

CORRECTIONS, DEPARTMENT of

Annual Performance Progress Report (APPR) for Fiscal Year (2008-2009)

Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2009

2008-2009 KPM #	2008-2009 Approved Key Performance Measures (KPMs)
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.

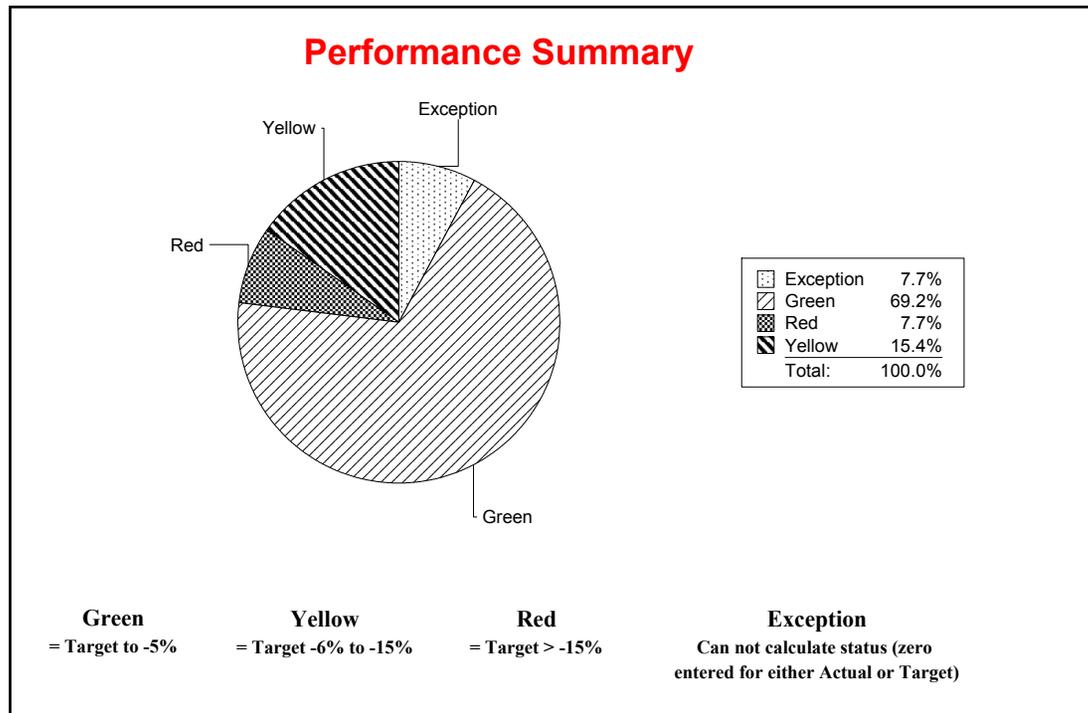
Agency Mission: The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

Contact: Shawn Haywood

Contact Phone: 503-945-0934

Alternate:

Alternate Phone:



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, offsite care encounters and successful completion of transitional leave. One measure tracks the departments energy conservation relative to consumption of electricity and natural gas. One measure tracks workers compensation time loss days. 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 10 of the 13 measured areas (#2, #4, #5, #6, #7, #8, #10, #11, #12 and #13). 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 2 key measurement areas. These include #1: Compliance with Measure 17 work and education requirements, and #3: Recidivism. Limited and reduced program resources make it difficult to achieve these targets. The target for recidivism has been changed by the Legislature to 32% starting in the 2009-2011 biennium. The remaining area which includes #9: Escapes from unarmed perimeter facilities, rated red in performance. During this reporting period there were two escapes from unarmed perimeter facilities. The Department continues to refine the classification tool used to match inmates with the appropriate institution.

