



# Strategic Plan

2026 • 2027 • 2028

# Table of Contents

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- 03 Message from the Director
- 04 Who We Are
- 05 The Planning Process
- 07 Stakeholder Insight
- 08 DEI
- 09 The Strategic Plan



# Message from the Director



The 2026–28 Oregon Department of Corrections (DOC) Strategic Plan charts a clear, accountable, and purposeful path forward for our agency, one which strengthens our unwavering commitment to safety and security, transformation, accountability, and operational excellence.

This plan centers the dignity, health, and well-being of the adults in our custody; the safety, development, and professional growth of our employees; and the trust and confidence of the communities we are entrusted to serve.

Grounded in extensive feedback from employees across every institution, work site, and division - as well as insights from adults in custody (AICs), labor organizations, community partners, victim-survivor advocates, and state and local stakeholders - this plan reflects both the opportunities before us and the challenges we must address with urgency and resolve. It identifies four strategic priorities that will guide our work over the next three years: strengthening our continuum of care, investing in employee excellence, advancing modernization across our systems and infrastructure, and elevating professionalism in every aspect of our operations. Together, these priorities provide a framework for meaningful, measurable progress and sustainable organizational growth.

This plan is not the finish line; it is our starting point. It represents a shared commitment to continuous improvement and collective responsibility, grounded in our mission, values, and duty to the people of Oregon. Its impact will be realized through disciplined implementation, transparent communication, thoughtful collaboration, and a shared commitment to doing the right thing, the right way, every day. These priorities will shape our programs, policy decisions, resource allocation, and long-term planning, ensuring alignment across the agency and accountability at every level.

Meaningful progress will require sustained focus, adaptability, and honest assessment of what is working, where barriers remain, and how we must evolve to meet emerging needs. By holding ourselves accountable to these standards, we will strengthen our organization, better serve those in our care, and build a safer, more just future for Oregon.

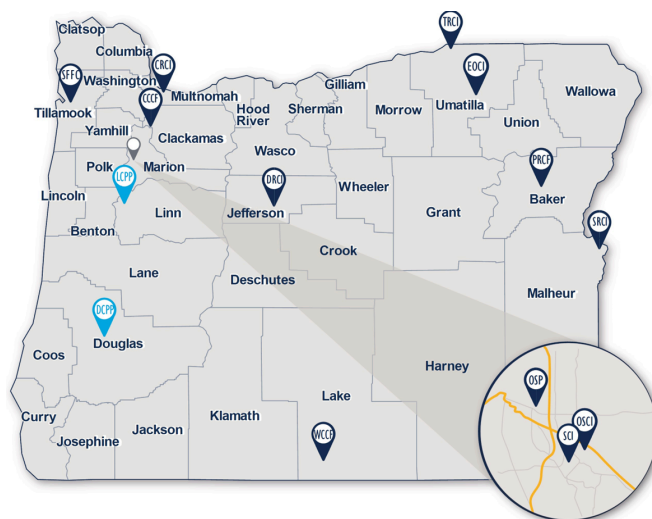
Sincerely,

A handwritten signature in blue ink that reads "Michael Reese". The signature is fluid and cursive, written in a professional style.

Michael Reese, Director

# Who We Are

The Oregon Department of Corrections (DOC) has legal custody of adults sentenced to incarceration for more than 12 months, housing approximately 12,100 adults across 12 correctional institutions located throughout the state. These facilities serve communities in every region of Oregon, from urban population centers to rural areas, making DOC one of the state's largest and most geographically dispersed agencies. Through this statewide footprint, DOC delivers constitutionally required care, evidence-based programming, and safe and secure operations while remaining deeply connected to the local communities in which its facilities operate.



DOC is recognized nationally among correctional agencies for its commitment to evidence-based practices which provide individuals with the cognitive, educational, behavioral health, and job skills needed to become productive citizens upon release. Programming is designed to reduce recidivism, enhance public safety, and support successful reentry by addressing criminogenic risk factors, increasing employability, and strengthening pro-social connections.

Beyond institutional operations, DOC plays a critical role in community supervision. Approximately 21,000 individuals are under community supervision across Oregon, with DOC directly operating the Linn and Douglas County Community Corrections. In partnership with community corrections agencies, local service providers, and community-based organizations, DOC supports individuals as they transition from incarceration to supervision, housing, employment, treatment, and community reentry. This continuum of care and accountability strengthens public safety, promotes long-term success, and reinforces DOC's mission to transform lives for safer communities.

