

CORRECTIONS, DEPARTMENT of
Annual Performance Progress Report (APPR) for Fiscal Year (2014-2015)

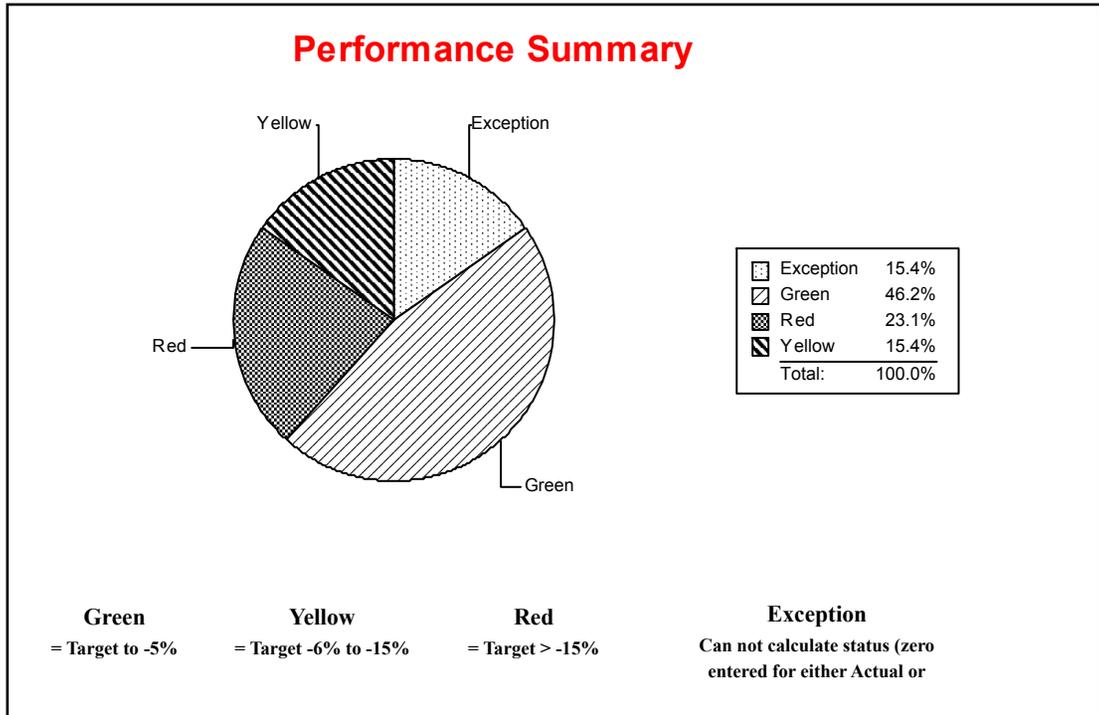
Original Submission Date: 2015

Finalize Date: 9/30/2015

2014-2015 KPM #	2014-2015 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.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	Title: Rationale:

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: Jennifer Black	Contact Phone: 503 569 3318
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.

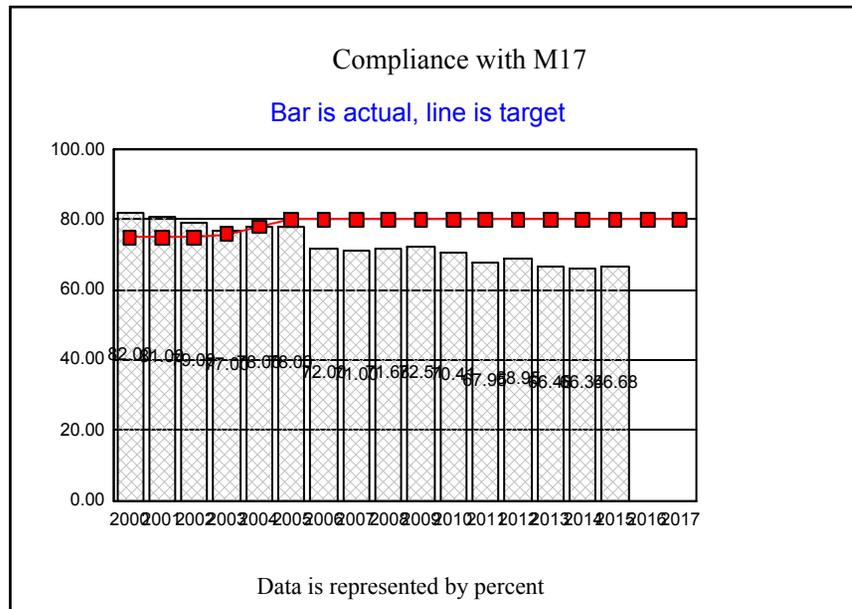
4. CHALLENGES

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, and a basic education, along with meeting the programming needs of inmates, etc., contributes to the successful return of inmates to society, thereby reducing recidivism. Inmates must be fully engaged in productive activity if they are to successfully re-enter society. The targets are set for the Department to increase the number of opportunities.

3. HOW WE ARE DOING

The Department did not meet its target for this reporting period, but did increase the percentage of Ballot Measure 17 compliant inmates slightly, from 66.34% to 66.68% in 2014-2015. Although not meeting the full 40 hour requirement for compliance, a majority of inmates have engaged in some type of work/education activity. For the month ending June 30, 2015 in addition to those meeting the 40 hour requirement, 7.51% had 31-39 hours, 6.02% had 21-30 hours, 4.61% had 11-20 hours, and 3.07% had 1-10 hours. It is becoming difficult to reach the target for a variety of reasons. To work on an outside work crew, inmates must be minimum custody and meet strict criteria to ensure public safety. The Department must also find a balance in prioritizing case management to support work opportunities, treatment, and education □ all of which can be on an inmate's corrections plan. Oregon Corrections Enterprises (OCE) works in partnership with the Department of Corrections by providing work opportunities that, as much as possible, mirror real world employment experiences.