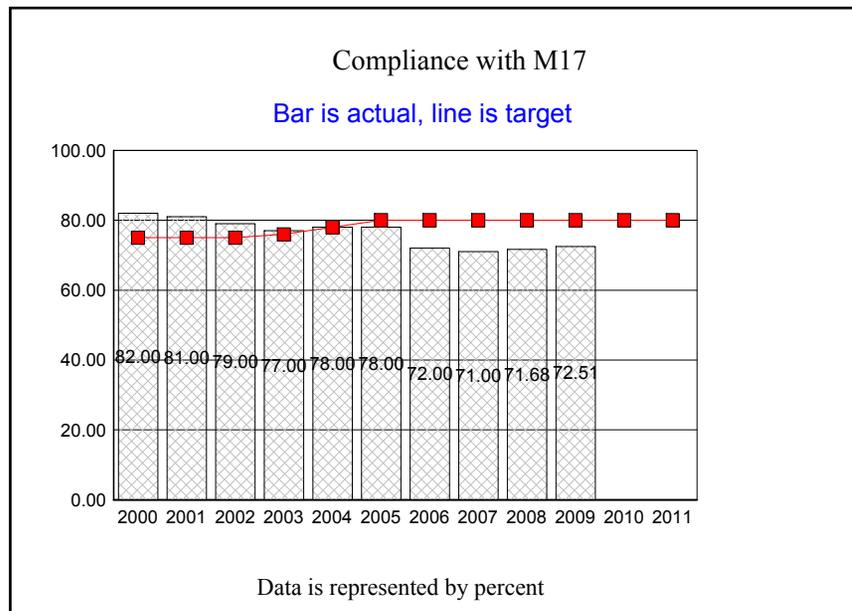
4. CHALLENGES

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 (#3) remains consistent from last year, the agency finds it increasingly difficult to improve results while operating with limited

5. RESOURCES AND EFFICIENCY

The available agency budget for 2009-2011 is \$1,260,826,242 General Fund, \$88,136,123 Other Funds and \$17,785,700 Federal Funds. 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.

KPM #1	Percentage of inmates in compliance with 40-hour work/education requirements of the constitution (Ballot Measure 17).	1995
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Benchmark #64 - Adult Recidivism	
Data Source	DOC Research Unit; based upon data submitted weekly by individual institution	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



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

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.

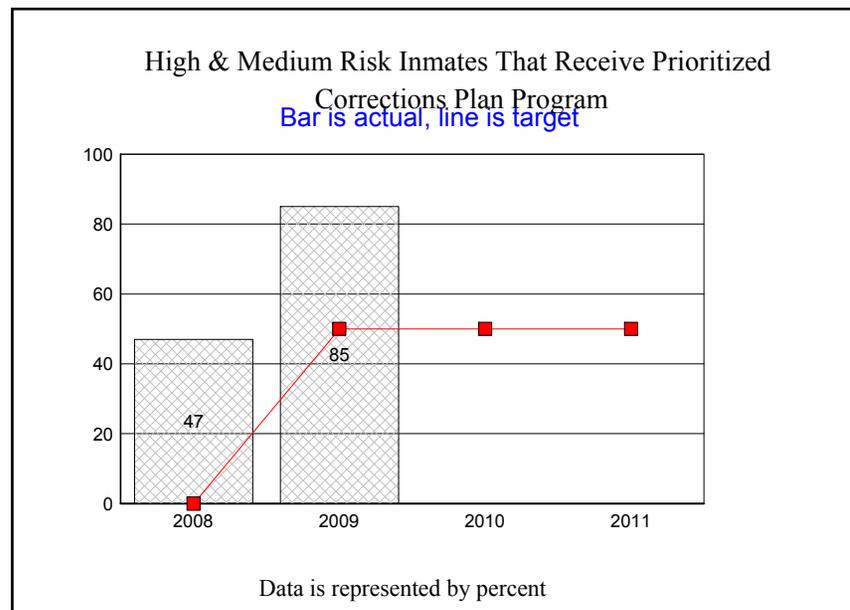
6. WHAT NEEDS TO BE DONE

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.

KPM #2	Percentage of high and medium-risk inmates that complete a program prioritized in their corrections plan.	2007
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Benchmark #64 Adult Recidivism	
Data Source	DOC Corrections Management Information System Report	
Owner	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. 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.

2. ABOUT THE TARGETS

This measure tracks only high and medium-risk inmates who complete a program prioritized in their corrections plan. High and medium-risk inmates are prioritized for limited treatment resources because of their higher likelihood of recidivating. Targets are established to support incremental increases in the percentage of inmates who complete programs listed in their corrections plan. In 2008 the agency reported a rate of 47%. The target for 2009 is thus set for incremental improvement at 50%. The DOC hopes that current changes in inmate movement will better align inmate placement with program availability.

3. HOW WE ARE DOING

The agency reports 85% of high and medium risk inmates completed a program prioritized on their corrections plan which represents a substantial improvement over the 47% rate reported in 2008. The progress on this measure indicates that the agency is doing a better than expected job in identifying and engaging the higher risk inmates in alcohol/drug treatment, cognitive change programs, and/or adult basic education.

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.

