



# Corrections Briefings

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## **Budget Impacts State, Local Corrections**

The turbulent state budget situation has captured a lot of attention in the Department of Corrections, county community corrections agencies, and other public safety partners over the last few months. All have made multiple adjustments to meet the ever-changing revenue situation. How are DOC and the counties managing? These milestones in the evolution of the budget help to explain...

### ***HB 5100 Cuts***

In the fall, all General Fund agencies were directed to propose cuts that would carry over into the 2003-2005 biennium. One-time savings were specifically not allowed. DOC and community corrections agencies faced more than \$28 million in cuts (\$21 million was assigned to DOC and \$7 million to community corrections). Under those constraints, DOC had no choice but to put forward a plan that called for releasing inmates and closing prisons. Since prison operations are such a significant portion of the DOC budget, that was the only place dollars of that magnitude could be found.

### ***December Revenue Forecast***

The December revenue forecast necessitated additional cuts across the board. DOC's share was \$7.26 million and community grants were reduced by an additional \$2.4 million.

### ***Prisons Aren't Closing***

In late December the rules changed. Agencies were allowed to meet their revenue targets by applying one-time savings. Fortunately, DOC had not spent dollars saved from the hiring freeze and one-time construction savings. By adding delayed payments, program/support unit reductions and decreased inventories to the list, DOC was able to significantly impact the agency's share of the shortfall and withdraw proposals to release inmates and close prisons. Even so, fourteen staff received layoff notices and contracts, mostly in education, were cancelled affecting approximately 70 contract positions. In late January, Measure 28, which would have raised the income tax temporarily, failed at the ballot box.

### ***March Revenue Forecast***

The March revenue forecast projected another shortfall. The Legislature cut five percent from the department's administration, abolishing seven additional administrative positions and terminating a private contract.

OREGON DEPARTMENT  
OF CORRECTIONS

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.

THEODORE R. KULONGOSKI  
GOVERNOR



## 2003-2005 Budget

### *Department of Corrections*

The revenue projections for 2003-2005 look stark. Governor Kulongoski's balanced budget for 2003-2005 includes continued funding for all of the state prisons, but no funding for prison construction. In his State of the State Address in February, the governor assured citizens that prisons would not close.

The April 1 prison population forecast shows continued growth in the demand for prison beds. The Governor's Balanced Budget adds temporary and emergency beds to existing DOC facilities to accommodate the population already identified in the October 2002 forecast. Since many counties expanded their jail capacities under SB 1145, renting beds in county jails is being considered.

### *Community Corrections*

The Governor's Budget includes a budget reduction of 21.5 percent in grants to counties to operate post-prison supervision, probation and parole services. These grants have been cut to the point that counties have the choice of "opting out" of community corrections and returning post-prison supervision, probation and parole responsibilities to the DOC.

Interim Director Ben de Haan and Community Corrections Administrator Ginger Martin are working with stakeholders and the Governor's Office to develop policy or practice options to reduce the numbers of offenders under supervision consistent with the reductions in funding.

## Program Effectiveness Helps in Decision-Making

Correctional programs, including education, job skills training, cognitive change, alcohol and drug treatment, health services and religious services, are being scaled back due to budgetary constraints. "Program effectiveness" is driving decisions about funding. Programs that continue will be those that are proven cost-effective, and those that make the most positive impact in inmates' lives.

Additionally, several legislators have shown great interest in studies showing "what works" in public safety and social services to reduce recidivism. The Oregon Accountability Model is based on the "what works" studies; we expect it will get even greater attention as the legislative session progresses. If you would like to read more about "what works," please go to the National Institute of Corrections' Web site at <<http://www.nicic.org/pubs/2000/016296.htm>>.

## The Role of the Oregon Accountability Model in Tough Budget Times

Now more than ever, the department is counting on the Oregon Accountability Model to make a tangible difference in inmates' lives so they will be successful upon release. By assessing each offender's criminogenic risk factors and prescribing programs designed to mitigate those risks, DOC is increasing efficiency and effectiveness through the model's targeted components. The safety of Oregon's communities continues to be the department's prime objective.

