



# Strategic Plan

2026 • 2027 • 2028

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# Message from the Director



The 2026–28 Oregon Department of Corrections (DOC) Strategic Plan charts a clear and accountable path forward for our agency, one that strengthens our commitment to safety and security, transformation, accountability, and operational excellence. This plan centers the well-being of the adults in our custody, the safety and growth of our employees, and the trust of the communities we serve.

Grounded in extensive feedback from staff across every institution and division, as well as insights from adults in custody, labor organizations, community partners, victim-survivor advocates, and state and local stakeholders, this plan reflects both the opportunities and challenges ahead. 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.

This plan is not the finish line. It is our starting point on a journey. Its impact will come through disciplined implementation, collaboration, and a shared commitment to doing the right thing, the right way, every day. These priorities will influence our programs, policy decisions, resource allocation, and long-term planning. Progress will require focus, accountability, and honest assessment of what is working and where we must adjust.

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

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The Oregon Department of Corrections (DOC) has custody of adults sentenced to prison for more than 12 months, housing approximately 12,200 adults in 12 prisons throughout the state. DOC is recognized nationally among correctional agencies for providing individuals with the cognitive, education, and job skills needed to become productive citizens when they transition back to their communities.

Oregon also has approximately 21,000 individuals under supervision in the community. Linn and Douglas Community Corrections are operated by DOC.

### Values

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Professionalism and safety guide our work. We act with integrity and responsibility to protect staff, adults in custody, and the communities we serve.

### Mission

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

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Employees

**4,700**

Adults in Custody

**12,300**

Adults on Supervision

**21,000**

# The Planning Process

Strategic planning provides the foundation for how the agency aligns its work, resources, and people toward a shared future. 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 kind of organization we want to be.

A clear strategic plan helps us understand where we are today, where we need to go, and how we will get there. It creates agency-wide alignment, improves decision-making, and ensures we are moving with purpose. Most importantly, strategic planning centers our mission: protecting communities, promoting accountability, and transforming lives.

The goal of our strategic plan is to bring the entire agency into shared understanding and a common plan of action. It allows us to define the outcomes we want to achieve, the values that guide us, and the priorities that matter most. Strategic planning also helps us establish measurable progress markers so we can hold ourselves accountable and celebrate the wins along the way.

We spent the better part of 2025 gathering input from staff, stakeholders, AICs, and leadership to create this plan. As you can see from the graphic on the following page,

For DOC, this plan serves as a roadmap, one that connects our daily work to long-term improvements in safety, staffing, modernization, and culture.

# Strategic Planning Phases

## Phase 1: Clarity



### MISSION & VISION

What is our purpose?



### VALUES

What are our internal 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?



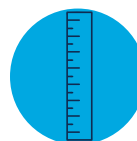
### PRIORITIES

What must be accomplished over the next three years?



### ACTIONS

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



### KEY PERFORMANCE INDICATORS

How will we measure success?

## Phase 2: Focus and Attention

## Phase 3: Implement, Evaluate and Measure



### TRACK PROGRESS

How are we doing? Do we need to adjust?



### REPORT

Share results and progress toward plan goals.

## Stakeholder Insight

The development of the 2026–2028 DOC’s Strategic Plan was grounded in extensive engagement with internal and external stakeholders, ensuring that the priorities reflect the needs of our workforce, the adults in our custody, and the communities we serve.

The planning process included a comprehensive review of organizational goals, operational data, and environmental factors impacting the department, combined with input from multiple stakeholder groups.

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, and other community and state partners to ensure alignment with state policy and public expectations. This collaborative approach allowed us to validate priorities, identify shared goals, and build consensus around the actions required to achieve them.

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
- Stakeholder Groups

# A Note About Diversity, Equity, and Inclusion

DOC's Diversity, Equity, and Inclusion direction is grounded in a simple but essential universal goal: create an environment where every employee feels safe, respected, and valued. Our approach is built on three foundational pillars that guide how we work, lead, and serve.

## **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 we serve. A trauma-informed approach means we strive to understand the experiences that shape behavior, reduce practices that may unintentionally cause harm, and design 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 promotion processes, clear and consistent policy application, and ongoing evaluation of disparities so we can make data-informed improvements.

## The Agency's Journey

The Oregon Department of Corrections (DOC) is entering a pivotal period of modernization, revitalization, and professional development. Our mission to protect communities, promote accountability, and transform lives requires more than programs, policies, and facilities. It requires an ongoing commitment to improvement by every individual that is in alignment with this mission.

The DOC 2026–2028 Strategic Plan is built around four transformative journeys:

1. The Journey of Adults in Custody
2. The Journey of DOC Employees
3. The Journey of DOC Management
4. The Journey of the Organization

These journeys are interconnected; progress in one empowers progress in the others. Together, they define a future where adults in custody are prepared for release back into the community and DOC employees have the support infrastructure they need to develop professionally.

