Strategic Plan

OREGON DEPARTMENT OF CORRECTIONS

DOC
Strategic Plan

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Governor Theodore Kulongoski

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Mission Statement

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.

Strategic Planning Principles

The strategic plan for the Department of Corrections represents the agency's business strategy for the 2007-09 biennium and beyond. The overall strategy includes those ongoing and high level performance measures that are established and reported to the legislature, the focus areas that measure progress and continue the implementation of the Oregon Accountability Model, and the specific goals, projects, and initiatives to be accomplished in the biennium or that will carry over into the next biennium as the Department makes long-range plans.

The Department maintains a commitment to making decisions and measuring progress based on actual data about our system and the inmates and offenders managed by the corrections system. Further, it is the policy of the Department to evaluate its activities and programs to determine their outcomes and their cost effectiveness. This research, together with national studies on effective approaches to reducing crime and lowering recidivism, help guide Department policy and practice. In a resource-limited environment it is essential that every dollar be invested in a manner that produces the greatest impact on the public's safety.

Ongoing Performance Measures

The Department tracks and reports the following legislatively directed performance measures. These measures provide specific information about how well the Department is carrying out its responsibilities to operate safe and secure institutions efficiently while at the same time reducing the risk of future criminal behavior and providing service to agency customers. The performance measures and targets are:

Running Safe and Secure Institutions

Measure	2006 Actual	2009 Target
Rate of Class 1 assaults on individual staff	1.3/1,000 employees per month	Not yet set
Number of inmates sanctioned for Level 1 misconduct	26 per month per 1,000 inmates	Not yet set
Rate of inmate walk-aways from outside work crews	.58/month	1/month
Number of escapes per year from secure custody facilities (armed perimeter)	0	0
Number of escapes from DOC unarmed perimeter facilities	.17 per year per 1,000 inmates	0

Rate of workers compensation time-loss - days	92.72 per 100 employees during a fiscal year	Not yet set

Running Efficient Institutions

Measure	2006 Actual	2009 Target
Annual average electricity and natural gas usage	14,940 BTUs	14,800 BTUs
Percent of total inmate medical care encounters that occur off-site	.77%	1.0%

Reducing the Risk of Future Criminal Behavior

Measure	2006 Actual	2009 Target
Percent of inmates in compliance with 40-hour work/education requirement	72%	80%
Percentage of high and medium-risk inmates that complete a program prioritized in their corrections plan • Percent of high/medium risk inmates prioritized for A&D treatment who complete treatment • Percent of high/medium risk inmates prioritized for cognitive treatment who complete treatment	17% 37%	25% 45%
Percent of inmates on transitional leave who successfully complete transitional leave	85%	88%
Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison	28.6%	28%

Customer Service

Measure	2006 Actual	2009 Target
Percent of parole officers rating their overall satisfaction with the agency as above average or excellent	83%	85%

Strategy for Continued Development of the Oregon Accountability Model

In 2003, the Department formally adopted the Oregon Accountability Model (OAM) as a business strategy for accomplishing the Department's public safety mission. The OAM brought together several initiatives within the department, each with a common theme to reduce the incidence of future criminal behavior for offenders convicted of felony crimes. The elements of the OAM are:

- Transition begins at intake when a corrections plan is developed for each inmate that addresses criminal risk factors to enhance successful reintegration into the community and reduce recidivism.

- Staff hold offenders accountable by providing both positive and negative consequences to offender behavior, being pro-social role models, and guiding offenders toward pro-social behavior in concert with their corrections plans.

- Inmates are prepared for community living through specific interventions related to their corrections plan, such as work, education, and focused treatment and reentry programs.

- Offenders have the opportunity to develop healthy relationships with their family and children in order to build pro-social community support and break the intergenerational cycle of crime.

- Transition from incarceration to community is carefully planned and coordinated with inmates, community stakeholders and community corrections.

- Supervision in the community, consistent with the corrections plan and these principles, is key to reducing recidivism for those released from prison.

- Our programs are outcome, research and evidence-based.

- Staff will support the OAM principles and reflect the Department's values in all work related interactions with others.