Together, DOC's institutional and community-based operations represent a comprehensive, statewide corrections system that balances safety, accountability, rehabilitation, and reentry.

## The Planning Process

Strategic planning provides the foundation for how the agency aligns its work, resources, and people toward shared goals. In a system as complex and demanding as corrections, planning is not simply a management exercise; it is essential to ensuring safety, strengthening operations, and building the organization to meet the needs of the future.

The goal of this Strategic Plan is to bring the entire agency into shared understanding and a common plan of action. It allows DOC to identify its desired outcomes, guiding values, and core priorities. Strategic planning also helps establish measurable progress markers to hold the agency accountable and celebrate the wins along the way. Most importantly, strategic planning centers DOC’s mission: protecting communities, promoting accountability, and transforming lives.

The department spent the better part of 2025 gathering input from employees, stakeholders, AICs, and leadership to create this plan. For DOC, this plan serves as a roadmap, one that connects daily work to long-term improvements in safety, staffing, modernization, and culture.

### Values

- Dignity
- Courage
- Growth
- Professionalism
- Partnership
- Safety

### Mission

The mission of the Oregon Department of Corrections is to protect communities, promote accountability, and transform lives.

Employees

**4,700**

Adults in Custody

**12,100**

Adults on Supervision

**19,300**

# Strategic Planning Phases

## Phase 1: Clarity



### MISSION

What is our purpose?



### VALUES

What are our fundamental beliefs that shape how we work together and serve our mission?



### STAKEHOLDER INSIGHTS

What environmental factors do we need to consider, and what partner perceptions about DOC already exist?



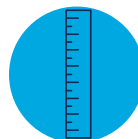
### PRIORITIES

What must be accomplished over the next three years?



### ACTIONS

What collective actions need to occur to deliver on our priorities?



### KEY PERFORMANCE MEASURES

How will we measure success?



### TRACK PROGRESS

How are we doing? Do we need to adjust?



### REPORT

Share results and progress toward plan goals.

## Phase 2: Focus and Attention

## Phase 3: Implement, Measure and Evaluate

## Stakeholder Insight

The development of the 2026–2028 DOC Strategic Plan was grounded in meaningful engagement with internal and external stakeholders, ensuring the department’s priorities reflect the needs of the workforce, the adults in our custody (AICs), and the communities served.

The planning process included a comprehensive review of organizational goals and environmental factors impacting the

department, combined with input from multiple stakeholder groups. This approach ensured the plan is both data-informed and responsive to emerging challenges and opportunities.

To inform the plan, DOC conducted a survey of employees to gather perspectives on strategic priorities, operational challenges, and opportunities for improvement. In addition, the department engaged with labor partners, the Governor’s Office, key legislators, stakeholders, and other community and state partners to ensure alignment with expectations. This collaborative approach validated priorities, identified shared goals, and built consensus around the actions required to achieve them.

Recognizing the importance of centering the lived experience of AICs and the critical role of family and community connections, DOC also sought direct input from AICs and their family members and friends regarding specific strategic initiatives. This engagement focused on projects designed to enhance communication, learning, and connection, including the potential expansion of tablet access for all AICs.

Stakeholder input was critical to shaping the plan’s focus on continuum of care, employee excellence, modernization, and professionalism. The insights collected throughout this process will guide implementation, monitoring, and continuous improvement efforts.

### Stakeholders Engaged:

- Employees
- Labor Organizations
- The Governor’s Office
- Oregon Legislators
- Citizen United for the Rehabilitation of Errants (CURE)
- Governor’s Advisory Panel on Gender Responsive Practices
- Community Corrections Directors



## Key Performance Measures

Key Performance Measures (KPMs) are a critical component of the DOC Strategic Plan, providing a clear and measurable way to track progress toward achieving strategic priorities. These measures help ensure transparency, accountability, and continuous improvement across programs, services, and operations.