### *Feature Story:*

## The Staff/Inmate Interaction Component of the Oregon Accountability Model

The Oregon Accountability Model encompasses the simultaneous, coordinated and efficient implementation of many Department of Corrections initiatives and projects that provide a foundation for inmates to lead successful lives upon release.

The Oregon Accountability Model has six components. Each of these components stands on its own as a project or a part of the Oregon Department of Corrections' organization and culture. *Corrections Briefings* is featuring a component in every issue:

### ***Staff/Inmate Interaction***

The Staff/Inmate Interaction Component describes expectations and outcomes of the day-to-day behaviors of line employees toward inmates and peers. It is based on the companion facts that a) most inmates will be released from custody to live again in our communi-



ties; and b) the line staff who work with offenders on a daily basis have more opportunities than most to positively influence long-term inmate success.

The essence of the Staff/Inmate Interaction Component is found in the department's mission which says that all staff are required to hold offenders accountable for their actions and to reduce the risk of future criminal behavior. All staff members have a responsibility to prepare inmates for successful reentry to the community while also carrying out the specific duties of their positions.

### ***Safe, Civil and Productive Institutions: Safety First:***

Facility security is every employee's responsibility. Maintaining facility security contributes to long-term public safety by establishing a safe, civil and productive environment within which inmates may learn and practice pro-social skills. Security protocols that control facility access, manage inmate movement, guide the processing of inmate property, maintain key and tool control, assure workplace sanitation, regulate the use of force, and prepare for effective emergency response are all of crucial importance. Each and every employee is urged to carry out these responsibilities diligently, recognizing that offender development and behavior-shaping are impossible when safety and security are compromised.

### ***Role Model Pro-Social Behavior:***

Decades of correctional research support Social Learning and Cognitive Behavioral principles in staff/inmate interactions. While the concept of a correctional facility as a learning environment is unusual, it is based on sound principles related to behavioral modeling. People learn by watching the behaviors of others who they respect; therefore in a correctional environment, staff members have a responsibility to act in a respect-worthy manner at all times.

It is well known that both staff and inmates contribute to the institutional environment in which they work and live. Focusing on employees' responsibilities for pro-

social role modeling begins to establish the necessary conditions for a pro-social institutional environment. Staff members are encouraged to recognize that they serve as immediate pro-social role models. Consequently, their every behavior needs to be worthy of emulation and adoption by inmates.

### ***Reinforce Positive Behaviors:***

Staff members are encouraged to actively seek out pro-social behaviors by inmates and positively reinforce them when they naturally occur. These "teachable moments" are likely to occur frequently during an inmate's day, but might be overlooked by employees who are more focused on observing and then responding to security deficiencies. Social Learning research is clear, however, that positive rein-

forcement is a more powerful behavioral shaping tactic than negative reinforcement. Such positive reinforcement need not be complex or time consuming. It may take the simple form of acknowledging inmates for doing more than they were asked to do on a work detail, recognizing their contribution to an orderly facility by keeping a clean cell, or attending a

scheduled treatment program or class.

### ***Re-direct Negative Behaviors:***

Intervening and re-directing opportunities for anti-social behavior will also occur. Expectations of inmates must be clearly stated as well as the consequences for meeting or not meeting them. Employees need not feel responsible for the choices that inmates make. Staff should encourage inmates to see that making better choices is not backing down, but a sign of strength. When re-directing negative behavior, staff must also explain the preferred behaviors.

The nature of interactions and communications with inmates is a key to success. The Staff/Inmate Interaction Component takes advantage of the period of incarceration to clarify and shape pro-social behavior with the ultimate goal of establishing durable behaviors that will translate to the community when inmates leave incarceration and re-enter society.

#### ***Fast Fact:***

*Want more information  
about the  
Department of Corrections?  
Check out the  
DOC's Web site:  
<http://www.doc.state.or.us>*



These “3 R’s” (**R**ole modeling, **R**einforcing positive behavior and **R**e-directing negative behaviors) summarize the manner in which DOC employees contribute daily to the successful achievement of the agency’s mission.