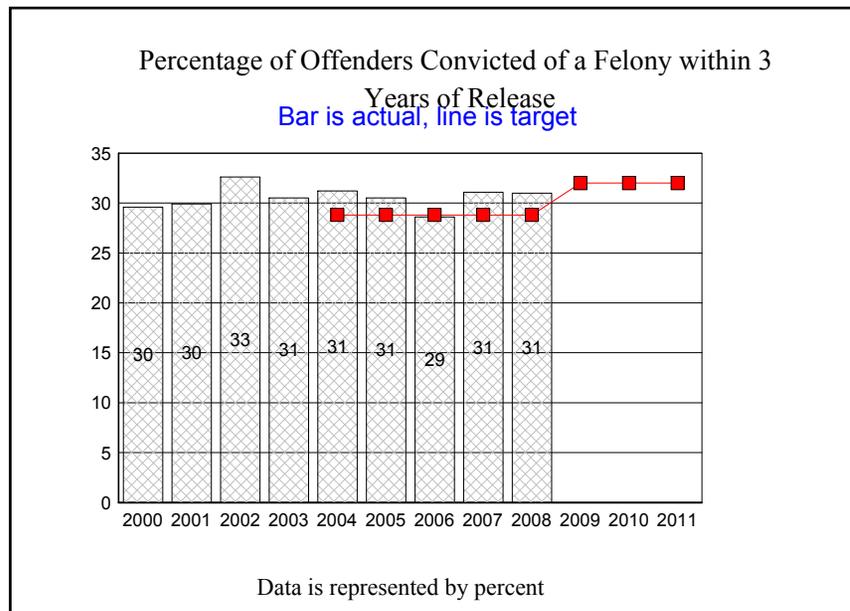
6. WHAT NEEDS TO BE DONE

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 Departments 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.

KPM #3	Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison.	1997
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Benchmark #64 Adult Recidivism	
Data Source	DOC Research Unit, with Corrections Management Information System and community corrections data	
Owner	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 lower the rate of recidivism the better.

3. HOW WE ARE DOING

The 2008 fiscal year rate, for releases in fiscal year 2005, is 31%. Recidivism rates have remained fairly steady over the years. The legislature has set a new benchmark for this performance measure, raising it from 28.8% to 32% to better reflect a realistic goal.

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 inmates 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

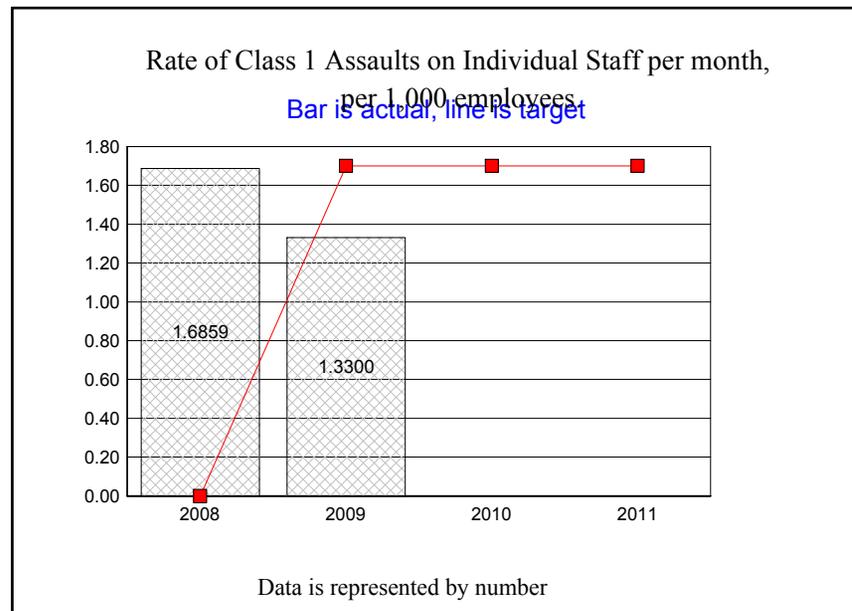
The performance measure will continue to be tracked to determine if improvements in prison programs, transition planning, and post-prison supervision have a measurable effect on recidivism. Specific program effects will need to be measured.

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 2009 was not available at report time. This updated information will be available after November 1, 2009.

KPM #4	The rate of Class 1 assaults on individual staff per month (rate per 1000 employees).	2007
Goal	To be a safe, civil and productive organization.	
Oregon Context	Agency mission	
Data Source	DOC Institutions Monthly Reports	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



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

Modifications were made in the 2008 reporting period to the original KPM to more accurately reflect measurements and objectives of the agency. The new method of measurement focuses on the number of assaults on staff as it relates to employees (per 1,000 employees). The new method allows the agency to focus on assaults as a reflection of staff impacted by assault, rather than inmates.

