

LFO Revised Budget Form #107BF04c

**Oregon Department of Corrections
Annual Performance Progress Report (APPR)
for Fiscal Year 2006-07**

Original Submission Date: December 19, 2007

2005-07 KPM#	2005-07 Key Performance Measures (KPMs)	Page #
1	Percentage of inmates in compliance with 40-hour work/education requirements of the constitution (Ballot Measure 17)	4
2	Percentage of the inmate's correction plan completed while at DOC	6
3	Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison	8
4	The rate of Class 1 assaults on staff per month (1/1,000 employees)	10
5	The rate of inmate walk-a-ways from minimum custody, outside work crews per month	12
6	Rate of workers compensation time loss claims per 100 employees on a fiscal year basis	14
7	Reduce the annual average electricity and natural gas usage. Measure on a BTU per square foot basis	16
8	Number of sanctions imposed for Level 1 misconducts—monthly average/1,000 inmates for the 1 st quarter of each year	17
9	The number of escapes per year from secure-custody facilities (armed perimeter)	19
10	The number of escapes from DOC minimum-custody facilities	21
11	Percent of inmates who successfully complete transitional leave	23
12	Percent of release plans to the Board of Parole & Post-Prison Supervision at least 60 days prior to projected release date	25
13	Percent of customers rating their overall satisfaction with the agency above average or excellent for; timeliness, accuracy, helpfulness, expertise and information availability	27

AGENCY NAME: Oregon Department of Corrections

I. EXECUTIVE SUMMARY

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

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Alternate:	

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, completion of corrections plans, recidivism, assaults on staff, misconduct sanctions, work crew walk-a-ways, escapes and successful completion of transitional leave. One measure tracks the department’s energy conservation relative to consumption of electricity and natural gas. Two customer service measures track our success relative to two significant agency customers: timely release plans to the Board of Parole and Post-prison Supervision, and customer satisfaction for services provided to community parole and probation officers.

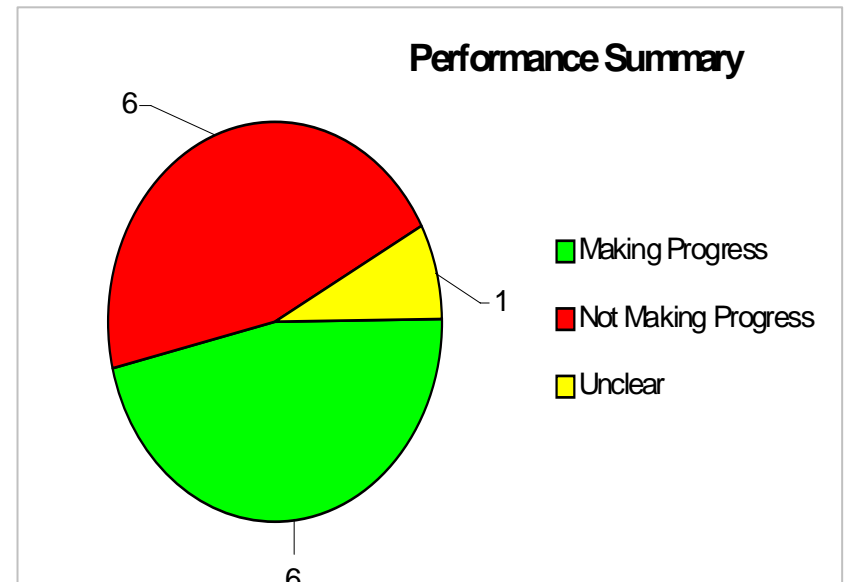
There are a number of other key department operations and programs that are not currently tracked as Key Performance Measures, but who manage through the use of internal measures at the Division or program level.

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 in recent years through the establishment of the Oregon Accountability Model. 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.

3. PERFORMANCE SUMMARY

As the chart indicates, the Department is performing well on six of its’ thirteen measures. Six measures are not meeting established performance standards (targets): #1, #2, #3, #6, #8 and #10. A target for measure #13, the Customer Service KPM, was not in place during this reporting period: it is the single measure reported in the “Unclear” chart section shown above. For 2007-09, the target has been established at 90%.