As we roll out this strategic plan, we acknowledge it begins under the cloud of budget reductions and uncertainty about the economy and federal support for many of our sister agencies. This strategic plan is aspirational and many of its initiatives may be impacted by our state's budget constraints over the next three years. We are clear about where we want to arrive by 2028, but we are also aware there will be needs for adjustments to this plan based on Oregon's fiscal health. Regardless of budgetary challenges, as an organization, DOC is committed to finding a path forward to make progress toward our goals.

# The Journey of Adults in Custody

Every adult in custody (AIC) enters DOC with a unique history, set of needs, cultural background, and potential for positive change. Over the next three years, DOC will focus on strengthening a complete continuum of care that provides consistent, evidence-based assessment, treatment, education, and support from the moment of intake through release and supervision.

## **A continuum that works together, not in pieces.**

To improve outcomes, DOC must ensure that all components of the system are coordinated and mutually reinforcing; intake, housing, case planning, program delivery, health care, incentives, preparation for release, and community supervision.

DOC leadership will be accountable to the Governor and Legislature for improving the following Key Performance Indicators (KPIs):

- Improved recidivism rates.
- Better AIC behavioral outcomes.
- More AICs released with stable housing, health care coverage, and employment.
- Higher AIC satisfaction with the quality of health care provided by DOC.
- A reduced rate of litigation.

These KPIs will help DOC align our internal initiatives, ensuring that all of our work “moves the needle” toward improvement. Detailed below are the four initiatives that we believe will drive DOC closer to this ideal continuum.

## **I. Safe and Secure Prisons**

Safe and secure prisons are essential for protecting staff, adults in custody, and the broader community by preventing violence, escapes, and the flow of contraband. They also create the stable environment needed for effective rehabilitation, treatment, and reentry preparation to take place. To improve our KPI measures, DOC will:

- Focus on aligning our practices, rules, and regulations with national standards.
- Support secure AIC communication with family and friends.
- Standardize evidence-based programming in special housing units.
- Improve contraband detection and interdiction practices.

# The Journey of Adults in Custody, cont.

## II. Effective Assessments and Programs

A central feature of the next three years is ensuring that every AIC receives accurate, culturally informed assessments and targeted programming that reflects current research. DOC is committed to improvement in these key areas over the next three years:

- Complete 100% of AIC assessments at intake.
- Launch pilots for sex-offense intervention.
- Roll out gender-responsive needs assessment.
- Standardize evidence-based programming in special housing units.
- Expand tablet-based education and job training programs.
- Expand successful peer-led support systems.
- Incorporate cultural needs into case planning and program delivery.

## III. Transformed Health Care Delivery

The implementation of a statewide Electronic Health Record (EHR) system marks a major modernization goal and is a cornerstone for all data-informed practices. Over the next three years, DOC will:

- Deploy EHR to all facilities and enhance onboarding.
- Use EHR data to inform care decisions and improve quality.
- Build a Continuous Quality Improvement (CQI) structure and competency across health services.
- Reduce reliance on contract staffing by developing more efficient and sustainable workforce models.

These efforts will improve timeliness, consistency, and transparency in the delivery of medical, dental, and behavioral health care.

## IV. Impactful Community Supervision

The journey does not end at the gate. DOC is committed to ensuring AICs re-enter communities with the tools they need to succeed. By 2028, DOC will:

- Expand stable housing inventory and improve access to culturally appropriate sources of support.
- Ensure continuity of case planning through community supervision.
- Improve training compliance and collaboration with counties.
- Apply research and global best practices to supervision models.
- Strengthen accountability, victim support, and meaningful responses to noncompliance.

In summary, the journey of adults in custody is focused on their transformation from a criminal mindset into being a productive member of society upon their release.

# The Employee Journey

Hiring and retaining the right people, investing in their development, and supporting them with strong leadership, wellness, and professional standards.

## **Corrections is a people business.**

Over the next three years, the department will invest deeply in the employee experience. From recruitment and promotion to training, wellness, leadership development, and accountability.

DOC leadership will be accountable to the Governor and Legislature for improving the following KPIs:

- Workplace safety
- Vacancy rates.
- One-year retention rates.
- Engagement with return-to-work programs.
- Time elapsed in the investigation life cycle.

By strengthening systems that support these KPIs, DOC will build a professional environment that attracts, develops, and retains people who embody DOC's values. The four initiatives that will support our improvement in these areas are detailed below.

## **I. Hiring and Promotion: Building the Right Workforce**

The department will redesign hiring and advancement processes around fairness, consistency, professionalism, and clear expectations. This includes:

- Embedding DOC's values and DEI principles into interviews, onboarding, and promotion.
- Establishing new classifications and refining existing ones to align with our mission.
- Standardizing hiring manager workflows to ensure a quality onboarding experience.
- Expanding promotional processes to represented and non-security ranks.
- Tracking panel practices to ensure integrity and equity.