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.

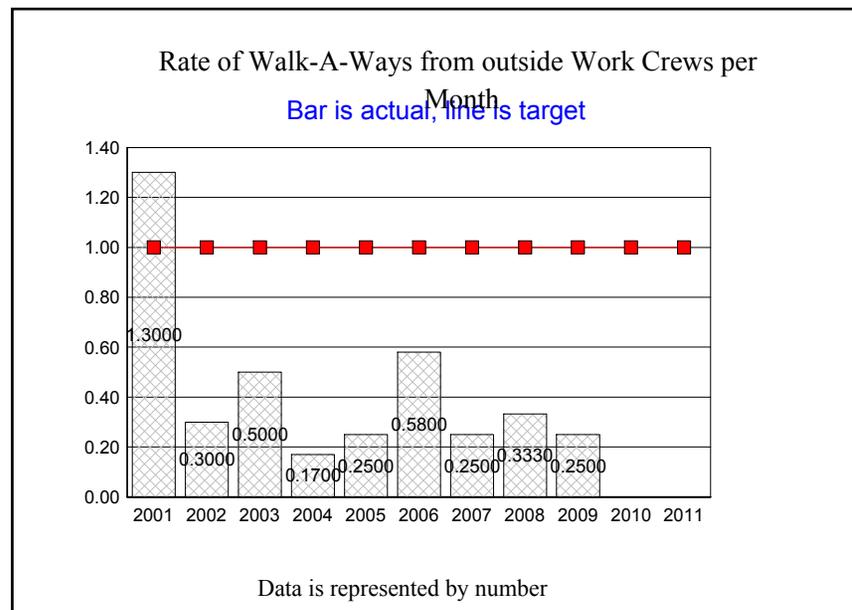
6. WHAT NEEDS TO BE DONE

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 2009. 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 Departments Corrections Management Information System. Data is also available through the new Web based Offender Management System.

KPM #5	The rate of inmate walk-a-ways from outside work crews per month.	1997
Goal	To be a safe, civil and productive organization	
Oregon Context	Agency mission	
Data Source	DOC Institutions Monthly Reports	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



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 Departments 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 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, three walkaways from outside work crews occurred in fiscal year 2009. 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.

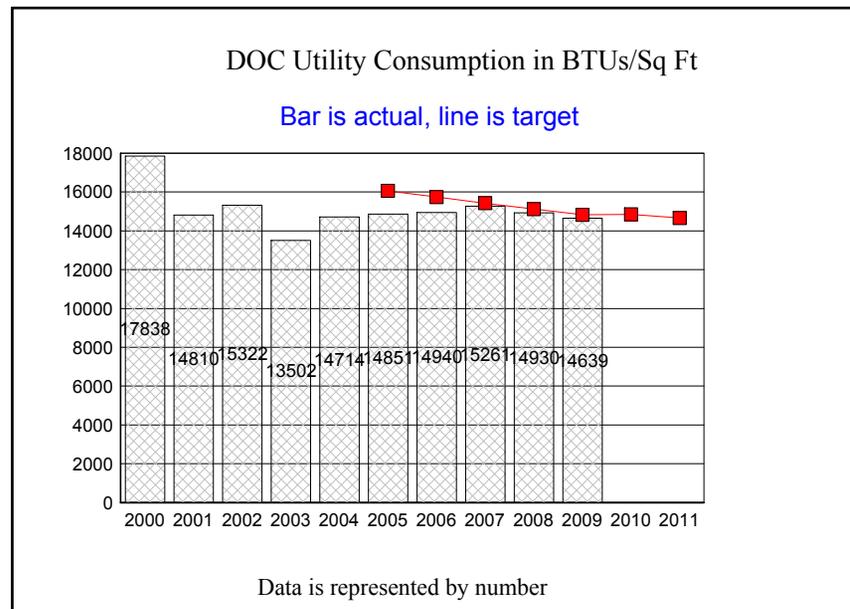
6. WHAT NEEDS TO BE DONE

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 2009. This information is reported in the Department's Institutions Monthly Reports and Unusual Incident Reports.

KPM #6	Reduce the annual average electricity and natural gas usage. Measure on a BTU per square foot basis.	2000
Goal	Operational Efficiency	
Oregon Context	Agency Mission	
Data Source	DOC Facility Services monthly utility consumption report	
Owner	General Services Division; Tami Dohrman, 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. The agency received funding under the State Stimulus to accomplish two energy conservation projects at the Central Distribution Center, two at TRCI, and one project at multiple institutions. Completion of these projects should continue to decrease consumption.