4. HOW WE COMPARE

The Department is not aware of an industry standard and is in the process of attempting to identify other states that track this data similarly.

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 qualify, but also cause conflicts with scheduling and take priority over work crew assignments. The average monthly population, number of exempt inmates and the number of inmate jobs needed to support institution operations remained relatively unchanged. The Department increased the percentage of Ballot Measure 17 compliant inmates slightly in 2015, however, limited funding for programs will not reach all those in need. The continued restriction of not allowing sex offenders on outside work crews reduces the number of available inmates to work 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 did not meet the full 40 hour requirement. Some work opportunities, such as outside work crews are limited by the amount of funding that public entities have available to finance those activities. The number of inmates that were used to assist Oregon Department of Forestry in their fire-fighting efforts increased during the extremely heavy 2014 fire season. The number of inmate work days for fire-fighting efforts was 8,899. These inmates fought fires, and worked kitchen support and camp support operations during last year's fire season. Oregon Corrections Enterprises continued to work on expansion of work opportunities offered and have sustained an average of 1,337 inmates working in its programs.

6. WHAT NEEDS TO BE DONE

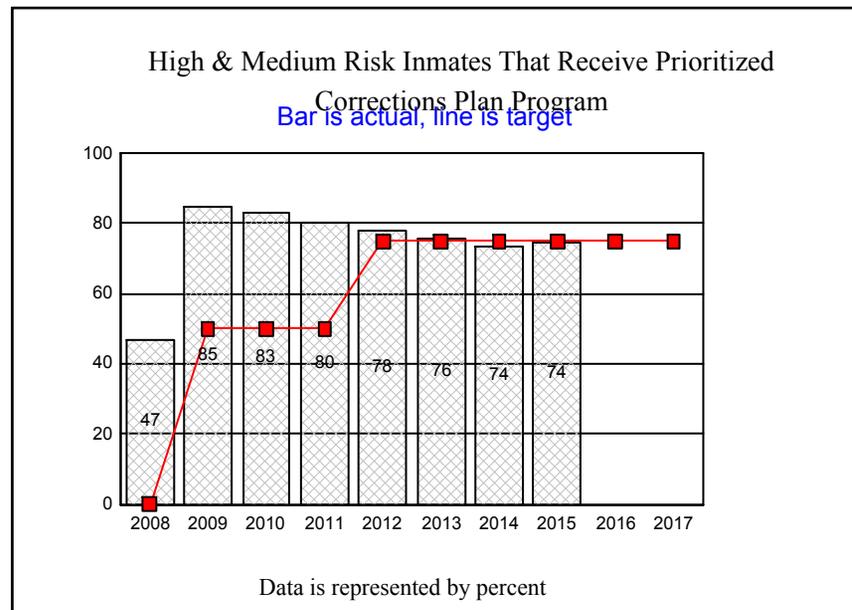
Continue to evaluate future job market trends and offer work and programming opportunities that will provide the skills necessary for inmates to obtain employment in industries where there is projected growth for job openings. Develop community relationships and innovative ways of supplying work crews for the needs of local communities (i.e., host agency crews, etc.) in support of Ballot Measure 17. The Department has initiated teams to evaluate and identify the root causes of compliance issues at local institutions and will use its findings to identify additional opportunities

for improvement with current programs. Oregon Corrections Enterprises has established a New Business Development Manager position. OCE continues to expand its Business Strategy Team through its Advisory Council to work with business and community leaders. Their goal is to establish new work opportunities as well as grow Ballot Measure 17 compliant work programs across the state.(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. Additional staffing for the Department is needed to increase data validity.

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

For each inmate, the department identifies (in order to address) criminal risk factors which, when mitigated, will reduce the likelihood of the individual committing another crime once released from prison. 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. With limited resources, the Department prioritizes programming and treatment for those

individuals with a medium-to-high risk to re-offend, coupled with a high programming/treatment need. With education, the department focuses on those inmates with a high education need and does not limit providing education to those with the highest risk of re-offending.

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 cognitive skills and treatment resources because of their higher likelihood of recidivating. While all risk levels receive education services, this measure only looks at the high and medium risk inmates who complete education to maintain consistency with the measure.

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 74.5% of high and medium risk inmates completed a program prioritized on their corrections plan, which represents an increase from the 73.5% reported in 2014. This increase can be attributed to the agency doing a better job of focusing programs toward those offenders with the highest risk to reoffend.

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 cognitive programming, their OCP may not reflect a cognitive 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 his/her corrections plan, but DOC's automation system does not capture the override and deems the inmate as having a low risk to recidivate.

Additionally, as mentioned in number 3 above, the education program completion data collection methodology was changed and most definitely is accounting for the drop in performance.

