

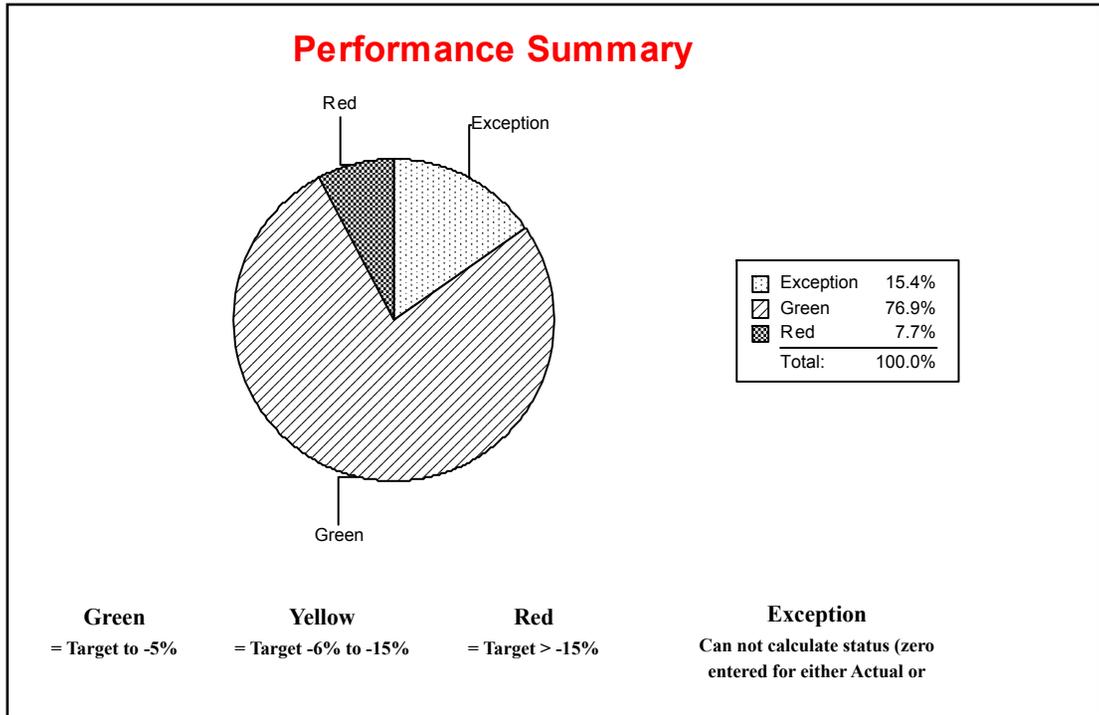
CORRECTIONS, DEPARTMENT of
Annual Performance Progress Report (APPR) for Fiscal Year (2012-2013)

Original Submission Date: 2013

Finalize Date:

2012-2013 KPM #	2012-2013 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.

CORRECTIONS, DEPARTMENT of	I. EXECUTIVE SUMMARY
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 department’s 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 through the establishment of the Oregon Accountability Model (OAM). 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. To further enhance the effectiveness of the OAM, the Department has implemented the Correctional Case Management (CCM) designed to target limited agency resources and treatment towards those inmates who are at the highest risk of returning to prison.

3. PERFORMANCE SUMMARY

As the performance summary chart indicates, the Department is performing well in 10 of the 13 measured areas. Although these ratings indicate green performance, the Department is continually working to maintain and improve performance in these areas. The Department ranked yellow in 2 key measurement areas. These include #1: Compliance with Measure 17 work and education requirements and #4: Rate of Class 1 assaults on individual staff. KPM #1 improved from red performance last year. Limited and reduced program resources continue to make it difficult to achieve the work and education requirement. Decreased staffing due to budget constraints, the rising inmate population within existing capacity and the increasing proportion of young and gang-related inmates present an on-going risk to staff. The Department ranked red in one area, #9: the number of escapes from unarmed perimeter facilities. The Department continues to work on improving security procedures, staffing and proper classification of inmates.

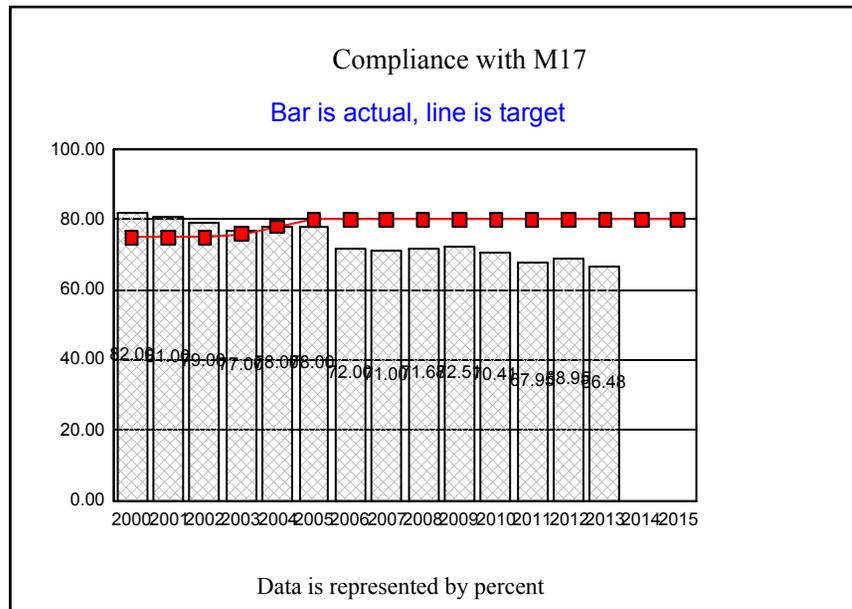
4. CHALLENGES

Budget constraints, reduced staffing, and increased inmate populations within existing capacities make it difficult to maintain a safe environment while providing the resources necessary to ensure inmate success upon release. Fewer outside work crews challenge the availability of meaningful work for inmates. As our population has grown, so have the number of inmates sanctioned for Level 1 misconducts. The Department is working on a number of initiatives to review inmate incentives and inmate sanctions and their relationship to Level 1 misconducts.