The Department leadership believed it was necessary to find a method to provide data-based feedback on the successful implementation of the OAM strategy. Leadership chose the balanced scorecard methodology that is designed to assist an organization to create feedback in the form of a regular "scorecard" that is based on a business strategy. As a result of that work, the Department has defined the following focus on a number of top-level strategic objectives in order to continue to operationalize the Oregon Accountability Model. These objectives represent the next steps in implementing the strategy. As objectives are reached, new objectives and measures can be added.

Objective	Measures	Baseline	2006 Actual
Prepare and plan for successful inmate transition	o Percentage with housing at release	62%	57%
	o Percentage with employment at release	6%	5%

	o Percentage high/medium risk inmates in which release plan was developed by counselor/PO/inmate participation	39%	15%
Address inmate risk factors through programs	o Percentage high/medium risk inmates that enter programs prioritized in their corrections plan	Cog=67% A&D=39%	Cog=53% A&D-34%
	o Percentage inmates completing programs	Cog=65% A&D=74%	Cog=84% A&D=64%
Recruit, retain, and promote qualified staff	o Average number of days from recruitment to hire	65 days	52 days
	o Percentage ethnic diversity at management level	10%	10%
	o Percentage working out of class or in developmental assignments	2.72%	3.29%
Foster collaboration among managers and staff	o Survey of staff on issues and attitudes	62% of staff rate the relationship with their supervisor positively	(Baseline is 2006 data)
	o Rate of step 2 grievances	.5 per 100 employees	.38 per 100 employees
	o Rate of human resources investigations	5.3 per 100 employees	.4 per 100 employees
Strengthen and support positive relationships with inmate families	o Survey of inmate family members on visiting and DOC relationship	Baseline set following first survey	Survey to be completed in 2007
Provide successful community-based offender re-entry programs	o Percentage of offenders successful during the first 180 days after release from prison by county	Employed=18%

Engaged with supervision=66% | (Baseline is 2006 data) |

These selected measures focusing on key components of the Department's business strategy will provide Department management, employees, and stakeholders with a better understanding of the extent to which the OAM as a business strategy is being implemented.

Progress on Strategic Initiatives for 2005-07

Each biennium, the Department leadership identifies specific goals and projects to be accomplished in that biennium or that will carry over into the next biennium as the Department makes long-range plans. Initiatives are tied to our overall business strategy and agency mission. They help define the shorter term priorities for agency staff and business units and provide focused attention on making actual and measurable improvements in how the corrections system functions.

05-07 STRATEGIC INITIATIVES	Now Part of Ongoing Agency Operation	Completed	Continues in 07-09
Prison Population Management This initiative led to the formation of the Office of Population Management within the Director's office. This functional unit has organizational responsibility for ongoing and system-wide analysis of housing and program needs.	X		
Mental Health Services and Suicide Prevention Improvement to mental health services include an increase in mental health case management services for all institutions, improved notification of mental health staff when inmates needing mental health care are involved in behavioral problems, and assignment of a specialized transition case manager to coordinate community treatment and to prepare inmates with mental illness for release from prison. In addition, all staff received training at annual in-service in confidentiality laws and in understanding and managing mental illness.	X		
Prison Rape Elimination Act Accomplishments during the 05-07 biennium include: • Implemented a 24-hour staff and inmate telephone hot line to report abuse • Began systematically identifying predatory and vulnerable inmates and using that information in making housing assignments • Prepared instructional videos and other instructional materials for staff and inmates	X		