6. WHAT NEEDS TO BE DONE

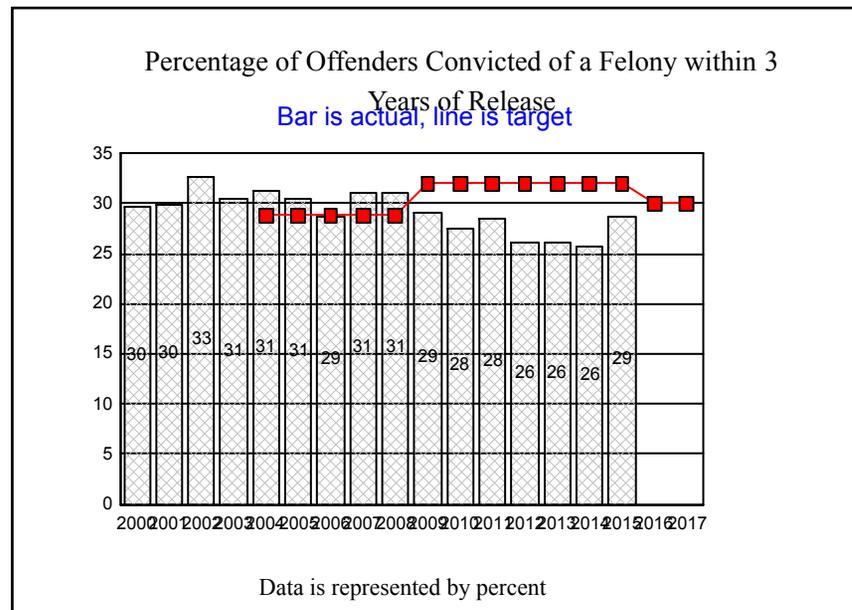
The Department needs to continue to monitor the data collection process to assure that all applicable data is being captured because it is using dual independent systems to capture data.

7. ABOUT THE DATA

In previous years, the OCP completion data for this report has been based on the calendar year. Beginning with 2014, this OCP completion data is now being reported by fiscal year.

An OCP is prepared for each inmate entering the Department's system. The Department monitors the status of this measure by reviewing data on inmate engagement and completion of programs, services, and activities listed in OCPs.

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	Community Corrections Division, Jeremiah Stromberg, Assistant Director, 503-945-8876	



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 2014 calendar year rate for releases in calendar year 2011 is 28.6%..

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. Each state has the ability to define recidivism in the context that makes sense for its public safety system. Historically, recidivism in Oregon has been defined as any new felony conviction within three years of release from prison. During the 2013 legislative session, Oregon expanded its ability to assess success by adding an additional measure for recidivism. House Bill 3194 expanded the definition of recidivism to include any arrest, conviction, or incarceration within three years of release from prison. While DOC will be monitoring this new measure very closely and reporting the data to the legislature, the agency will continue to evaluate this KPM using the traditional definition of recidivism, which is any new felony conviction within three years of release from prison.

5. FACTORS AFFECTING RESULTS

The Department continues to put considerable effort into assessing and developing a comprehensive corrections plan that will address identified risks and needs. This includes use of the Level of Service/Case Management Inventory, a comprehensive measure of risk and need factors, as well as a fully functional case management tool. Ongoing 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. Combined, these efforts should bolster the success of an inmate's positive re-entry into society.

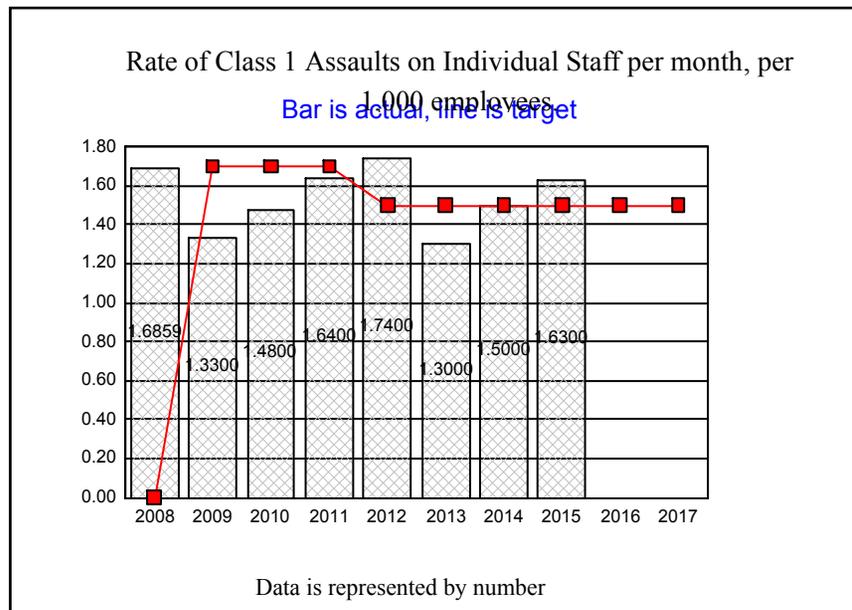
6. WHAT NEEDS TO BE DONE

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 calendar 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	Office of Inspector General, Leonard Williamson, Inspector General, 971-209-5079	



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

While there was an increase in staff assaults this reporting period, it is unclear as to what the extent the increase actually is. While conducting a routine analysis of the data related to this measure as part of CORE (DOC's performance management system) problem solving, it was discovered that the data is not completely accurate. IG Williamson convened a work group on 4/16/2015 at SRCI to analyze OM1b/KPM4 - staff assaults consisting of STM Lieutenants, facility staff assault measure owners, facility Core Specialists and other key staff. Deputy IG Laney was assigned to chair the workgroup. Each institution review team presented trends and strategies related to their facility as well as statewide. Several points became clear: 1) There is much confusion between class 1 staff assaults (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 - current measure definition) and Staff assault 1, 2 and 3 as defined in our administrative rule 291-105 - Prohibited Inmate Conduct and Processing Disciplinary Actions. 2) Staff assault data is pulled from UIRs which is a summary of an event and as set-up, does not provide accurate reporting of the number of assaults. 3) There is data entry errors, i.e., a staff assault is entered as staff exposure or outside hospital trip. 4) There is inconsistency statewide in tracking and reporting staff assaults.