5. RESOURCES AND EFFICIENCY

The Department 2011-13 budget is \$1,324,785,417 General Fund, \$27,563,757 Other Funds and \$8,171,635 Federal Funds (\$1,262,826 FF is Non-limited Debt Service limitation). KPM #6 Reduce Electricity and Natural Gas Usage, reports that the Department is on track to achieve its 2015 target of reducing BTU usage by 20%. 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

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. The higher the percentage, the more inmates that are working or attending basic education and programming.

3. HOW WE ARE DOING

The Department has not met its internal targets for the current year. 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.

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. Average monthly population increased by 183 inmates compared to 2012; the number of exempt inmates also increased by 109, thus we had an additional 74 inmates eligible for work per month. However, the number of inmate jobs needed to support institution operations stayed relatively static. 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. Some work opportunities, like outside work crews are limited by the amount of funding that public entities have available to finance those activities. In July 2010, as a cost saving measure, the Department suspended all General Funded Inmate Work Crew Supervisor positions. Because of this suspension, the Department increased their daily community crew rate to meet all expenses associated with the work crew. As the Department's costs to make work crews available increase, public entities abilities to purchase these services shrink or stay the same. This change has resulted in a decrease of 25,305 inmate work days since July of 2010. There is a 4,661 decrease in community inmate work days this reporting period compared to the 2012 reporting period (7.1%). Even though there is a 7.10% decrease

in community work crew days, the overall KPM only decreased by 2.47%. This can be attributed to institutions creating work for inmates through innovative in-house projects (dog programs, gardening programs, photo programs, etc.) Also, Powder River Correctional Facility has begun a community outreach program through New Directions Northwest which provides work crews to non-profit agencies/events as part of their programming. This has resulted in an additional 497 inmate work days for this reporting period.

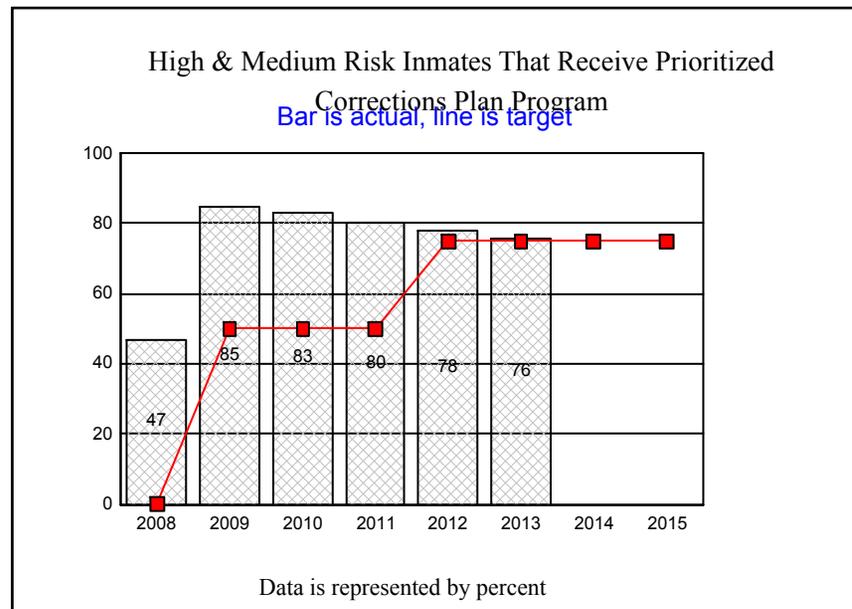
6. WHAT NEEDS TO BE DONE

Continue to think outside the box to develop and offer work and programming opportunities. Develop community relationships and innovative ways of supplying work crews for the needs of local communities (i.e., host agency crews, etc.) 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.

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	Offender Management & Rehabilitation Services Division, Kim Brockamp, Assistant Director 503-945-9092	



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 2012, the target was changed from 50% to 75%.

3. HOW WE ARE DOING

The agency reports 75.8% of high and medium risk inmates completed a program prioritized on their corrections plan, which represents a reduction from 78% reported in 2012.

The performance just above the target on this measure indicates the agency is doing a decent job of identifying and engaging the higher risk inmates in programs. One reason for the reduction may be due to the Department's conversion to a new case plan that is separate from where the data is pulled to determine corrections plan compliance.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The data compares programs identified on the OCP against inmates completing those programs. Particularly for inmates being referred to COG, their OCP may not reflect a COG need, but the LS/CMI does.

As part of case management, counselors may determine that an inmate's ACRS score needs to be overridden to a higher score based on the LS/CMI. If this occurs, the inmate may appropriately complete a program on their corrections plan, but our automation system doesn't capture the override and deems the inmate as having a low risk to recidivate.