Recidivism	Arrested for a new crime within three years of release from a facility to parole/post-prison supervision.
Recidivism	Convicted of a new misdemeanor or felony within three years of release from a facility to parole/post-prison supervision.
Recidivism	Incarcerated for a new felony within three years of release from a facility to parole/post-prison supervision.
OSHA Employee Injuries	OSHA recordable injuries per 100 employees who work a whole year.
Incentive Leave	Percentage of AICs at Incentive Level III (the highest attainable incentive level).
Healthcare	Timeliness of medical care.
CO Vacancy rate	Vacancy rate of correctional officers.
Nurse Vacancy rate	Vacancy rate of nurses.
CO Retention	Correctional officer retention in first year.
Nurse Retention	Nurse retention in first year.
Employee Engagement	All-staff employee engagement survey - supervisor scores from direct reports.
Leave Programs	The percentage of adults in custody who complete transitional leave and non-prison leave (AIP).
Staff Assaults	The number of Class 1 assaults on individual staff per year.
Adult in Custody Misconducts	The number of adults in custody sanctioned for level 1 misconducts, including Violations Not Responsible.
Customer Service	Percent of customers rating their satisfaction with DOC as "good" or "excellent."

# A Commitment to Diversity, Equity, and Inclusion

DOC’s Diversity, Equity, and Inclusion (DEI) direction is grounded in a simple but essential universal goal: create an environment where every employee feels safe, respected, and valued. This approach is built on three foundational pillars that guide work, leadership, and service.

## Psychological Safety

Psychological safety is the foundation for all DEI progress.

When employees can speak openly, ask questions, raise concerns, and share ideas without fear of embarrassment or retaliation, teams function better and trust grows. DOC is committed to building a culture where communication is open and respectful, where mistakes are opportunities for learning, and where leaders model transparency and empathy.

## Trauma-Informed Operations

As an agency serving adults in custody and supporting staff who work in high-stress environments, DOC recognizes the impact of trauma on both the workforce and the people it serves. A trauma-informed approach means striving to understand the experiences that shape behavior, reducing practices that may unintentionally cause harm, and designing environments that support emotional and physical well-being.

## Equitable Practices

Equity requires consistent attention to how policies, practices, and systems impact people differently. DOC’s commitment to equitable practices means ensuring fair access to opportunities, resources, and support for all staff and adults in custody.

This includes transparent hiring and promotional processes, clear and consistent policy application, and ongoing evaluation of disparities so data-informed improvements can be made.



## The Agency’s Journey

DOC’s mission to protect communities, promote accountability, and transform lives requires more than programs, policies, and facilities. It requires a sustained, agency-wide commitment to continuous improvement, grounded in shared values, accountability, and alignment across the agency.

This commitment calls upon each individual, regardless of role or location, to contribute to a culture of excellence, integrity, and service. The Strategic Plan is built around four interdependent journeys: AICs, employees, managers, and the organization as a whole.



At their core, these journeys envision a future in which incarcerated people are provided with the tools, programming, and support necessary to return to their communities prepared for success, while DOC employees are equipped with the training, resources, and workplace culture needed to thrive professionally. They reinforce a management structure which leads with clarity, consistency, and compassion, and an organization that is adaptable and innovative.

As this Strategic Plan is launched, it is done with an understanding of the emerging fiscal realities. The plan begins amid budget reductions, and while it is intentionally aspirational, DOC recognizes the pace and scope of some initiatives may be influenced by Oregon’s budget environment over the next three years.

Even within these constraints, the agency remains steadfast in its commitment to progress. Regardless of fiscal challenges, DOC is committed to advancing this work, finding innovative solutions, and sustaining momentum toward a safer, more effective, and more humane correctional system.

## The Journey of Adults in Custody

Grounded in the values of safety, accountability, dignity, and rehabilitation, DOC recognizes every incarcerated person enters our system with a unique history, set of needs, cultural background, and potential for positive change. Over the next three years, the department will strengthen a



comprehensive continuum of care which provides consistent, evidence-based assessment, treatment, education, and support from intake through release and community supervision. A cohesive continuum is essential to improving safety, reducing recidivism, and supporting successful reentry. DOC will ensure all components of the system are intentionally connected, including intake, housing, case planning, program delivery, health care, incentives, preparation for release, and community supervision. By strengthening coordination across these areas, DOC will promote continuity, reduce gaps in services, and improve outcomes.



DOC's strategic initiatives will focus on creating safe and secure prisons, delivering effective assessments and programs, transforming health care delivery, and strengthening community supervision. These priorities will guide investments, policy development, and operational improvements to ensure services are responsive, trauma-informed, culturally competent, and grounded

in evidence-based practices. By investing in rehabilitation, accountability, and continuity of care, DOC will enhance public safety and expand opportunities for individuals to return to their communities as productive, contributing members of society.