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.

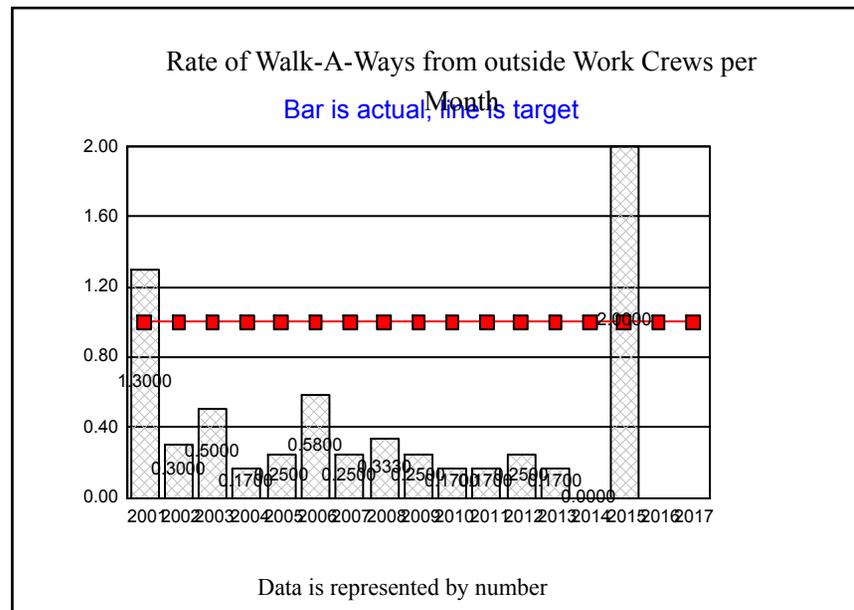
6. WHAT NEEDS TO BE DONE

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 2014. 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 213 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 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 2015. While this is a 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.

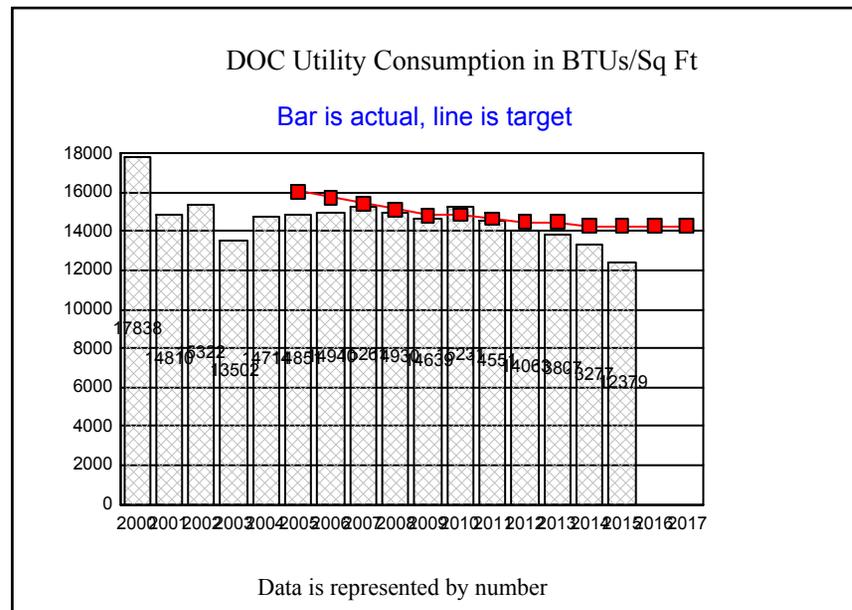
6. WHAT NEEDS TO BE DONE

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 2015. 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, Resource Conservation	



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 has met required 20% reduction goal.

4. HOW WE COMPARE

Based on the data reported, DOC has met and exceeded its 2015 target for reducing consumption to 14,270 BTUs per square foot per month. The Department will continue to monitor consumption and strive for further reductions.

5. FACTORS AFFECTING RESULTS

Any additional major reductions mandated beyond the currently established target will require a systems retrofit with energy-efficient equipment.

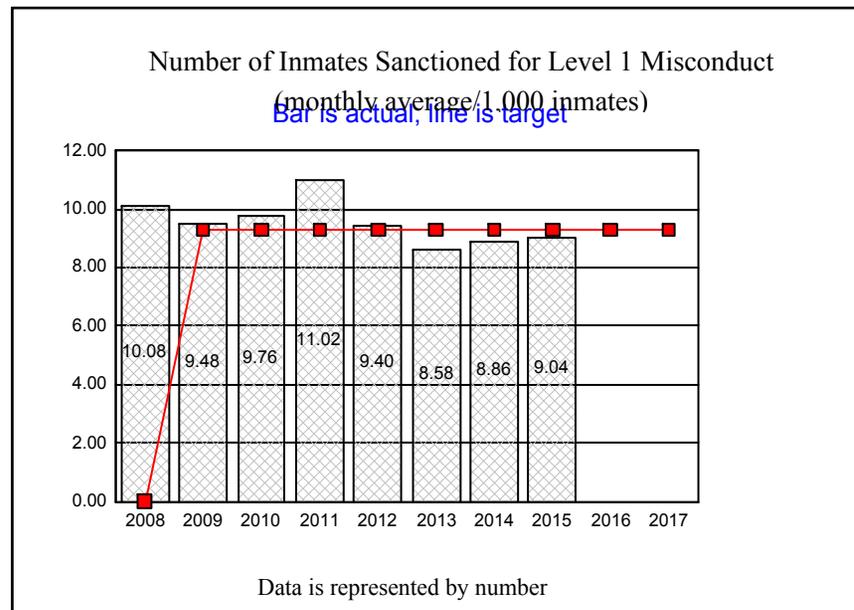
6. WHAT NEEDS TO BE DONE

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	Office of Inspector General, Leonard Williamson, Inspector General, 971-209-5079	



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 1 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 2014 reporting period, although there is a slight increase in Level 1 sanctions.