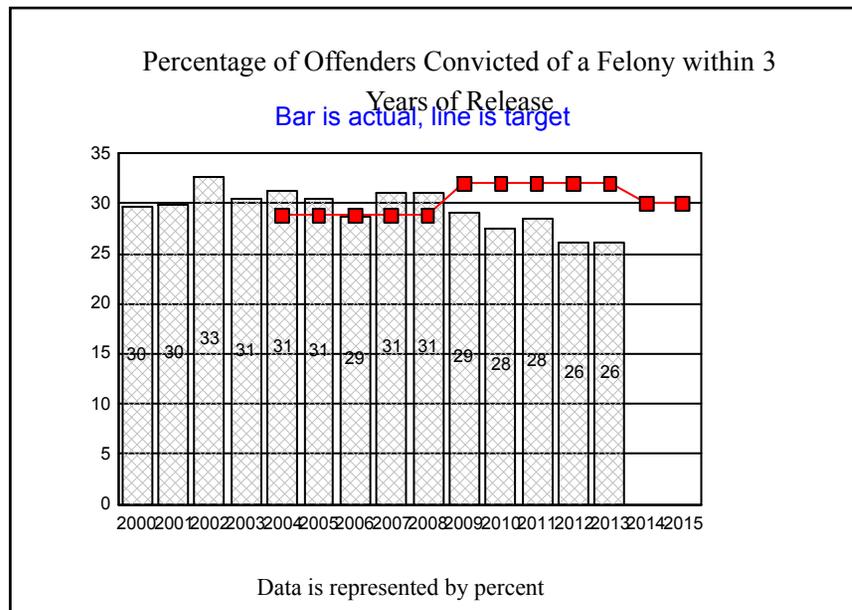
6. WHAT NEEDS TO BE DONE

The Department needs to review the data collection process and assure all applicable data is being captured since the Department is using dual independent systems to capture data until they can merge.

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	Offender Management & Rehabilitation Services Division, Kim Brockamp, Assistant Director 503-945-9092	



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 2013 fiscal year rate, for releases in fiscal year 2009, is 26.1%.

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 Pew Center for the States published a comparison of recidivism rates by state and found that Oregon had the lowest rates of recidivism of any of the 41 states included in the study. The report also documented a significant drop in recidivism for Oregon in people released from prison in 1999 and in 2004. The report defined recidivism as a return to prison for any reason, and a return to prison for a new crime. Oregon not only has the lowest rates in both categories, but has had over a 30% drop in recidivism between 1999 and 2004.

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. This includes implementation of the Level of Service/Case Management Inventory, which is a comprehensive measure of risk and need factors, as well as a fully functional case management tool. 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.

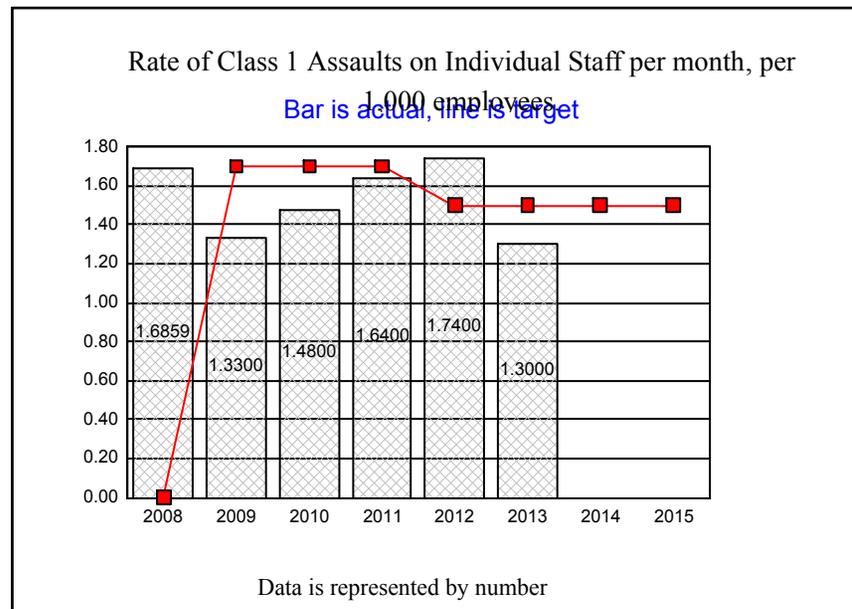
6. WHAT NEEDS TO BE DONE

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.

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	ODOC Offender Management System (OMS) and Corrections Information System (DOC400).	
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 creates an institutional environment that encourages open communication combined with a positive approach to inmate management while discouraging assaults on staff.

2. ABOUT THE TARGETS

Method of measurement focuses on the number of assaults on staff as it relates to employees (per 1,000 employees). This allows the agency to focus on staff impacted by assaults.

3. HOW WE ARE DOING

DOC is meeting this KPM for the 2013 reporting period. There is a substantial decrease in the number of staff assaults during this reporting period. Last reporting period there were 92 assaults committed by 54 unduplicated inmates. This reporting period we had 69 assaults committed by 55 unduplicated inmates. This indicates the number of inmates committing multiple assaults has declined dramatically.

These results are due in part to the Oregon Accountability Model. The model requires staff to hold offenders accountable by providing both positive and negative consequences to inmate behavior and guiding offenders toward pro-social behavior. A further component of the OAM is Correctional Case Management. Through this component the Department targets resources to those adults in custody who are most likely to recidivate by including all employees in a multi-disciplinary case management approach.