### *The Oregon Accountability Model*

The ultimate goal of the Oregon Accountability Model is to improve public safety. The model ties together many concurrent and interrelated efforts of the department and its partners into a cohesive strategy to reduce recidivism and influence inmates into becoming productive citizens.

### **Briefs**

- **Budget ideas under consideration:** A number of proposals have come forward in response to the state's budget problems. One is that the DOC operate, as adult prisons, the OYA facilities that were closed recently. Another is from the Town of Lakeview, which has come up with a unique proposal to help offset the current cost to the state of building the Warner Creek prison (construction is now on indefinite hold). DOC values highly its relationship with the Town of Lakeview, and appreciates their strong support of the prison in their community. These and other proposals are before the governor and legislators.
- **Suggestions welcomed:** The Department of Administrative Services recently set up an email for the public and/or state employees to send suggestions on how government can improve. It is intended to provide people with an opportunity to give their input on ways to save money or increase efficiency. The email address is: <govconnect@das.state.or.us>.
- **Schiedler recognized:** In late February, the Umatilla Chamber of Commerce presented its 2003 Outstanding Businessperson Award to retiring TRCI Superintendent Robert Schiedler. With 39 years under his belt, DOC is losing its most senior employee.
- **Thompson a Living Legend:** CRCI Superintendent Frank Thompson received one of this year’s African-American “Living Legends” awards from Willamette University. The awards are part of Willamette’s annual celebration of Black History Month.
- **Pharmacy consortium saves money:** To save taxpayer money, DOC pharmacy is a member of a 40-state consortium that has purchasing power of over a half billion dollars annually. In a recent comparison with a county jail, DOC saves at least 25 percent on pharmaceuticals. Incidentally, 58 percent of DOC pharmaceuticals are mental health meds and 42 percent are medical health meds.
- **SCI Inmates Race for Youth:** Santiam Correctional Institution participated in the Committed Partners for Youth’s “Truffle Shuffle” on February 9th. This event benefits at-risk youth in Lane County. Inmates were paired up with a youth who ran the race in Eugene at the same time the inmates ran at SCI. The times of the inmate and youth were combined for scoring. Inmates appreciated the opportunity to “participate” in a community event for a worthwhile purpose.
- **Inmates perform community service:** In December, Powder River Correctional Facility in Baker City delivered 14.5 cords of split and cut wood to nine Baker County clients through the Warm Hearts-Warm Homes project.
- **Food Bank benefits from inmate project:** Inmates at Two Rivers Correctional Institution in Umatilla recently repackaged 18,000 pounds of potatoes which were shipped to the Oregon Food Bank in Portland.



*What Works:*

## DOC Education Programs are Tops

When measured against similar programs in the state, correctional education programs have, for three years, ranked first in the percentage of students who received a GED and among the top two in overall student skill gain. (Actually, DOC was #1 the last two years and # 2 the year before that.)

DOC uses the same assessment process as other adult education providers. It has a well established tracking, reporting and accountability system.

Over a period of ten years, the Workforce Development Program built a basic education system (adult basic education, English as a second language, GED preparation, job skill training) that meets the state standards for adult education services. Strong affiliations and partnerships with the Department of Community Colleges/Workforce Development, Department of Education and Oregon Youth Authority help DOC achieve this component of its mission.

## Lunch Was on the House

SCCI Interim Superintendent Dave Pastor took the Oregon SUMMIT Program to new heights in February when he made good on a challenge he made to graduating inmates to change their lives.

More than a year ago, Mr. Pastor promised to honor the first community who achieved a 100 percent success rate on transitional leave by eating his lunch atop the tallest building at the North Bend prison.

Since SUMMIT began in 1994, no graduating group of inmates had every participant successfully complete transitional leave. The 39 members of the 47th community were the first to meet the challenge and finish transitional leave without any members being returned to prison.

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### Corrections Briefings

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