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

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 Office of Inspector General have worked closely to identify the causal factors for inmate extortion. Operations Division and the Office of Population Management have collaborated to automate Unusual Incident reports to better flag data that is linked to Level 1 misconducts. The 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 continues the revision of the Rule on Prohibited Conduct (Inmate) to more effectively manage inmate misconduct.

6. WHAT NEEDS TO BE DONE

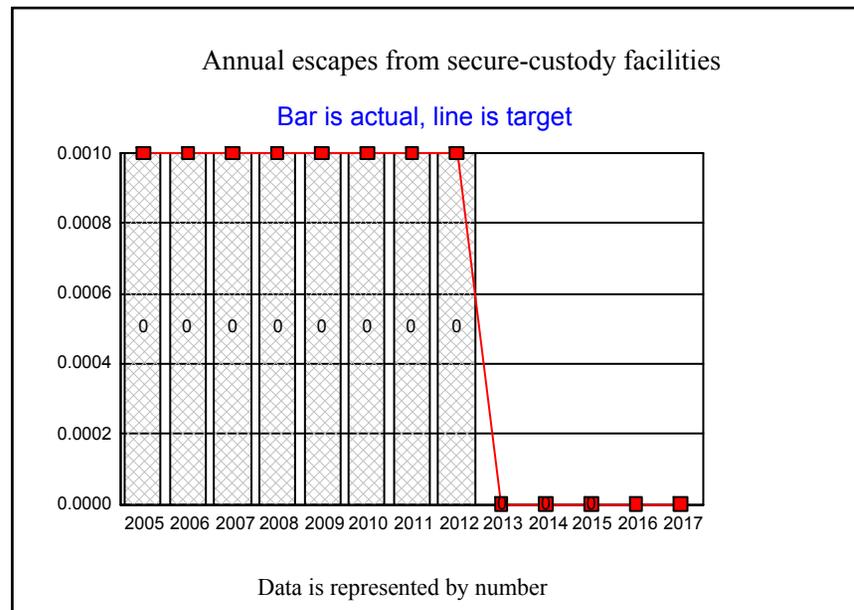
The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Level 1 Misconduct Sanctions that do occur will continue to be analyzed for cause. The Department will ensure staff is appropriately trained to manage inmate conduct. The 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, through Security Threat Management and Hearings.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2014. 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

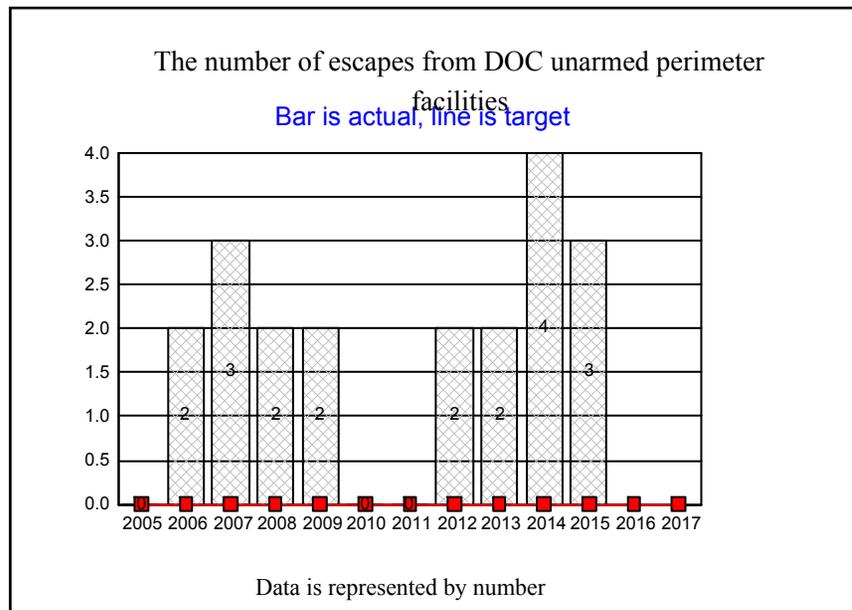
The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Escapes that do occur will continue to be analyzed for cause. The Department will continue to review its classification system to ensure we have inmates housed at the appropriate 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 2015. 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 3,930 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