Definition for Inclusion in this Measure: *The inmate intentionally or knowingly causes bodily fluids to come into contact with a staff member, or intentionally or knowingly causes physical injury to the staff member. Includes all incidents of assault referred to the State Police for investigation.*

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

Each assault is reviewed to ascertain 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.

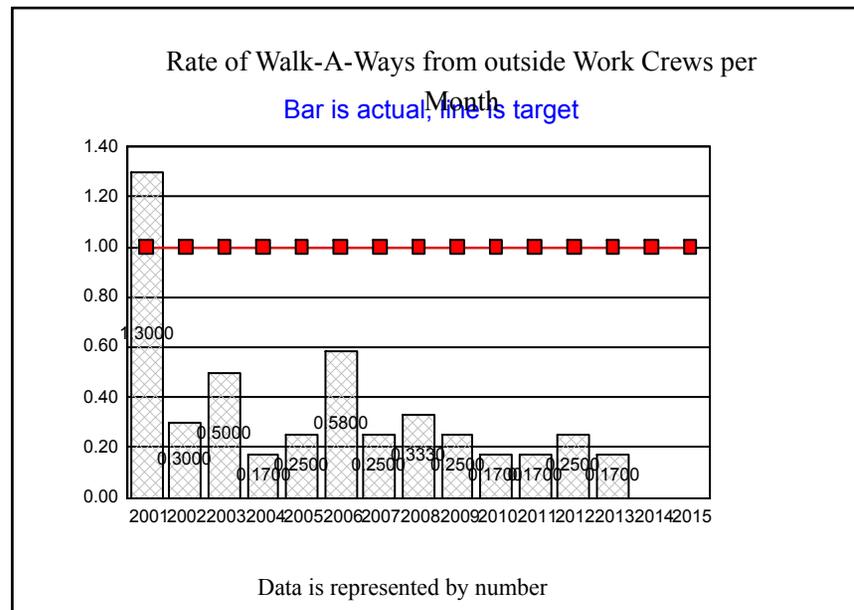
6. WHAT NEEDS TO BE DONE

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 2013. Each institution is responsible for monitoring and tracking staff assaults. Staff assaults are tracked utilizing Unusual Incident Reports and recorded in the ODOC Offender Management System (OMS). Also, all staff assault misconduct sanctions are reviewed individually for inclusion in this measure. Definition for inclusion in this measure: *The inmate intentionally or knowingly causes bodily fluids to come into contact with a staff member, or intentionally or knowingly causes physical injury to the staff member. Includes all incidents of assault referred to the State Police for investigation.*

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 Offender Management System & Institution 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 450 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. The Department utilizes 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. ODOC had two walk-a-ways from outside work crews in fiscal year 2013. While this is a very low number, the department continues to refine 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.

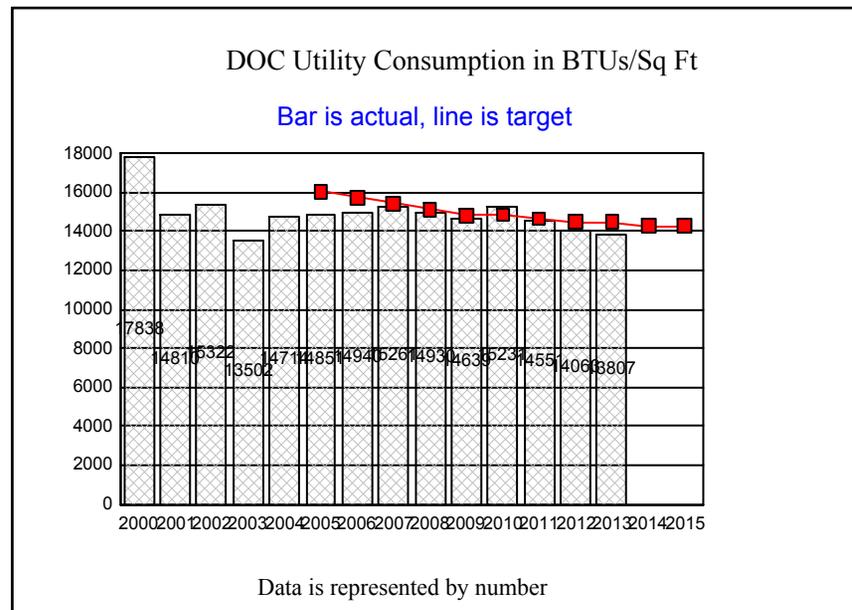
6. WHAT NEEDS TO BE DONE

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 2013. This information is reported by individual institutions utilizing the Unusual Incident Reports and recorded in the ODOC Offender Management System (OMS).

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 Facilities Services compilation of utility consumption data	
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 20% reduction target is established in statute and the data supports that this is an attainable goal for the future.

3. HOW WE ARE DOING

The Department is on track to meet the established consumption reduction goals. The Department has established “green teams” to aid in keeping staff informed and focusing on conservation efforts.

4. HOW WE COMPARE

Based on the data reported, DOC has met our target of consumption of 14,468 BTUs per square foot per month. Consumption is lower than expected due to milder temperatures during winter period. We should anticipate increased consumption if the coming winter is cooler.

5. FACTORS AFFECTING RESULTS

Any additional reductions beyond the currently established 20% will require systems retrofit with energy efficient equipment.