AGENCY NAME: Oregon Department of Corrections

I. EXECUTIVE SUMMARY

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

4. CHALLENGES

Ballot Measure 17 compliance (#1) is challenged by the availability of meaningful work opportunities within the security perimeter, restrictions placed on inmates based on risk factors or behavior and competition for program services in compliance with the inmate corrections plan prior to release. Increased success for re-entry programs will be the result of prioritization of resources for those inmates who have higher risk scores to re-offend. Poor scores for workers compensation losses will be the focus of further study and may suggest a more appropriate measurement methodology.

5. RESOURCES USED AND EFFICIENCY

The available agency budget for 2005-07 is \$1,063,363,561 General Fund, \$49,391,576 Other Funds and \$4,687,250 Federal Funds. As of September 21, 2007, the Department had expended approximately \$1,060,542,213 General Fund, or about 99.7% of the available biennial appropriation

KPM #7 – Reduce Electricity and Natural Gas Usage, reports that the Department has been successful at maintaining a consumption level below the established target. It is believed that most of the conservation savings have been achieved by adoption of a number of measures and that significant further savings will require investment in infrastructure financing.

KPM #1	PERCENTAGE OF INMATES IN COMPLIANCE WITH BALLOT MEASURE 17 Percentage of inmates in compliance with 40-hour work/education requirements of the Constitution (BM 17).	Measure since: 1995
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Benchmark #64 – Adult Recidivism – Percentage of paroled adult offenders convicted of a new felony within three years of initial release.	
Data source	DOC Research Unit; based upon data submitted weekly by individual institution	
Owner	Operations Division, Stan Czerniak, Assistant Director 503-945-0950	

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

The Department has not met its internal targets for the current and prior year, as it is becoming increasingly more difficult to reach the increased target. For example, work opportunities can be limited by type of inmate. Outside work crews must be lower custody with additional public safety restrictions. The Department is finding fewer inmates with these characteristics even though the overall population is growing. Competition also occurs internally between work opportunities, treatment programs and educational activities.

3. HOW WE ARE DOING

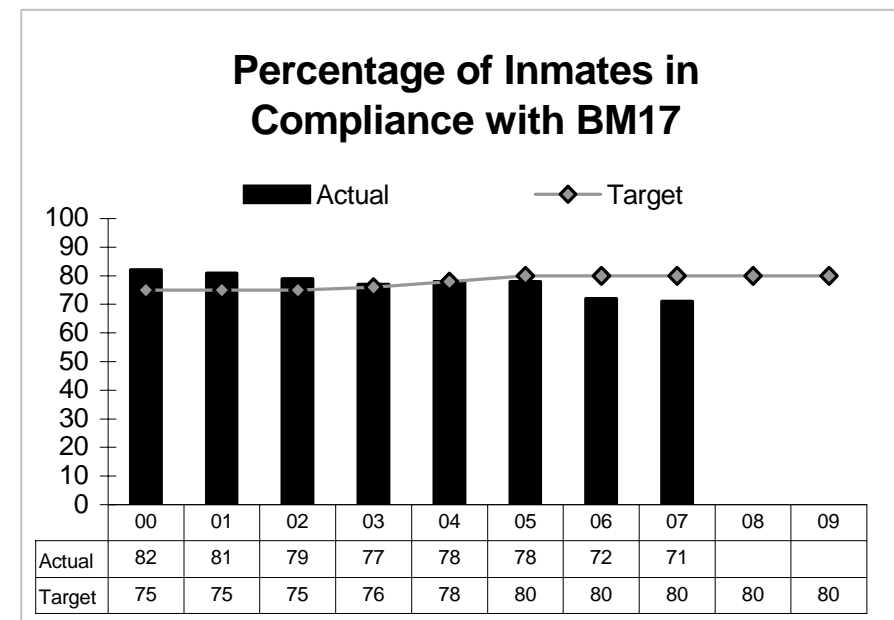
Development of a work ethic, a basic education, and meeting the programming needs of inmates, etc., contributes to the successful return of inmates to society, thereby reducing recidivism.