• Delivered specialized training on how to respond to sexual assault to staff chosen to serve on the Sexual Assault Response Team members and to other key staff persons • Partnered with the Department of Justice and the Sexual Assault Task Force to form a statewide PREA workgroup			
Disciplinary Segregation Process The inmate population is steadily increasing without a corresponding increase in the capacity of disciplinary units. As a result, the Department designed a process to manage this high-security resource efficiently, including the use of meaningful consequences to rule infractions that can be applied within the housing unit and adjusting length of stay for some lower level misconduct		X	
Counselor Caseload Management Counselor duties will be prioritized toward inmates with a higher risk to recidivate. Caseloads must be re-balanced in order to account for the re-focusing of services toward those with a higher risk to recidivate. The first phase of the project has been to gather statistical data needed prior to the re-design of the system has been completed.			X
Custody Classification System The Department has developed and implemented a new inmate custody classification tool that includes scientifically evaluated actuarial data to predict those inmates most likely to be engaged in misconduct and requiring a higher level of security to safely manage their behavior.		X	
Home for Good Transition Program The Home for Good in Oregon (HGO) transition program is a statewide partnership between faith- and community-based organizations, the Department of Corrections, and community corrections agencies. The Department developed and implemented recruitment, training, and supervision standards for HGO			X

volunteers; established a statewide process for connecting offenders to faith and community-based resources; and developed pilot programs in Marion, Linn, Douglas, and Josephine Counties.			
Criminogenic Needs Assessment for Community Corrections The Department now provides an automated risk assessment and case management system for community corrections agencies to assure that offenders on supervision are assessed as to their criminal risk factors so that case management plans can be targeted toward reducing recidivism.		X	
Evidence-Based Practices in Institutions and Community Corrections The Department continued the implementation of SB 267 (2003) to determine if programs designed to reduce recidivism are based on evidence-based practices. All eligible prison programs and two thirds of community corrections program dollars subject to SB 267 have been reviewed.	X		
Actual Cost Study for Community Corrections The cost of supervision has risen faster than the state funding formula, as have the costs of contracted community treatment programs and sanctions. Today's actual costs were captured during a time and cost study conducted in partnership with the counties in 2006. The results of the study provide a stable and relevant foundation for the development of community corrections budgets into the future and form the basis for a Policy Option Package.		X	
Sustainability of the Corrections Information System During 2005-07, the Department began the process of replacing the mission-critical but outdated offender management information system with current technology in order to guarantee a system that is both cost-effective and sustainable. Accomplishments to date are the selection of a project manager and			X

contractors to perform the work and completion of a project plan to guide all project phases.			
Human Resources Information System Project The Department has created a multi-phase plan for the automation of employee services for the Human Services Division. Phase I was completed, including defining the needs and requirement of the new system to support business processes and reviewing available products and public/private systems in use in other organizations.			X
Enhance Staff Training The Department has implemented the following improvements to staff training: • Instructor training academies to prepare managers to deliver training at the work site • Institution based in-service deliver to ensure that management and line staff are communicating on significant mission-critical topics. • Non-institutional in-service designed for administrative and support staff, concentrating on issues that are directly relevant to their functions.		X	

Strategic Initiatives for 2007-09

Governor's Re-Entry Council

The successful reintegration of prison inmates into the community requires the efforts of multiple state and local agencies. No single agency can accomplish this goal. For this reason, the Governor's Re-Entry Council had been established at the state level by Governor's executive order and will begin it's work in 2007-2009.

The Council, which includes state agencies, local criminal justice system representatives, and social service providers is responsible for planning, developing, implementing, and overseeing an improved and multi-agency transition approach for Oregon.

Support Family-Inmate Connections

Research shows that informal social controls such as family, peer and community influences have a more direct affect on offender behavior than **do** formal social controls. Natural supports, such as offender's families and friends, should be actively engaged in helping offenders reintegrate. Contact with family members and other community support persons should be facilitated by the prison system.

Employee Safety and Wellness

The Oregon Department of Corrections safety and wellness initiative will promote improvement to current workplace safety, wellness, and return-to-work opportunities for Oregon Department of Corrections employees. The Oregon Department of Corrections will be working closely with outside agencies including the Department of Administrative Services, Public Employees Benefit Board, the State Accident Insurance Fund Corporation, and the Oregon Occupational Safety and Health Division to build resources and support-systems to enhance cultural change.

Business Continuity Planning

The Department will develop a detailed plan to manage critical business functions in the face of a disaster. This initiative will insure that the Department has specific disaster recovery plans in place for all functional units.