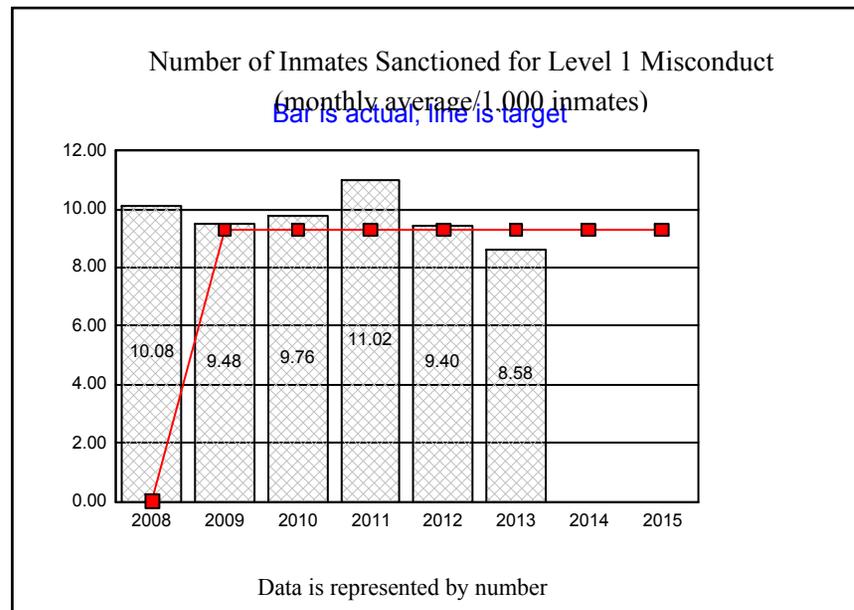
6. WHAT NEEDS TO BE DONE

Continue to monitor consumption to ensure the trend does not change.

7. ABOUT THE DATA

The reporting cycle for consumption information is the Oregon Fiscal Year and reflects consumption that will be 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

This measurement allows the agency to measure the inmates sanctioned for Level I misconducts, rather than simply on the total sanctions occurring. This information helps the Department identify behavior types and inmates with violent histories toward staff and chronic misconducts. The target is 9.3 per 1,000 inmates.

3. HOW WE ARE DOING

DOC is meeting this KPM for the 2013 reporting period. There is a considerable decrease of level 1 sanctions for this reporting period.

The Rule on Prohibited Conduct (105) was changed on 7/1/09 to include 2.01.04 Staff Assault. After the change, the level 1 sanctions steadily increased over the two previous reporting periods. The rule was again changed in 2011 to remove violation 2.01.04. However, a new violation was added in its place, 2.05.04, Inmate Assault 1. Overall, the decrease between the old violation 2.01.04 and the new violation 2.05.04 for this reporting period is 36. In the next reporting period there will not be any sanctions for 2.01.04 Staff Assault.

A factor in reduction of level 1 misconducts may be attributed to institutions implementing several new "non-cash" incentives (food events, special movie events, family events, etc.)

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

The rising inmate population within existing capacity and the increasing proportion of young and gang-related inmates presents an on-going challenge. 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 casual 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 PRAS Rule is being evaluated to better leverage behaviors that will result in the reduction of Level 1 misconducts.

A factor in reduction of level 1 misconducts may be attributed to institutions implementing several new "non-cash" incentives (food events, special movie events, family events, etc.)

The Department revised its Rule on Prohibited Conduct (Inmate) in 2011. This included a removal of a sanction that was added in 2009 which caused an increase in the overall level 1 sanctions. It appears that this revision has brought level 1 sanctions into a more normal range. The Department will continue to monitor the outcome of this change.

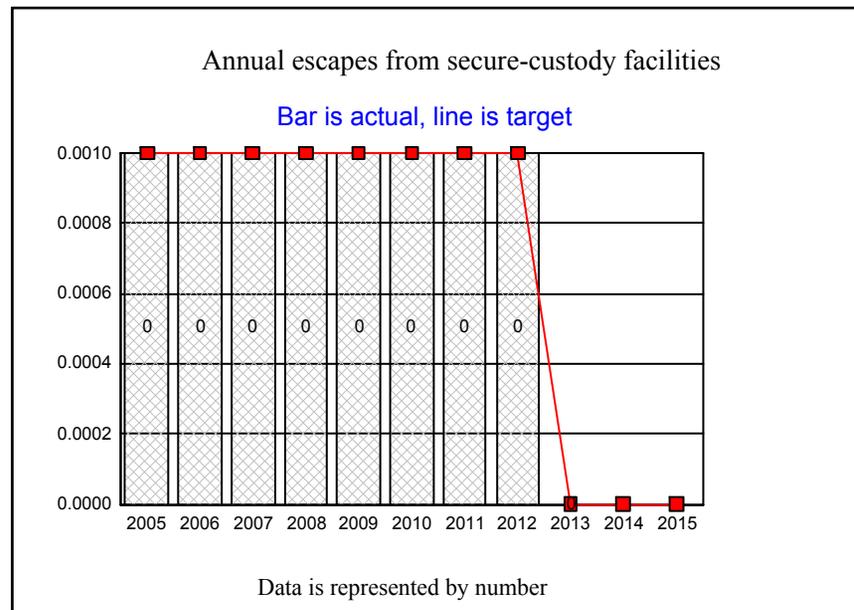
6. WHAT NEEDS TO BE DONE

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 is 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. Incentives are in place to encourage positive behavior, with new incentives being developed on an on-going basis. Inmates with violent histories toward staff and chronic misconducts will be addressed as part of their Corrections Plan and through Security Threat Management.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2013. 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 Offender Management System (OMS)	
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 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. A further component of the OAM is Correctional Case Management. Through this component the Department targets resources to those adults in custody who are most likely to recidivate by including all employees in a multi-disciplinary case management approach.