4. HOW WE COMPARE

Calculated on a BTU per square foot basis, the Department has reduced our consumption of electricity and natural gas by 17.9% 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. Full activation of DRCI has been delayed. We are providing heat to vacant buildings to maintain freeze protection from late fall to early spring.

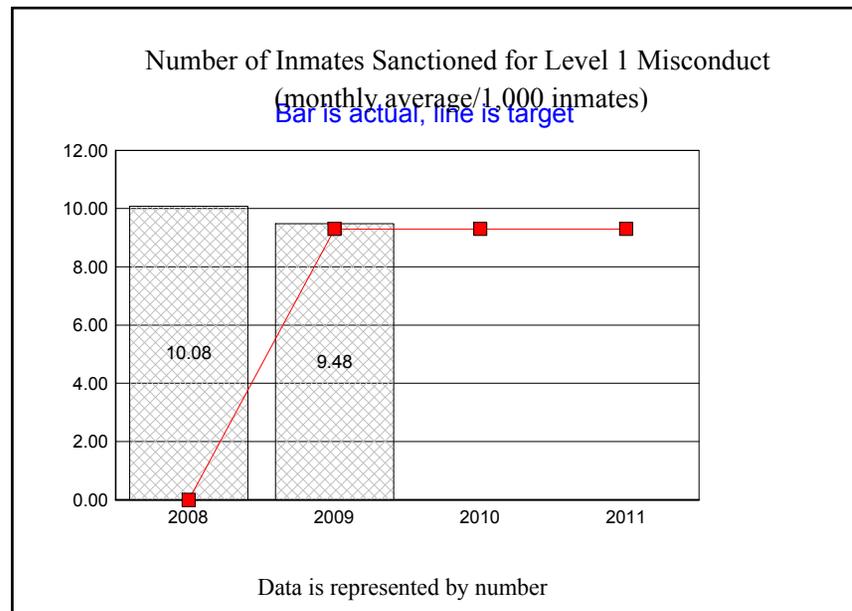
6. WHAT NEEDS TO BE DONE

Continue current conservation efforts; identify further opportunities to reduce or manage energy usage, investigate new technologies. The agency received funding under the State Stimulus to accomplish two energy conservation projects at the Central Distribution Center, two at TRCI, and one project at multiple institutions. Completion of these projects should continue to decrease consumption.

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.

KPM #7	Number of inmates sanctioned for Level 1 misconducts--(monthly average/1,000 inmates).	2007
Goal	To be a safe, civil and productive organization	
Oregon Context	Agency mission	
Data Source	DOC Corrections Management Information System	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



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

Modifications have been made to the original KPM to more accurately reflect measurements and objectives of the agency. A new target of 9.3 per 1,000 inmates has been determined. The new measurement wording allows the agency to measure the inmates sanctioned for Level I misconducts, rather than simply on the total sanctions occurring. The new wording will use the number of inmates sanctioned for the entire year in the calculation.

3. HOW WE ARE DOING

While lower than the last reporting period, this performance measure has not been met this reporting period: it requires 9.3 or lower per month, per 1000 inmates. Group disturbances were not factored into the original target. A group disturbance occurred in March 2009, which resulted in 38 Level I sanctions. Without the 38 sanctions issued for this one incident, the result would have been 9.22. 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.

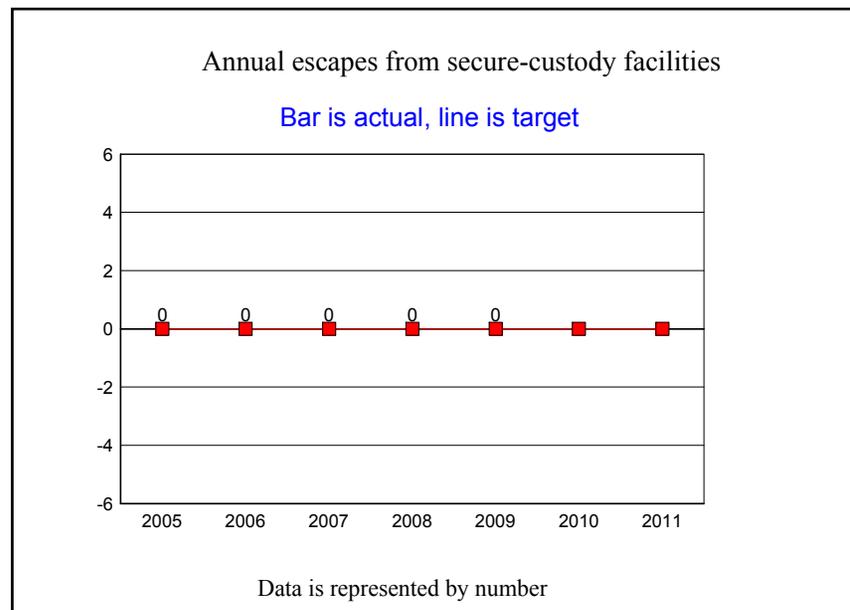
6. WHAT NEEDS TO BE DONE

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 2009. This information is collected within the institutions and reported to and compiled by the DOC Research Unit.