Employees must see a clear, transparent path for their professional growth and development. To support that path, DOC will implement internal career maps and improve recruitment strategies based on data.

# The Employee Journey, cont.

## II. Training, Development, and Next-Generation Leadership

To ensure employees have the tools they need to thrive, DOC will:

- Redefine and launch a new, modernized New Employee Orientation (NEO).
- Streamline manager and leadership training, integrating DEI principles and the department's values.
- Develop and launch a mentorship program.
- Implement a Succession Planning Tool to prepare for anticipated leadership turnover.
- Deliver training that improves payroll competency, investigative consistency, and supervisory expectations.

## III. Enhancing Workplace Safety, Accountability, and Trust

Safety is foundational to providing a secure prison environment. The department will:

- Conduct thorough investigations to identify and remove individuals who pose risks to staff or DOC values.
- Strengthen collaboration between the Office of the Inspector General (OIG) and institution leadership.
- Reduce the average length of investigations and improve transparency about timelines.
- Integrate supervisor accountability into performance management.

These steps position DOC to create a workplace where professionalism is expected and supported at every level.

## IV. Employee Health, Wellness, and Resilience

The burden of correctional work is real, and DOC is committed to supporting the holistic well-being of staff. Over the next three years, DOC will:

- Expand mental health, stress management, and resilience programs.
- Strengthen return-to-work and light-duty programs.
- Involve SAIF and other partners to reduce identified safety and wellness gaps.
- Increase access to peer recovery programs and preventative health screenings.

In summary, a healthier, well-trained, and supported workforce is a safer workforce - one that is prepared for the daily challenges of correctional settings. DOC leadership is committed to the initiatives outlined above and believe they will make our agency an employer of choice.

## The Manager's Journey

Our agency will strengthen its professional culture by defining expectations clearly, measuring performance objectively, and aligning behavior with the department's values.

### **Leadership defines culture.**

In the development of this strategic plan, DOC has conducted several surveys of our employees, including the Gallup Poll, that indicate improving the quality of our management practices would significantly impact recruitment, retention, morale, and workplace satisfaction.

KPIs for this focus area include:

- Diversity of hiring and promotion.
- Gallup survey supervisor score.
- The number of management investigations.
- The number of staff grievances.

By strengthening systems around these measures, DOC will build a cadre of managers who are proficient at maintaining a professional environment reflecting DOC's values. The four initiatives that are designed to improve the level of professionalism at DOC are detailed below.

### **I. Raise Professional Expectations**

- Implementing updated standards for professionalism, ethics, and dress code.

### **II. Integrate Values into Standards**

- Revising and integrating the DOC values into all hiring, promotion, training, and onboarding.

### **III. Develop Great Managers**

- Rolling out new management standards and integrating DEI expectations into evaluations.
- Ensuring supervisor accountability through performance management and training.
- Implement 360 reviews for all managers.

### **IV. Raise DEI-related Expectations**

- Improving change-management capacity at all levels.
- DEI standards embedded into hiring, performance management, and promotion practices.
- Complete all Gender Informed Practices Assessment (GIPA) Phase One projects.

# The Journey of the Organization

Building a modern agency that uses data, technology, infrastructure, and values-based leadership to support safety and outcomes.

## **Modernization is a safety requirement.**

To meet Oregon's needs today and in the future, DOC must transform not only how people work, but how the organization functions. This includes modernization of infrastructure, systems, technology, processes, research capacity, and, most importantly, a commitment to using data from these systems to improve our efficient use of resources.

The KPIs for this work are focused on keeping the following key projects on time and under budget:

- Complete the Oregon State Penitentiary cost study and stakeholder engagement process.
- Move headquarters to improve efficiency, collaboration, and cost savings.
- Implement 1:1 tablet adoption for AICs to improve communication and decrease risk.

DOC's modernization initiatives focus on creating safer facilities, more efficient business processes, and improved communication both internally and externally. The initiatives that will support the above KPIS are detailed below.

## **I. Upgrade Facilities**

### **II. Update Security Infrastructure:**

- Develop uniform institutional security infrastructure standards.
- Implement modern surveillance systems.
- Improve video storage capacity to meet operational standards.

### **III. Technology and Business Process Modernization**

- Strengthen cybersecurity infrastructure and risk management.
- Scope major upgrades to DOC 400, CIS, AFAMIS, telephone, radio, and network infrastructure.

### **IV. Data, Research, and Quality Improvement**

- Develop additional public-facing dashboards with current internal data.
- Adopt continuous quality improvement (CQI) frameworks for health care and other new initiatives.
- Use data to forecast risks, identify trends, and inform proactive interventions.

# Conclusion: Four Journeys, One Mission

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


Contact us:

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