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.

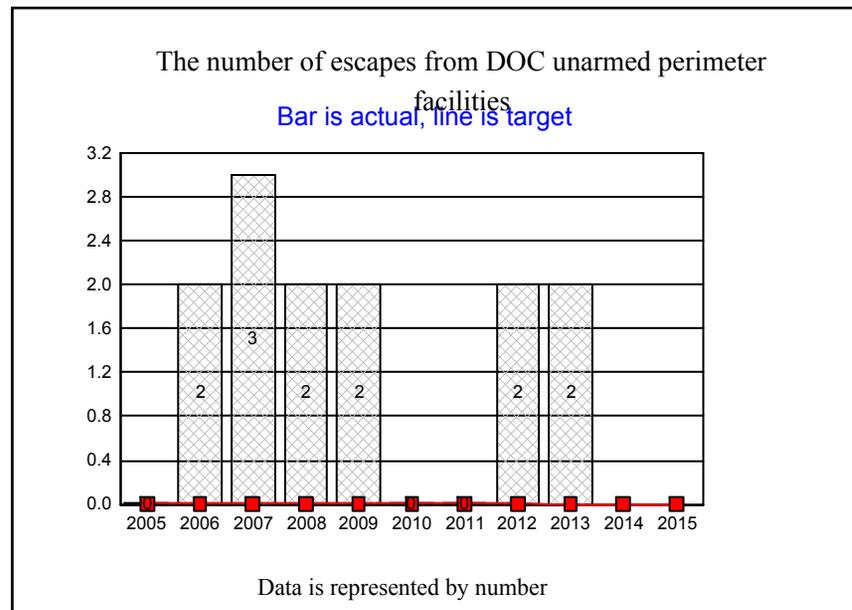
6. WHAT NEEDS TO BE DONE

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 2013. Each institution documents incidents via an Unusual Incident Report which are recorded utilizing the Offender Management System (OMS). The information is reported to the Department's Research Office by the Department's Fugitive Apprehension Unit.

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 Offender Management System (OMS)	
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. 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

This 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 ensure inmates are correctly classified as minimum custody inmates and are appropriate for minimum custody institutions.

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.

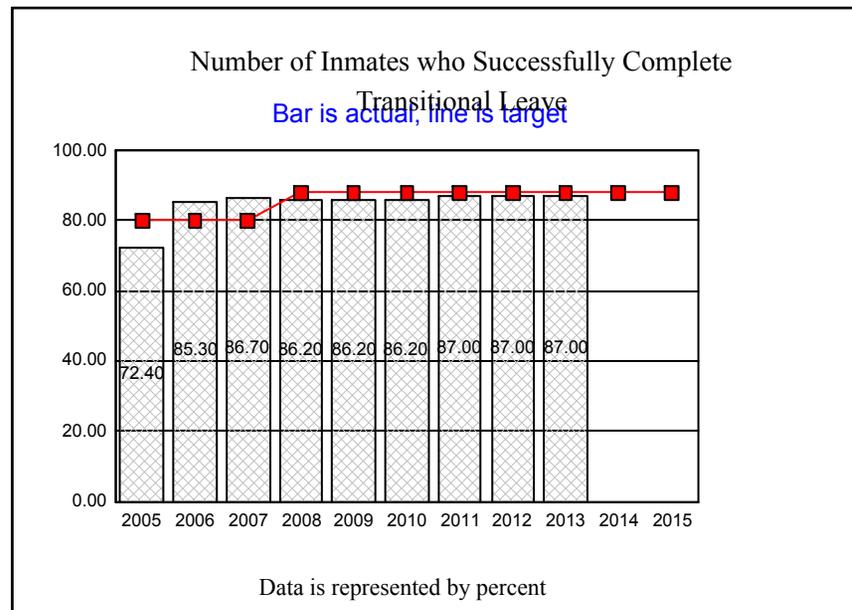
6. WHAT NEEDS TO BE DONE

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 2013. Each institution documents the incident on an Unusual Incident Report and records it utilizing the Offender Management System. The information is reported to the Department's Research Office by the Fugitive Apprehension Unit.

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	Offender Management & Rehabilitation Services Division, Kim Brockamp, Assistant Director 503-945-9092	



1. OUR STRATEGY

Improvement of process to include 30-day Short-term Transitional Leave (STTL) as an incentive for completion of A&D treatment as well as working with inmate sooner to help with their success on STTL.

2. ABOUT THE TARGETS

The Oregon Department of Corrections offers alcohol and drug treatment as well as Cognitive Alternative Incarceration Programs (AIP) to inmates who have been sentenced by a judge as eligible for AIP, and who apply to participate and meet other statutory and Department policy requirements to participate. The programs are based on intensive interventions targeted at criminogenic risks, rigorous personal responsibility and accountability, physical labor, and service to the community. Additionally, AIP consists of an institutional phase for a minimum of 180 days followed by a period of Short-term Transitional Leave (STTL) of up to 90 days for a total minimum program length of 270 days. During the institutional phase, these programs provide 14 to 16 hours of highly structured and regimented routine every day for a minimum of 180 days.