4. HOW WE COMPARE

DOC is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

Institution maintenance, janitorial work, kitchen help, garment factory, and laundry are examples of work that count toward the 40 hour requirement. Programs such as education and alcohol and drug treatment also qualify, but also cause conflicts with scheduling and take priority over work crew assignments. The Department continues to accommodate growing numbers of inmates; however, the availability of work and program opportunities becomes more restricted. Although new facilities demand inmate workers for a limited number of tasks, inmate population growth does not otherwise create the need for additional jobs, and limited funding for programs will not reach all those in need. The number of suitable inmates available for outside work crews has decreased, with an emphasis on not allowing sex offenders on these types of crews. Previous data suggests that a higher number of inmates in the past were reported in compliance when in fact they may have been only partially compliant, current audits verify the most recent numbers to be accurate. Many jobs were also reduced in response to Institution efforts to limit make-work jobs and focus on productive work assignments for overall safety and security concerns.



AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

6. WHAT NEEDS TO BE DONE

Continue efforts to develop and offer work and programming in support of Ballot Measure 17.

7. ABOUT THE DATA

Oregon fiscal year data is collected weekly and reported to Department of Corrections Research unit. Additional figures can be accessed through the Departments' on-line Corrections Management Information System.

KPM #2	INMATE CORRECTIONS PLAN COMPLETION PERCENTAGE Percentage of the inmate's correction plan completed while at DOC	Measure since: 2002
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Benchmark #64 – Adult Recidivism – Percentage of paroled adult offenders convicted of a new felony within three years of initial release.	
Data source	DOC Corrections Management Information System Report	
Owner	Transitional Services Division, Ginger Martin, Assistant Director 503-945-9062	

1. OUR STRATEGY

Focus on the population able to be served by limited resources; focus on high-risk offenders. For each inmate, identify and address criminal risk factors which, when mitigated, will reduce the likelihood of the offender committing another crime once released from prison. The DOC provides the education, cognitive skills, and addictions treatment programs for inmates with the highest risk of re-offending.

2. ABOUT THE TARGETS

An Oregon Corrections Plan is developed for each inmate. The Plan addresses criminal risk factors to enhance successful reintegration into the community and reduce recidivism and prescribes specific interventions such as work, education, and focused treatment and re-entry programs to prepare them for community living. The targets are established to support improvement in the percentage of inmate plans completed prior to their return to the community. Referencing the chart at right, the higher the percentage of corrections plan completions, the better.

3. HOW WE ARE DOING

The baseline for this key performance measure was set in 2003 at 68%, and a target for improvement was set at 70% starting in 2006. Actual performance in 2007 was 45%.

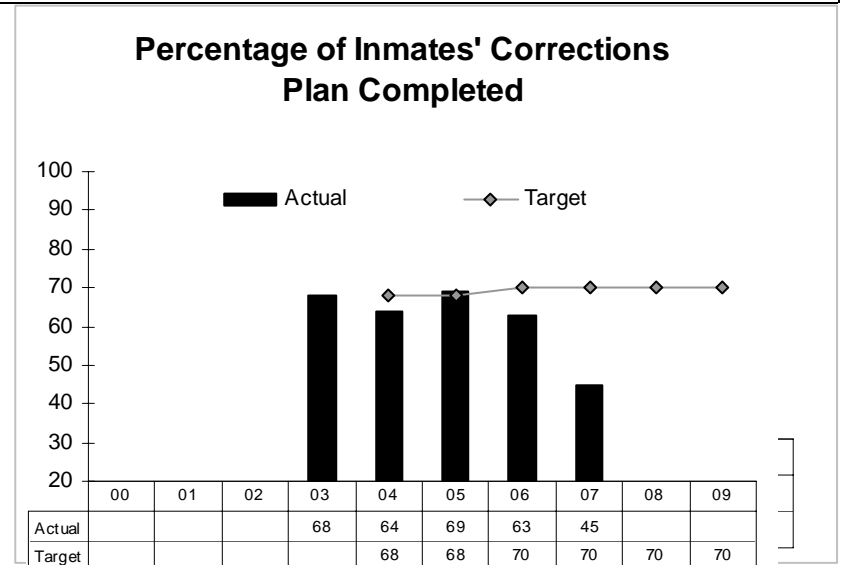
Two factors contribute to the large change in this statistic. First, the percentage of inmates participating in a program is trending down. The primary reason for this trend is that the Department has eliminated several programs that were not designed according to evidence-based practices. These programs were not intensive interventions and did not have good outcomes, although they tended to serve larger numbers of inmates. The remaining programs are smaller and more intensive. They serve fewer inmates but have a positive impact on recidivism; this is the measure of success for any correctional treatment program. However, since fewer inmates are being served the percent completing a program on their plan has decreased. The second factor is that the definition of programs which can be considered on the correction's plan. The current definition has been narrowed to include education, cognitive programs, and addictions treatment programs only.