KPM #8	The number of escapes per year from secure-custody facilities (armed perimeter).	2005
Goal	Safe, Civil, Productive and Effective Organization	
Oregon Context	Agency mission	
Data Source	DOC Corrections Management Information System	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



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 Departments Fugitive Apprehension Unit work together quickly to apprehend escapees.

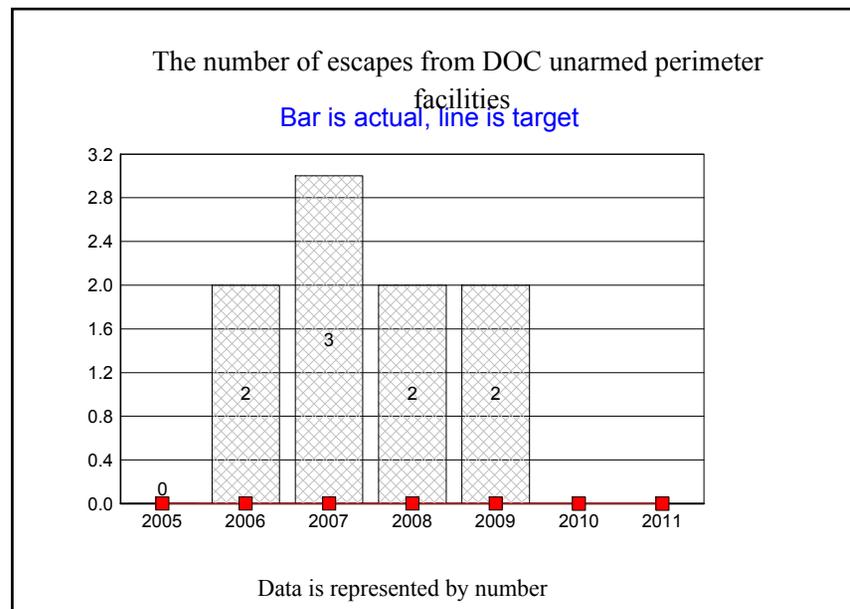
6. WHAT NEEDS TO BE DONE

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 2009. Information is reported and tracked using 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.

KPM #9	The number of escapes from DOC unarmed perimeter facilities.	2005
Goal	Safe, Civil, Productive and Effective Organization	
Oregon Context	Agency mission	
Data Source	DOC Corrections Management Information System	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



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 Departments 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.

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 departments Fugitive Apprehension Unit work together quickly to apprehend escapees.

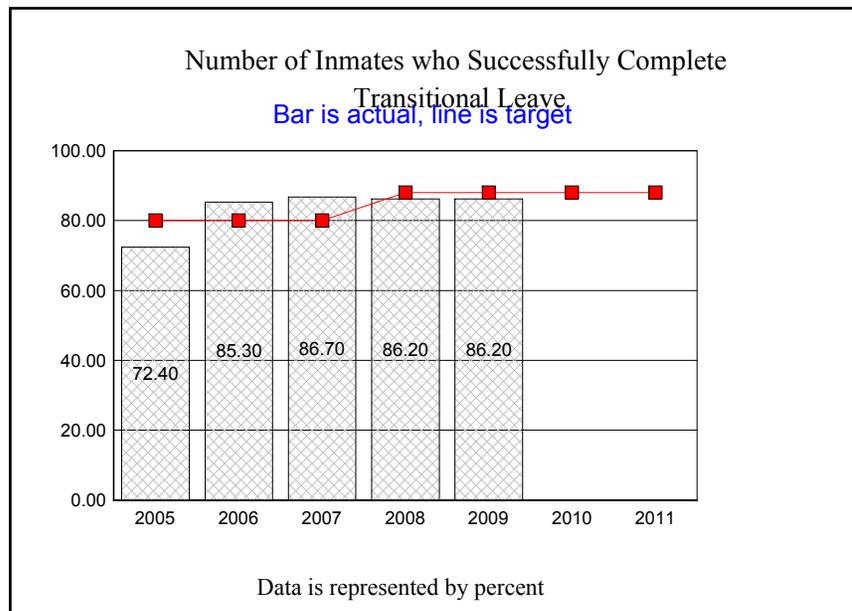
6. WHAT NEEDS TO BE DONE

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 and measures taken to enhance security (training, structural, etc.). 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 2009. Information is reported and tracked using 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.