The Department also offers a lesser period of Short-term Transitional Leave of up to 30 days to inmates that are not enrolled in an Alternative Incarceration Program. As with the 90-day Short-Term Transitional Leave, the inmate must complete an application and meet the statutory and Department policy requirements to be approved for 30-day Short-term Transitional Leave. Regardless of whether it is 30 or 90-day Short-term 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 has shown an increase in the number of inmates who are successfully completing Short-term Transitional Leave from 2005. The completion rate for this 2013 report has remained steady since 2010 at 87%, and is just one percentage point below the revised performance goal of 88%.

4. HOW WE COMPARE

The Department is not aware of other states that have Short-term Transitional Leave, nor any comparable data.

5. FACTORS AFFECTING RESULTS

The Department considers an inmate for participation in an Alternative Incarceration Program (AIP) 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 up to three months on Short-term Transitional Leave in their home communities; therefore, AIP participants are held to a higher standard of behavior on transitional leave.

The Short-term Transitional Leave agreement constitutes the Department's expectations for both behavior and programming compliance. Inmates who successfully complete both the institutional and Short-term Transitional Leave phases of an AIP receive a sentence reduction. Conversely, inmates who fail the institution phase of an AIP will not receive a sentence reduction and those who fail the STTL portion of an AIP are returned to the physical custody of the Department to serve out the remainder of their sentences. They also forfeit the opportunity to participate in further AIP during the current custody cycle.

6. WHAT NEEDS TO BE DONE

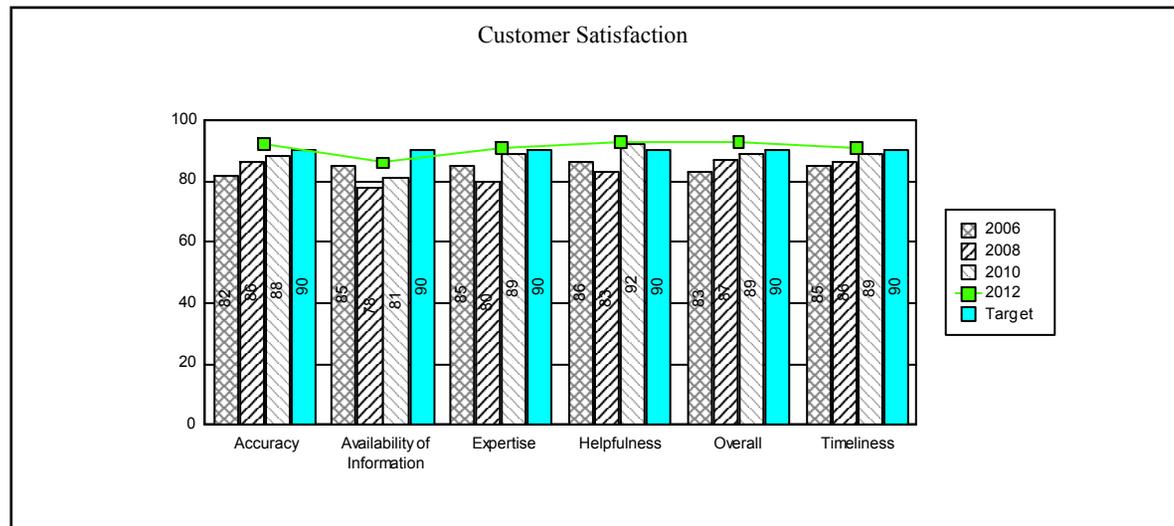
Focused quality improvement efforts in the alcohol and drug treatment and the cognitive treatment programs have resulted in more effective treatment and

transition planning. These improvements have improved the effectiveness of the Short-term Transitional Leave option for Alternative Incarceration Programs as well as the 30-day Short-term Transitional Leave as part of the Department's focus on success-oriented prison-to-community re-entry efforts for offenders.

7. ABOUT THE DATA

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

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	Research Manager Paul Bellatty, 503-947-1010	



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 2012, 93.3% of respondents rated the overall quality of service as excellent or good. All 6 areas (overall, accuracy, availability of information, expertise, helpfulness, and timeliness) improved between 2010 and 2012. The Overall rating (89.1% to 93.3%), the area of Availability of Information (81.4% to 85.9%) and the area of Accuracy (87.6% to 91.1%) were the areas that increased to most. The next survey will be conducted in 2014.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

DOC randomly sampled inmates released during a six month period in 2012. 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. The response rate was 82%, which is very 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.