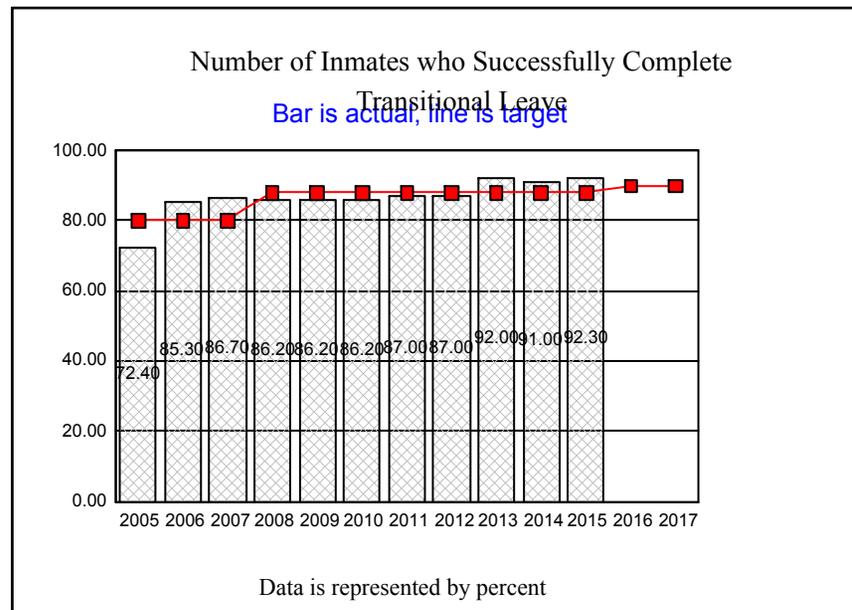
The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Escapes that do occur will continue to be analyzed for cause and measures taken to enhance security (training, structural, etc.). The Department will continue to review 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 2015. 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	Community Corrections Division, Jeremiah Stromberg, Assistant Director, 503-945-8876	



1. OUR STRATEGY

DOC’s strategy is to increase the completion rate by focusing on the population that refrains from conduct issues, as well as completes any and all required programming while incarcerated. This work is begun early in the incarceration cycle which aids in their success while on leave in the community.

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 non-prison leave 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 Short Term Transitional Leave (STTL) of up to 90 days to inmates that are not enrolled in an Alternative Incarceration Program. As with AIP/Non-Prison Leave, the inmate must meet the statutory and Department policy requirements to be approved for Short-term Transitional Leave.

Regardless of whether it is Non-Prison Leave or Short Term Transitional Leave, inmates are closely monitored for compliance with their transition plans while in the community. The higher the percentage of successful completions, the greater the success.

3. HOW WE ARE DOING

The Department has seen a significant increase in the number of releases to Short Term Transitional Leave in the 2014 calendar year which directly impacts the completion rate. DOC continues to refine and streamline its internal processes to ensure it is targeting those most appropriate for transitional leave. This includes development of automation designed to further increase both efficiency and effectiveness of the process, as well as substantially improve both the quality and quantity of data collected and analyzed. Automation is expected to be in place sometime during the 2016 calendar year. In addition, DOC continues its focus to develop a solid transition plan that will increase the successful reintegration of inmates into the community. The completion rate for this 2015 report increased more than one percentage point from the 2014 report; which is a continual improvement above the target of 88%.

4. HOW WE COMPARE

The Department is not aware of other states that have leave programs, 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 Non-Prison Leave in their home communities; therefore, AIP participants are held to a higher standard of behavior on transitional leave.

The leave agreement constitutes the Department's expectations for both behavior and programming compliance. Inmates who successfully complete both the institutional and Non-Prison 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 Non-Prison Leave 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.

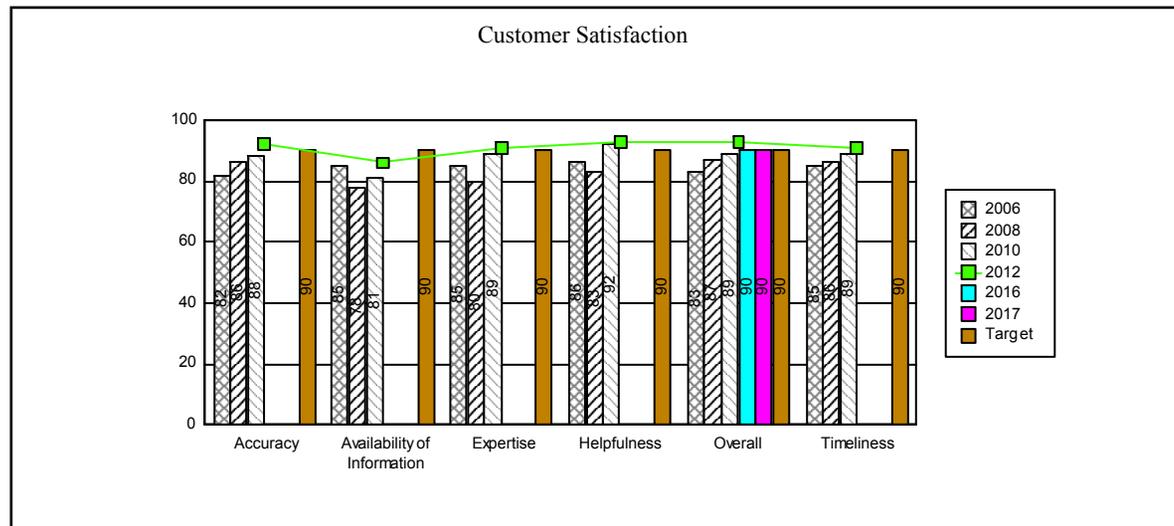
Similar to AIP and Non-Prison Leave, the Department considers an inmate for Short Term Transitional Leave when it is determined to be consistent with the safety of the community, the welfare of the applicant, the program objectives, and the rules of the Department. Inmates are expected to meet rigorous behavior and programming requirements in order to receive Short Term Transitional Leave; those who fail while on leave are returned to the physical custody of the Department to serve out the remainder of their sentences.

