manage high alert inmates via interstate compact agreements.

### ***Expand Alcohol and Drug Treatment for Addicted Property Crime Offenders***

This initiative expands treatment for drug addicted offenders on supervision in the community and incarcerated in prison, who persistently commit property offenses, offering these offenders the chance to get clean and stay clean, while enhancing public safety by decreasing the risk that future victims will suffer due to the property crimes of those offenders. Increasingly, research is demonstrating that treatment for drug-addicted offenders during and after incarceration can have a significant beneficial effect upon future drug use and criminal behavior. The case for integrating drug addiction treatment approaches with the criminal justice system is compelling. Combining prison- and community-based treatment for drug-addicted offenders reduces the risks of recidivism to drug related crimes and relapse to drug use.

A review of the data shows that 85 percent of property offenders in DOC custody have a moderate to severe drug and/or alcohol problem, while only 12 percent of this group receives treatment in prison. DOC's 85 percent figure confirms the observations of public safety officials throughout the state that addiction fuels property crime. Expanding treatment capacity in both prison and community is designed to prevent some offenders from becoming repeat property offenders, and to break the cycle of addiction and crime that leads to prison in those already serving prison sentences for repeat property offenses.

### ***Implement and Track Legislative Cost-Savings Policies for 2009-11 DOC Budget***

During the 2009 Legislative Session, policy-makers included five significant cost-saving measures in the 2009-11 DOC budget, as a means to reduce overall Department general fund limitation for use across the rest of state government. Difficult economic times warranted unprecedented actions in order to maintain many important services that Oregonians count on. As a result of legislative action, DOC must investigate, implement and track budgetary cost-savings for the following:

- Delay of Measure-57.
- Use of Wapato Jail, in Multnomah County, as a state-run correctional facility in lieu of, or delaying, the construction of a new prison in Junction City.
- Provision of a BCC for all newly hired corrections officers, instead of sending new-hires to the basic corrections academy at DPSST.
- Increase of earned time credit from 20 percent to 30 percent for eligible inmates, and their associated earlier release.
- Early release of eligible Immigration and Customs Enforcement (ICE) inmates to the Federal system, for repatriation to country of origin.

### ***Mitigate DOC's Legal Exposure***

In an effort to improve the department's position during a legal process, it is important that systems are provided that will enhance the Divisions' ability to provide all appropriate documents in a timely manner. Currently, the approach is different across the agency, with little centralized direction on the best practices to identify and collect necessary documents. By providing a process, divisions will be able to proactively begin the process of document collection that will result in a better response to Department of Justice requests for legal items. We will:

- Proactively identify potential litigation situations.
- Collect any discoverable documents relating to a potential tort claim.
- Develop the tort database that will track documents received and produced.

## **Conclusion**

In order to carry out the duties and responsibilities expected of the Department of Corrections by the citizens of Oregon, the Department clearly defined the results it will achieve. To be successful in achieving those results, the Department has also defined the strategies and activities that will lead to those results. Finally, this plan assists staff at all levels to know how to contribute to that success and also to provide indicators of barriers that prevent the plan from being carried out as designed. This document delineates a set of results, as well as a system for monitoring progress that will guide the Department and its staff through the next biennium while setting a foundation upon which to build for the future. □