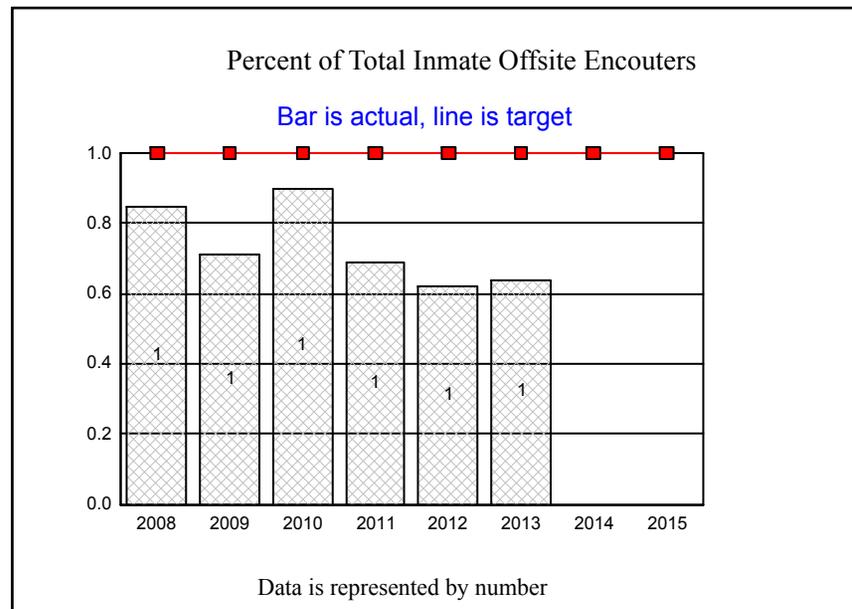
Population: Community corrections staff working with inmates releasing from DOC prisons between March and July, 2012.

Sampling frame: Community corrections staff working with inmates released from DOC (Oregon) prisons between March and July, 2012.

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 PO's throughout Oregon; in 2010, 82% 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 Service's Management Reporting	
Owner	Operations Division, Mike Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

The Quality Committee/LEAN project made several changes to our offsite appointment process which resulted in fewer missed trips, reduced overtime and improved relationships between Transport, offsite providers and Health Services Staff. Case Management Program

is being developed to manage chronic diseases. Stanford developed Chronic Disease Self Management program has been launched in several institutions by Dr. Ann Shindo of the Department. Better management and prevention of chronic illness will reduce offsite trips .

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

We continue to meet our goal with a slight improvement over last year .

4. HOW WE COMPARE

We continue to use the same data sources as in previous years .

5. FACTORS AFFECTING RESULTS

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

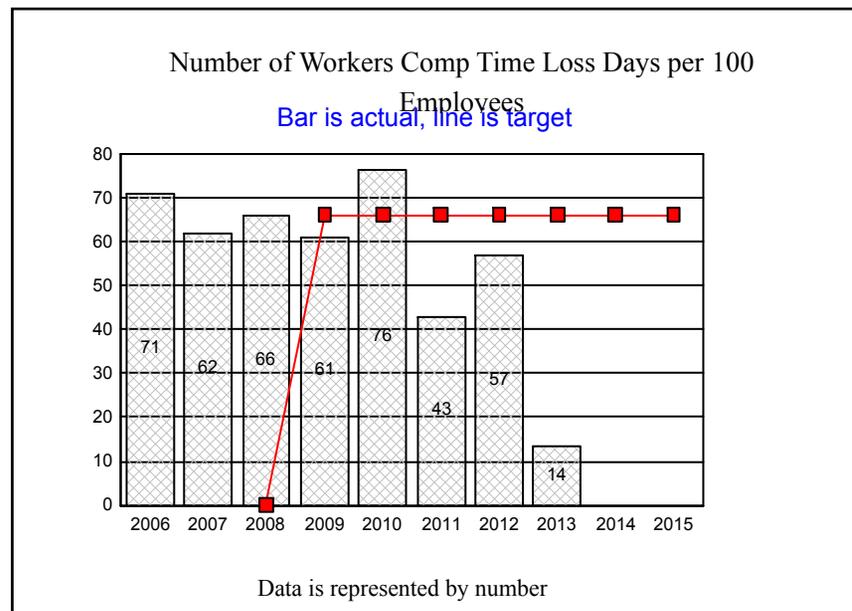
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The data for on-site visits is collected within the Department and reported manually each month. The data for offsite encounters is 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	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.	
Data Source	DOC Safety and Risk Manager's monthly worker's compensation reports from SAIF.	
Owner	Human Resource Division Assistant Director, Christine Popoff, 503-945-5278	



1. OUR STRATEGY

State of transition continues with absence of safety managers however, DOC has partnered well with SAIF to continue monitoring and tracking time loss information and claims. Some claims responsibilities have been shifted to DOC Human Resource Managers who work closely with SAIF

2. ABOUT THE TARGETS

Due to the elimination of the safety managers and safety administrator, this information is not currently being tracked by ODOC. We will continue to work closely with SAIF to monitor claims numbers and statistics.

3. HOW WE ARE DOING

Due to the elimination of the safety managers and safety administrator, this information is not currently being tracked by ODOC.

4. HOW WE COMPARE

The Department has not been able to identify any comparables. Our industry is unique in that we don't produce a product but are responsible for incarceration of people for crimes that have been committed. This adds a new dynamic to work place injury data.

5. FACTORS AFFECTING RESULTS

Due to the elimination of the safety managers and safety administrator, ODOC is in a state of transition regarding the management of injury claims. We will continue to work with executive management to make them more aware of workers compensation costs. HR is working on being more selective in the hiring process which has resulted in a focus on physical fitness for staff through training and safety awareness.

6. WHAT NEEDS TO BE DONE

ODOC needs to work through this transition period to ensure claims and early return to work is managed appropriately and efficiently. We will continue to work closely with SAIF and OSHA to maintain compliance with safety standards and regulations.

7. ABOUT THE DATA

Continue in our efforts to mitigate workers compensation through our Early Return to Work Program and safety training opportunities throughout the state. The Department will continue in its efforts to reduce time loss claims.

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.