Integrate Program Data Bases Into The Corrections Information System

The Department has a mainframe computing system that stores information on felony offenders in Oregon. This Corrections Information System (CIS) is supplemented with smaller computing systems that may or may not be linked with CIS. These supplemental computing systems include data for mental health, pharmacy, health, religious services, and education. Data stored only on these supplemental systems is difficult to use in statistical evaluations but are necessary to measure the impact of Department programs and activities and should be made more accessible.

Security Threat Group Management

Solid corrections practices require individualized assessment of an inmate's behavior in the institution. The new system to be developed in 07-09 will increase the weight given to an inmate's behavior while in custody, with less emphasis on his or her affiliation with one or more groups inside or outside the prison system. In short, an inmate must behave as a gang member/affiliate by participating in inappropriate activities before he or she will be managed as a security threat. This changes the focus from managing groups to managing individuals.

Enhance Sustainability

The Department will design a sustainability program for the Department. A defined planning process would improve and systematize the Department's contributions to sustainability. The sustainability program itself will define processes to address issues such as prison construction, energy purchase, energy efficiency for facilities, use of alternative fuel and hybrid vehicles, use of alternative fuels such as ethanol and biodiesel, recycling and waste management, and agency operations that might effect air and water quality.

Home For Good In Oregon

This initiative continues in 07-09. Home for Good in Oregon (HGO) is a statewide structure that allows for a reentry partnership to take place among faith and community-based organizations, the Department of Corrections, and county-based Community Correctional agencies. The goal of HGO is to build up the capacity of communities to work with reentry issues and to improve the successful reentry of offenders by making faith and community-based resources more available to offenders, prison staff and community-based correctional staff during the reentry process. Spirituality can help offenders make a successful reentry by helping them connect to their positive attitudes and values and to prosocial faith and community groups who can introduce them to pro-social people and act as role models and mentors to them.

Counselor Caseload Management

This initiative continues in 07-09. A new counselor service delivery system will be implemented during 07-09. A major component of the Department's mission is to reduce the risk of future criminal behavior. To do so, the Department must target resources to those inmates who are most likely to recidivate. This strategy impacts the caseload expectations for counselors when duties, such as ongoing assessment, coordinated interventions, case planning, and programs are increased for higher-risk inmates. The Department will rebalance caseload expectations according to the inmate's risk of re-offending. This will allow for risk-based allocation of resources most effective at increasing public safety while maintaining necessary functions within the institution.

Sustainability of the Corrections Information System

This initiative continues in 07-09. The Department must replace the mission-critical but outdated offender management information system with current technology in order to guarantee a system that is both cost-effective and sustainable. The Corrections Information System (CIS) is used to

manage and track felons in the prisons and on supervision in the community. The data in CIS is important to criminal justice system partners and to policy makers at the state level. The development and implementation of the new system will be completed in phases over multiple biennia.

The goals of the initiative are:
- Replace the current system while maintaining, at a minimum, the current functionality.
- Determine a replacement solution that can easily adapt to changes in business practice.
- Find a technological solution that supports cost-effective development and maintenance.
- Implement a technical architecture that can be maintained with existing resources and expertise.
- Provide an offender management system that supports the business strategies of the agency
- Provide universal information access with the criminal justice community as outlined in the Statewide Enterprise Information Resources Management Strategic Plan.

Human Resources Information System Project

This initiative continues in 07-09, with Phase II. The Department intends to automate employee services for the Human Services Division. Automation will improve the efficiency of the service and gather information currently not available to management. Employee services to be automated include personnel records, disciplinary process management, investigation tracking, tort claims tracking, training plan management, time management, training records, transcripts, and others.

Conclusion

In order to carry out the duties and responsibilities expected of the Department of Corrections by the citizens of Oregon, the Department clearly defined the results it will achieve. To be successful in achieving those results, the Department has also defined the strategies and activities that will lead to those results. Finally, this plan assists staff at all levels to know how to contribute to that success and also to provide indicators of barriers that prevent the plan from being carried out as designed. This document delineates a set of results, as well as a system for monitoring progress that will guide the Department and its staff through the next biennium while setting a foundation upon which to build for the future. ▪