## The Employee Journey

Hiring and retaining the right people, investing in their development, and supporting them through strong leadership, wellness, and professional standards are foundational to DOC's mission and long-term success. Corrections is, at its core, a people business. The safety, rehabilitation, and operational excellence of the department depend on the engagement, professionalism, and well-being of staff.



Over the next three years, the department will invest in the employee experience across the full lifecycle of employment,

from recruitment and onboarding to training, career development, leadership readiness, and accountability. DOC will modernize recruitment strategies to attract a diverse, skilled, and mission-driven workforce, while streamlining hiring processes to improve efficiency and access. Once onboarded, employees will be supported through training, mentorship, and continuous learning to equip them for success in complex environments.

DOC will prioritize leadership development, recognizing strong leadership drives employee engagement, organizational culture, and performance. The department will invest in training that builds supervisory capacity, trauma-informed practices, and inclusive leadership skills - ensuring leaders are prepared to support their teams and model DOC's values.

Employee wellness will remain central to the employee journey. DOC will expand access to behavioral health supports, wellness programming, and critical incident response services to promote resilience, reduce burnout, and enhance well-being. By addressing physical and psychological safety, the department will foster a supportive environment where employees feel valued and empowered to perform at their best.

Through these efforts, DOC will strengthen recruitment and retention, enhance workforce stability,<sup>12</sup> and build a culture grounded in professionalism and mission focus. Investing in the employee journey is essential to supporting our staff and delivering safe and effective correctional services for Oregon.

## The Manager's Journey

Grounded in the values of professionalism, integrity, accountability, and respect, DOC will strengthen its professional culture by clearly defining expectations, objectively measuring performance, and aligning behavior with the department's values. Leadership defines culture, and the quality of management across the agency directly shapes employee engagement, organizational effectiveness, and public trust.



In developing this Strategic Plan, DOC conducted multiple employee surveys, including a Gallup Poll, which consistently showed that strengthening management practices would significantly improve recruitment, retention, morale, and workplace satisfaction. These findings reinforced the need to invest in managers as culture carriers, operational leaders, and stewards of professionalism.

Over the next three years, DOC will focus on raising professional expectations, integrating values into operational standards, and expanding leadership and management training. Clear expectations and accountability frameworks will promote consistency, fairness, and transparency across all facilities and functional areas. Integrating values into performance standards, supervision practices, and decision-making processes will ensure professionalism is embedded in daily operations, not treated as an abstract concept.

The department will also develop manager training programs to build leadership capacity, supervisory skills, communication, emotional intelligence, and trauma-informed practices. These programs will prepare managers to lead diverse teams, navigate complex issues, and support employee growth and well-being. Through these efforts, DOC will build a strong cadre of managers who consistently model the department's values and foster a respectful, accountable, and high-performing workplace culture.

## The Journey of the Organization

To meet Oregon's needs today and in the future, DOC must transform both how people work and how the organization functions. This includes modernizing infrastructure, systems, technology, processes, and research capacity, along with a strong commitment to using data to improve performance, accountability, and the efficient use of resources.

Over the next three years, DOC will advance modernization efforts to create safer facilities, strengthen security, streamline business processes, and improve communication both internally and externally.

Facility upgrades will enhance safety, resilience, and functionality - supporting secure operations, staff well-being, and effective programming. Modernized security infrastructure will improve situational awareness, incident response, and overall safety for staff, adults in custody, and visitors.

DOC will also invest in technology and business process improvements to reduce administrative burden, increase efficiency, and improve service delivery across the agency.

These efforts will be supported by strengthened data systems, research capacity, and continuous improvement practices. This will enable evidence-based decision-making, performance monitoring, and transparent accountability.

Together, these initiatives will build a more agile, efficient, and resilient organization prepared to meet evolving operational, workforce, and public safety demands.



# Conclusion: Four Journeys, One Mission

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The 2026–2028 Strategic Plan positions DOC to make strides in operationalizing its mission across all levels of the organization. The work ahead is ambitious, meaningful, and essential. The agency will continue to build a culture that values both the transformation of adults in custody and taking care of its own employees. These four journeys ultimately lead to the same place: a safer Oregon.


Contact us:

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