6. WHAT NEEDS TO BE DONE

7. ABOUT THE DATA

The reporting cycle for this data is by Oregon calendar 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 Elizabeth Craig, 503-945-0930	



1. OUR STRATEGY

Historically, the Customer Service KPM has focused on community corrections agencies as the customer of DOC’s service (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). The customer service survey has rated the DOC as to timeliness, accuracy of information, helpfulness, expertise, availability of information and overall service. As mentioned during DOC’s 2013 budget presentation to the Joint Ways and Means Public Safety Subcommittee, DOC’s philosophy is that community corrections agencies are its partners, rather than its customers, and that following the department’s organizational review, DOC may look to request an alternative customer. The agency is now at this point.

2. ABOUT THE TARGETS

DOC is working to develop the methodology for this KPM using the new customer. Once we develop the methodology, we will begin initial data collection to determine a baseline. DOC anticipates having a baseline to report in 2016.

3. HOW WE ARE DOING

Because DOC has been re-evaluating the “customer” for this KPM, it did not complete the customer service survey of Parole and Probation Officers for this reporting period. The agency will request a change to this KPM in early 2015. Based on the approved data collection methodology for the new customer, there may be a lapse of several years before reliable data is available.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

DOC does not have anything to report, as the data collection has not yet begun.

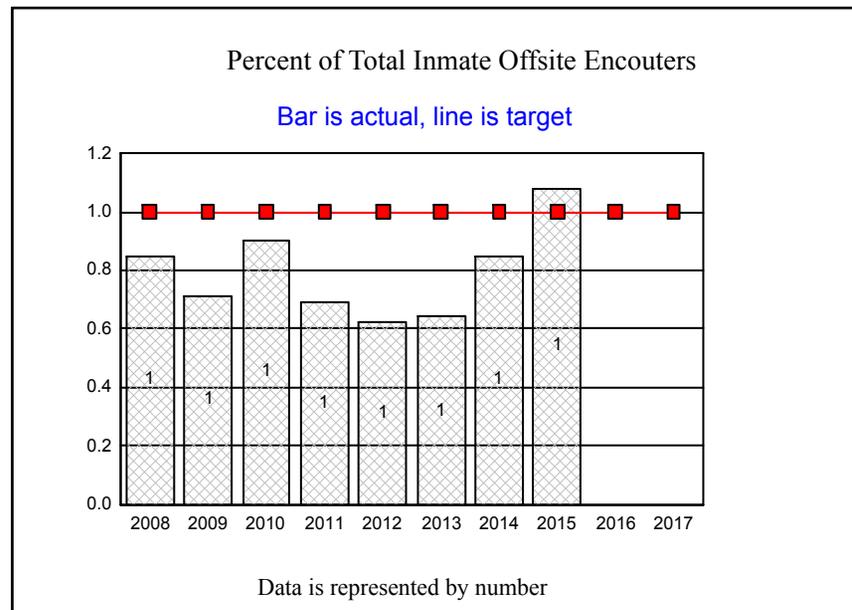
6. WHAT NEEDS TO BE DONE

N/A

7. ABOUT THE DATA

DOC is working to develop the methodology. More information will be provided in 2016.

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 and DOC 400 Med Trips Report	
Owner	Operations Division, Mike Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Health Services continues to add new onsite specialty providers to reduce offsite trips and the associated transport and security costs. Health Services has added physical/occupational therapists onsite at some institutions. Careful case management of hospital trips works to reduce re-admissions to the hospital.

Health Services has purchased telemedicine equipment in anticipation of remote services for some medical treatments. DOC anticipates it will reduce the amount of future offsite visits.

2. ABOUT THE TARGETS

Fewer offsite trips not only helps to control health care costs but also reduces the community risk and saves transport and security costs.

3. HOW WE ARE DOING

We were not able to meet our goal this year. We are slightly above target. Current CORE and 7-step process work is being done in those institutions to explore the reasons why we are above target. We experienced several high needs cases this year with longer than average hospital stays. We are managing those cases very closely with utilization/case management nurses and daily noon calls to our staff.

4. HOW WE COMPARE

We continue to use the same data sources but want to note that that we found the offsite data we use (MED TRIPS report from DOC-400, correctional management software) may include trips to another institution for onsite services at that institution and may not necessarily be related to a trip offsite in the traditional sense. This is because we found some institutions are recording trips to other institutions in the ?MED TRIP? category. This will inflate our offsite numbers and make it more difficult to meet our target. We currently do not have another reliable source of offsite trips. When we considered gathering specific offsite trips data from our Third Party Administrator, we realized that data can include several claims for a single day (several providers may see the patient and bill separately). This would not give us an idea of a single trip on a single day and may further inflate offsite trip data. To truly understand how many patients left the institutions for offsite trips, we need all trips recorded under ?MED TRIPS? in DOC 400 to truly be offsite medical trips. We are communicating this to our staff and hope by next year this data issue is resolved.

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.