4. HOW WE COMPARE

The Department is not aware of an industry standard for corrections plans, nor percentage of completion for those plans.

5. FACTORS AFFECTING RESULTS

The percentage of plans completed while at DOC will partially depend upon the capacity of the existing system to address identified needs.



AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

6. WHAT NEEDS TO BE DONE

As budget and population management issues reduce the ability to address the demand for prison-based programs and services, it will be necessary to focus on the percent of the population DOC is able to serve. The plans will assist to focus available resources on the highest risk offenders.

7. ABOUT THE DATA

For this report, the corrections plan completion data is reported by Oregon fiscal year. Oregon Corrections Plans are 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 corrections plans, on a quarterly basis.

KPM #3	RECIDIVISM Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison	Measure since: 1997
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Benchmark #64 – Adult Recidivism – Percentage of paroled adult offenders convicted of a new felony within three years of initial release.	
Data source	DOC Research Unit, with Corrections Management Information System and community corrections data	
Owner	Transitional Services Division, Ginger Martin, Assistant Director 503-945-9062	

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 ex-prison inmates who are convicted of a new felony crime within three years of their release from prison. The targets represent a challenging but realistic measure of the Department’s continuing commitment to public safety.

3. HOW WE ARE DOING

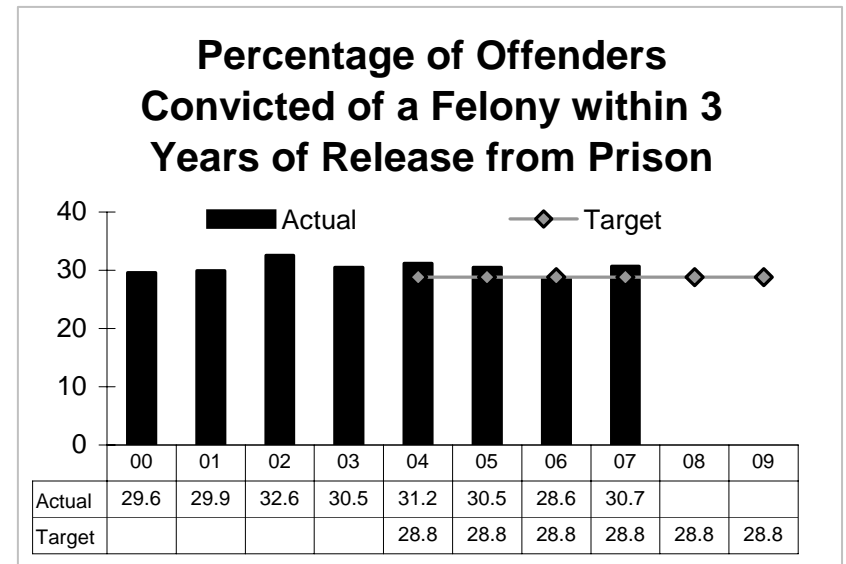
The data shows a drop in recidivism for 2000 and 2001, a sharp rise in 2002, a reduction in 2003, a slight increase in 2004, followed by a return to 2003 levels for the 2005 fiscal year. In 2006, and for the first time in our history, Oregon performed better than the benchmark on recidivism. The 2007 fiscal year rate is 30.7%; similar to 2005.

4. HOW WE COMPARE

There is no common definition for recidivism from state to state or as a national standard; therefore, there is no standard targeted rate. The Bureau of Justice Statistics reports a national average re-conviction rate three years after release from prison of 46.9%. While Oregon compares favorably to this rate, the data used to determine the average differs from state to state and is likely not comparable to Oregon’s methodology.

5. FACTORS AFFECTING RESULTS

The Department has put considerable effort into assessment and inmate corrections plan development to address identified needs which would bolster the success of inmate’s positive re-entry into society. 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.



AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

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. In addition, the target may need to be revisited. In the meantime, the Department will maintain the goal of 28.8%.

7. ABOUT THE DATA

Data for this performance measure is by Oregon fiscal year. Being free of new felony convictions following prison is one measure of how well ex-inmates have been successful in becoming responsible community members. It is also a measure of how well the prison system has done in providing new skills and knowledge to inmates and in planning and coordinating their continued supervision in the community.

AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

KPM #4	CLASS 1 ASSAULTS ON STAFF The rate of Class 1 assaults on staff per month, per 1,000 inmates	Measure since: 2000
Goal	To be a safe, civil and productive organization.	
Oregon Context	Agency mission	
Data source	DOC Institutions Monthly Reports	
Owner	Operations Division, Stan Czerniak, Assistant Director 503-945-0950	

1. OUR STRATEGY

Minimize the frequency of staff assaults from by utilizing strong security protocols, practices, and training. Review each event that does occur and extract 'lessons learned'. The Oregon Accountability Model supports both the 'carrot and the stick' approach to inmate population management. An institutional environment that encourages open communication combined with a positive approach to inmate management discourages assaults on staff.

2. ABOUT THE TARGETS

The performance measure gives an indication of how well the 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.

3. HOW WE ARE DOING

The performance measure gives an indication of how well the 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.

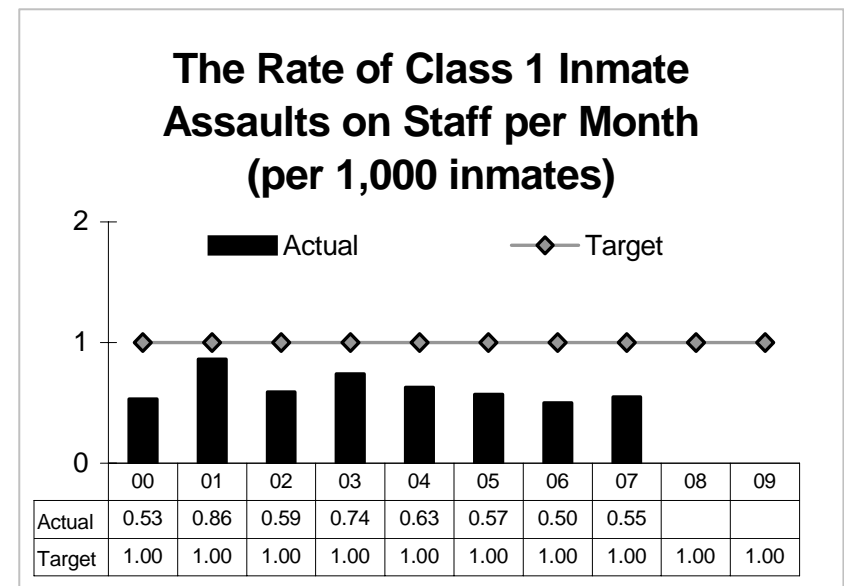
The data indicates the Department is exceeding targeted performance, demonstrated by a consistent decline over the past four reporting periods.

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

Each assault is reviewed to see 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. Class 1 assaults are referred to the State Police for investigation.



AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

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 address that issue as part of their 'Corrections Plan' 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 2007.

Each institution is responsible for monitoring and tracking staff assaults. Staff assaults are tracked using Unusual Incident Reports and the Institution Monthly Report.

The information is available from DOC Research.

Data is collected from daily reports and provided on-line through the Department's Corrections Management Information System.

AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

KPM #5	OUTSIDE WORK CREW WALK-A-WAYS The rate of inmate walk-a-ways from minimum-custody, outside work crews per month	Measure since: 1997
Goal	To be a safe, civil and productive organization	
Oregon Context	Agency mission	
Data source	DOC institutions Monthly Reports	
Owner	Operations Division, Stan Czerniak, Assistant Director 503-945-0950	

1. OUR STRATEGY

Continue current practices with a strong emphasize 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 Department’s 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 850 inmates out on work crews daily.
The data suggests the Department is performing well with respect to management of the minimum custody inmate work crews. The Department is well below the target of one per month.