KPM #10	Percent of inmates who successfully complete transitional leave.	2005
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Agency mission	
Data Source	DOC Corrections Management Information System	
Owner	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. The higher the percentage of successful completions, the greater the success.

3. HOW WE ARE DOING

This was a new measure in 2005 and the data continue to show an increase in the number of inmates who are successfully completing transitional leave from 2005. The Department currently has a successful completion rate of 86.2%, near but not yet achieving 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 inmates 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 Departments 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 Departments 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 Departments 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.

KPM #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.	2005
Goal	Customer Service	
Oregon Context	Agency Mission	
Data Source	DOC Research Unit survey responses	
Owner	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.

4. HOW WE COMPARE

Comparison data from other state agencies has not been made available.

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 inmates transition. This assures that the information collected is based on current practices and experiences, rather than opinions from past experiences. In 2008, the DOC has had an 79% response rate, which is high for surveys of this kind. A high response rate allows us to trust the data as an accurate reflection of customer opinions, both positive and negative.

6. WHAT NEEDS TO BE DONE

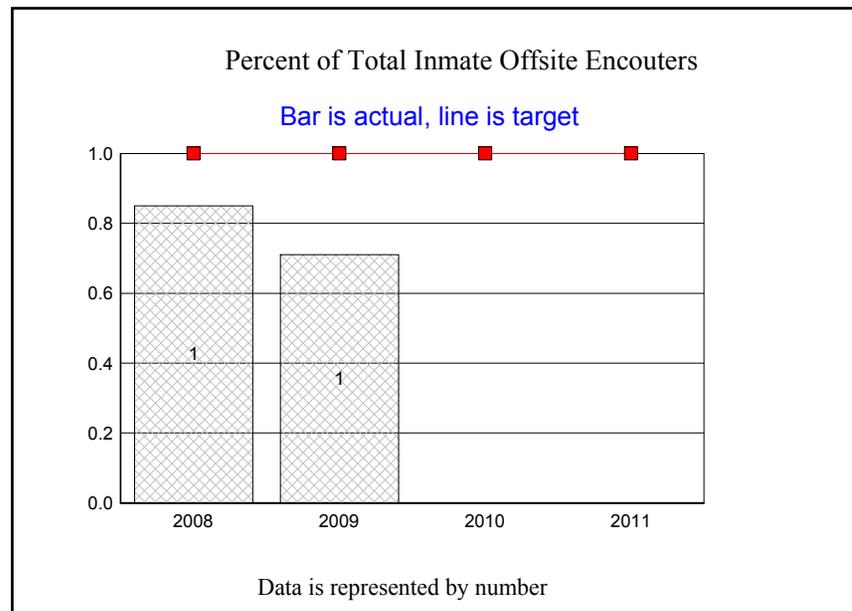
A transition process that improves the success of inmates when they leave prison is a priority for the Department. Details from the survey will be reviewed to determine where customer service improvements can be made immediately. Other areas may require longer term planning. A project management approach 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 inmates release. Sample characteristics: Surveys sent to POs throughout Oregon; in 2008, 79% of the surveys were completed and returned. This survey is conducted biennially in the even numbered years.

KPM #12	Percent of total inmate care encounters that occur offsite.	2007
Goal	To be a safe, civil and productive organization	
Oregon Context	Agency mission	
Data Source	DOC Health Services Management Reporting	
Owner	Operations Division, Mike Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

New contract with Third Party Administrator for discounted Provider network, case management and claims processing have improved cost efficiency of outside trips by reducing hospital days and providing discounts on network provider services. New contracts with specialists in

cardiology, internal medicine and OB/GYN to reduce offsite visits and the associated costs.

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

We have reviewed the sources of the data reported last year and have found problems. We have worked to refine our data sources to prove them more meaningful. The most significant difference is the source of outside encounters. We now use the Med Trip data as provided by the AS400 Corrections software. Please see new data definitions and sources.