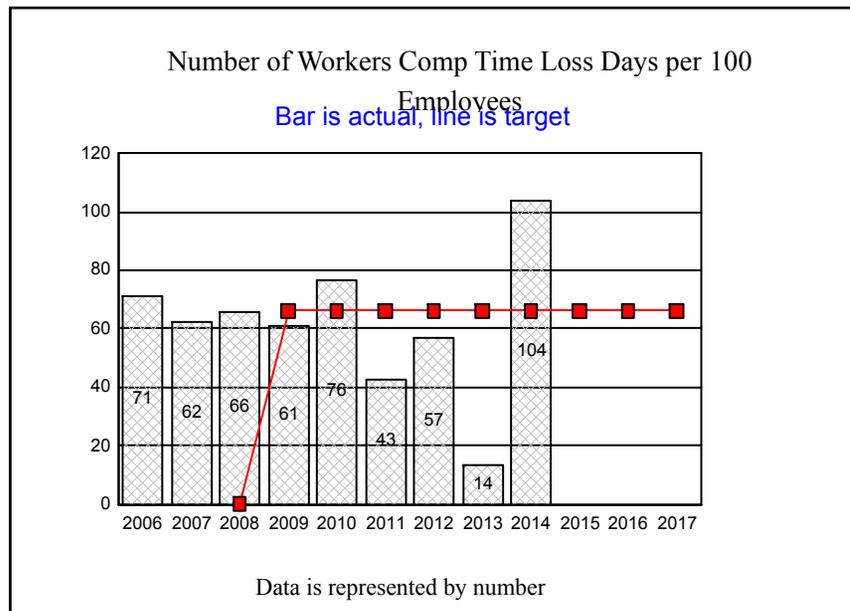
6. WHAT NEEDS TO BE DONE

Continue to bring specialty care onsite. We are also using CORE strategies to investigate why we are above target and look forward to those results.

7. ABOUT THE DATA

We continue to use the same data sources but want to note that that we found the offsite data we use (MED TRIPS report from DOC-400, correctional management software) may include trips to another institution for onsite services at that institution and may not necessarily be related to a trip offsite in the traditional sense. This is because we found some institutions are recording trips to other institutions in the ?MED TRIP? category. This will inflate our offsite numbers and make it more difficult to meet our target. We currently do not have another reliable source of offsite trips. When we considered gathering specific offsite trips data from our Third Party Administrator, we realized that data can include several claims for a single day (several providers may see the patient and bill separately). This would not give us an idea of a single trip on a single day and may further inflate offsite trip data. To truly understand how many patients left the institutions for offsite trips, we need all trips recorded under ?MED TRIPS? in DOC 400 to truly be offsite medical trips. We are communicating this to our staff and hope by next year this data issue is resolved. Also, we had to use an average monthly number for May and June at Coffee Creek Correctional Institution as well as Coffee Creek Intake Facility as those numbers were not available at time of KPM reporting.

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	Human Resource division Database Created Jan 1 2014	
Owner	Human Resource Division Assistant Director, Christine Popoff, 503-945-5278	



1. OUR STRATEGY

DOC created a statewide safety administrator and appointed someone with specific expertise in compliance and continuous improvement to reduce the incidence and severity of injuries.

2. ABOUT THE TARGETS

The numbers for this KPM that is being reported this fiscal year is from the new data base that now tracks time loss days for all workers compensation as they occur. Prior results were gathered from different sources that may not have had all the data needed to give an accurate accounting.

3. HOW WE ARE DOING

The Human Resources Division hired two Human Resource Analysts to emphasize bringing injured employees back to modified duty/early return to work in order to decrease the number of time loss days. It is too early in our data collection to show their effectiveness.

4. HOW WE COMPARE

The Department has not been able to identify any comparables. The corrections industry is unique in that it does not produce a product; rather, it is 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 DOC Safety Administrator and Safety Managers (per Emergency Board cuts to management positions in 2012), DOC is still in a state of transition regarding the management of injury claims. The Human Resources Division 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. Starting January 1, 2014, the HR Division created a new database to accurately track time loss days. With the continued collection of data, it will be possible to identify specific types of injuries that are occurring so that safety measures can be put into place to reduce their occurrences. The Division also hired two Human Resource Analysts who continue to emphasis bringing injured employees back to modified duty/early return to work in order to decrease the number of time loss days. The Division has also hired a Safety Administrator to address the safety needs of the agency.

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

The new database has the ability to track types of accidents allowing for better information to address safety issues. DOC will continue efforts to mitigate worker's compensation through early return to work. DOC is now working on better reporting of near miss accidents to add to our database so that we can better identify potential risks.

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: Jennifer Black	Contact Phone: 503 569 3318
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Alternate:	Alternate Phone:
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The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY	<p>* Staff: On-going evaluation of both internal and external measures to provide appropriate management information.</p> <p>* Elected Officials: Reviewed by Governors Office and the Legislature to ensure applicability of measures and performance reporting.</p> <p>* Stakeholders: None</p> <p>* Citizens: None</p>
2 MANAGING FOR RESULTS	<p>The data is collected and reviewed as a tool to see if the Department is accomplishing its mission and goals. The data can also indicate positive or negative change and where corrective or alternative actions may need to be taken. For example, if the walk-away rate increases, perhaps a security process or procedure should be changed. Periodic reviews of actual performance enable management staff to focus attention and resources on areas where needed, or consider other more appropriate measures.</p>
3 STAFF TRAINING	<p>Formal training on use of performance measures has been limited. Generally, staff at the executive level have received training and passed that knowledge along to the rest of the team. However, top management has indicated the need to enhance the focus on performance measures and related training efforts.</p>
4 COMMUNICATING RESULTS	<p>* Staff: Available on the agency website and communicated regularly through division and executive-level discussions.</p> <p>* Elected Officials: Annual Performance Report and Agency Management Report oversight.</p> <p>* Stakeholders: Agency webpage using the Corrections Management Information System for general interest and management of resources.</p>

	* Citizens: Agency webpage for general interest.
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