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

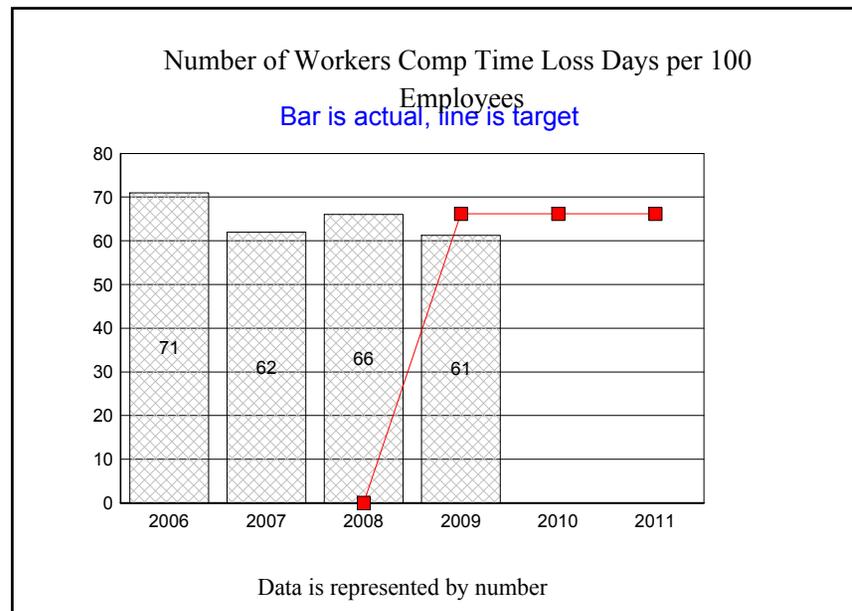
More focused work with the Third Party Administrator to further reduce hospital costs and to identify trends in illness and management of the subsequent care. Identify areas of specialty where we might do well to bring the care in-house.

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 collected from the

AS400 Corrections software. Med Trips are used.

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



1. OUR STRATEGY

The department continues to value safety in all aspects of our daily jobs. Safety and wellness messages, strong claims management and cooperative early return to work programs continue, as well as SHARP status being worked toward in all facilities.

2. ABOUT THE TARGETS

The Department's target of 66.15 has been met and exceeded, 61.25 for time loss days per 100 employees. We will continue to strive toward excellence in getting staff back to work in a timely fashion. Safety managers will continue closely monitoring SAIF claims. Our facilities working toward SHARP through OROSHA will help continue to bring our time loss days down on an annual basis. Due to staffing reductions this will remain a difficult target to achieve. Safety managers will continue to work on this key performance measure. Our new internal target will be 61 for the next reporting period of 2009-2010. This will decrease by .25 our accomplishment for the 2008-2009 reporting year.

3. HOW WE ARE DOING

Overall, our injuries and time loss days were down for this reporting year. Our target was 66.15 and actual time loss was 61.25 per 100 employees. We will continue to strive to decrease time loss injuries.

4. HOW WE COMPARE

The Department has not identified any comparables.

5. FACTORS AFFECTING RESULTS

The Departments focus on safety and wellness during this year has resulted in a drop in time loss injuries. We are encouraging staff to become involved in their safety and wellness and believe our new focus on safety and wellness has improved our overall results for this reporting year.

6. WHAT NEEDS TO BE DONE

The Department will continue to implement safety and wellness as a line item in our agency. Our Vitality Program is up and running in 7 of our locations. The SHARP program is being implemented at all AFSME facilities and SCCI and WCCF have completed their initial inspections and all paperwork is turned in to OROSHA for SHARP status. CCCF and SRCI will have their initial inspections during the Fall of 2009. We will continue to focus on SHARP for all facilities.

7. ABOUT THE DATA

The Department continues to focus on time loss days per 100 employees. Our target for this year was 66.15 and our actual time loss was 61.25. We

met and exceeded our goal for the year. We will continue to analyze our data and work on safety and wellness programs to continue with this trend.

CORRECTIONS, DEPARTMENT of	III. USING PERFORMANCE DATA
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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
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Alternate:	Alternate Phone:
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The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY	<p>* Staff: On-going evaluation of both internal and external measures to provide appropriate management information.</p> <p>* Elected Officials: Reviewed by Governors Office and the Legislature to ensure applicability of measures and performance reporting.</p> <p>* Stakeholders: None</p> <p>* Citizens: None</p>
2 MANAGING FOR RESULTS	<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>
3 STAFF TRAINING	<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.</p>
4 COMMUNICATING RESULTS	<p>* Staff: Available on the agency website and communicated regularly through division and executive-level discussions.</p> <p>* Elected Officials: Annual Performance Report and Agency Management Report oversight.</p> <p>* Stakeholders: Agency webpage using the Corrections Management Information System for general interest and management of resources.</p>

	* Citizens: Agency webpage for general interest.
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