4. HOW WE COMPARE

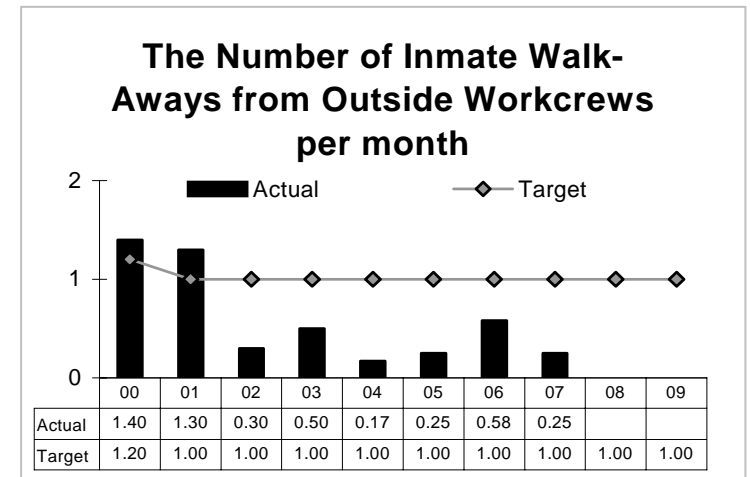
The Department is not aware of an industry standard. Based on our reporting, three walkaways from outside work crews occurred in fiscal year 2007. While this is a very low number, the department continues to refine our work crew screening and supervision.

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 evaluates those inmates eligible for outside work crews.
Continue to explore technology solutions that might enhance supervision.



AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2007.

This information is reported in DOC Institutions Monthly Reports and Unusual Incident Reports.

KPM #6	WORKERS COMPENSATION TIME LOSS CLAIMS Rate of workers compensation time loss claims per 100 employees on a fiscal year basis	Measure since: 2000
Goal	To be a safe, civil and productive organization	
Oregon Context	Agency mission	
Data source	DOC Safety and Risk Manager's monthly worker's compensation reports	
Owner	Human Resources Division, Kimberly Brockamp, 503-945-9029	

1. OUR STRATEGY

Renewed emphasis on proper lifting techniques, review staff training protocols and increased promotion of safety issues in all facilities. Re-evaluate the appropriateness of the reporting criteria.

2. ABOUT THE TARGETS

The target has been reviewed in recent years, but has not been modified, partly to provide an incentive for aggressive claims management. Performance below the target is preferable for this measure.

3. HOW WE ARE DOING

Even though our present rate of time/loss claims, 2.68 claims per 100 employees, is higher than our benchmark of 1.30 per 100, this does not necessarily mean that the Department is outside a reasonable standard. Due to the nature of our business, housing convicted inmates, this constitutes an unknown factor that can have a direct impact on the number of time/loss claims during any specific period of time. As our inmate population has grown from 12,875 inmates in July 2005 to 13,497 in July 2007, so have the incidents of inmate-caused workers' compensation claims, i.e. restraining combative inmates, responding to inmate fights, inmate to staff assaults, cell extractions, etc.

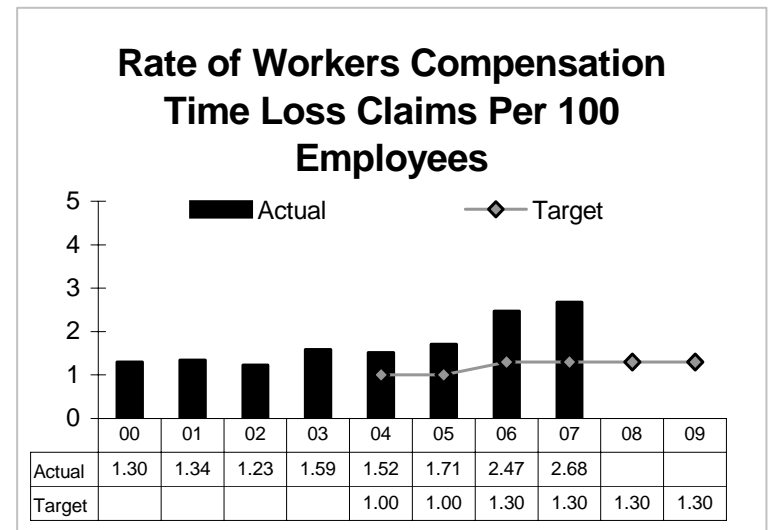
Another factor with a direct link to an increase of time/loss claims has been the Departments' internal defensive tactics training. This training increased from 4 to 8 hours during the 40-hour training week.

4. HOW WE COMPARE

The Department has not been able to identify any comparables.

5. FACTORS AFFECTING RESULTS

The current performance measure was determined several biennia ago and does not factor in the growth of the agency (from 3,300 to our present staffing of around 4,300), the location demographics of our new facilities, inmate population growth and most significantly, the increase of younger more violent and more gang-related inmates.



AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

6. WHAT NEEDS TO BE DONE

The Department is in the process of implementing a newly-designed safety program aimed at reducing accidents and injuries that lead to increased worker's compensation claims. This program will include a wellness program to foster healthy life choices for employees. The DOC is the pilot agency for the Safety & Wellness Leadership Initiative (SWLI) being coordinated through the Department of Administrative Services.

7. ABOUT THE DATA

The July 1 – June 30 fiscal year is the reporting cycle for worker's compensation claims. The data only reflect actual time loss claims. Each claim counts equally toward the performance measure.

For the 2009 biennium, the Legislature approved a new measure that will capture time-loss days, rather than simply counting the number of events. This new measure will provide a better representation of the fiscal and human costs related to on-the-job injuries and the Department's commitment to an active return-to-work program.

AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

KPM #7	REDUCE ELECTRICITY AND NATURAL GAS USAGE Reduce the annual average electricity and natural gas usage. Measure on a monthly BTU per square foot basis.	Measure since: 2000
Goal	Operational Efficiency	
Oregon Context	Agency Mission	
Data source	DOC Facility Services monthly utility consumption report	
Owner	General Services Division; John Koreski, Assistant Director 503-945-9017	

1. OUR STRATEGY

Reduce consumption of electricity and natural gas through conservation and energy efficient improvements at existing institutions.

2. ABOUT THE TARGETS

The targets are established requiring a 10% reduction from calendar year 2000 consumption. The data shows consumption; lower values are the goal.

3. HOW WE ARE DOING

The data indicates the Department is meeting the target. We believe this method of measuring consumption is the most appropriate way of incorporating new facilities to the base.

4. HOW WE COMPARE

Calculated on a BTU per square foot basis, the department has reduced our consumption of electricity and natural gas by 14.4% from our 2000 calendar year monthly baseline. This reduction compares to an average reduction of 14.76% for all DAS buildings reported for calendar year 2006. (Cannot locate DAS data for Fiscal 07)

5. FACTORS AFFECTING RESULTS

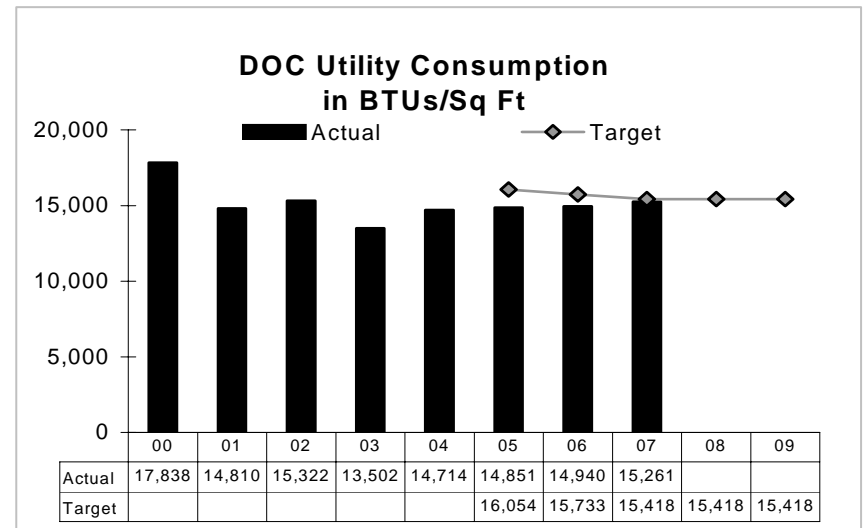
The department continues to investigate conservation opportunities. Our efforts are affected by the requirement to maintain security and the 24/7 operating schedule of our facilities. Actual consumption increased during the fiscal year due to construction activity related to expansions at two facilities. All construction related consumption reported as DOC usage. Occupancy of new areas will affect future reports.

6. WHAT NEEDS TO BE DONE

Continue current conservation efforts; identify further opportunities to reduce or manage energy usage, investigate new technologies.

7. ABOUT THE DATA

The reporting cycle for consumption information is the Oregon Fiscal Year and reflects consumption reported to Oregon Office of Energy in the State Agency Energy Use Data Base.



AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

KPM #8	LEVEL 1 MISCONDUCT SANCTIONS	Measure since: 2005
	Number of sanctions imposed for Level 1 misconducts – monthly average/1,000 inmates for 1 st quarter of each year	
Goal	To be a safe, civil and productive organization	
Oregon Context	Agency mission	
Data source	DOC Corrections Management Information System	
Owner	Operations Division, Stan Czerniak, Assistant Director 503-945-0950	

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 Level 1 inmate misconducts to determine why the increase is happening. 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 problems and assaultive and develop ‘Correction Plans’ to address that behavior and prevent these inmates from impacting daily operations.

2. ABOUT THE TARGETS

The performance measure gives an indication of how well the 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.

3. HOW WE ARE DOING

As our population has grown so have the number of Level I Misconduct Sanctions. The Department has a number of workgroups reviewing inmate conduct, housing levels and inmate incentive programs in order to manage inmate misconduct.

4. HOW WE COMPARE

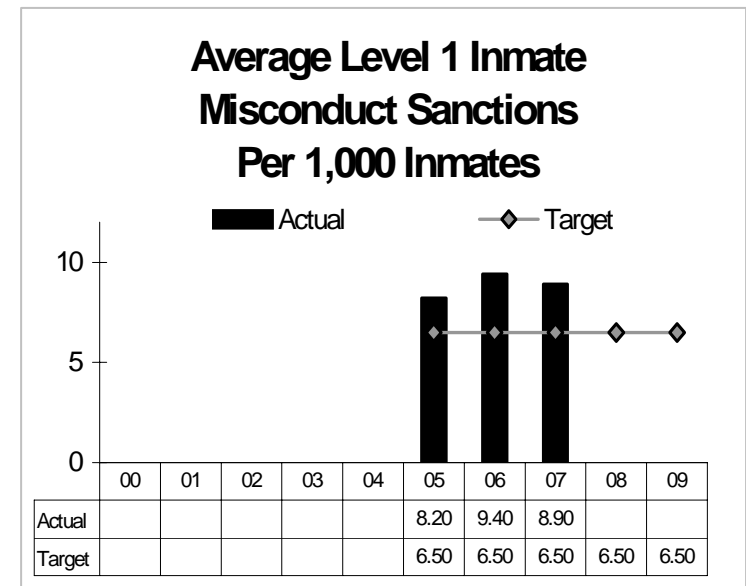
The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

Each Level 1 Misconduct Sanction is reviewed to see its cause or motivation and identify if there are issues that need to be addressed. Protective measures are initiated as needed – these could be for inmate, staff or facility changes. Housing and Programming options are being reviewed to reduce misconduct. Group disturbances were not factored into the original target.

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.



AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

The Department will ensure staff are 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'.

Inmates with violent histories toward staff and chronic misconduct will address that issue as part of their 'Corrections Plan'.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2007.

This information is collected within the institutions and reported to and compiled by the DOC Research Unit.

AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

KPM #9	ANNUAL ESCAPES FROM SECURE-CUSTODY FACILITIES The number of escapes per year from secure-custody facilities (armed perimeter)	Measure since: 2005
Goal	Safe, Civil, Productive and Effective Organization	
Oregon Context	Agency mission	
Data source	DOC Corrections Management Information System	
Owner	Operations Division, Stan Czerniak, Assistant Director 503-945-0950	

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 the 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.

4. HOW WE COMPARE

The Department is not aware of an industry standards.

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 State Police, county and local police agencies and the department's Fugitive Apprehension Unit work together quickly to apprehend escapees.

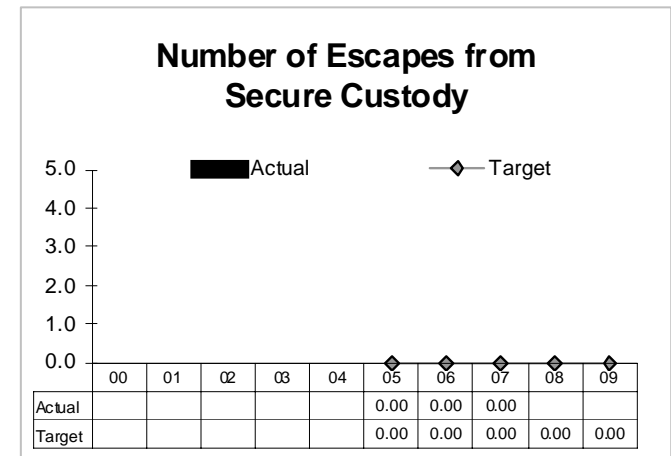
6. WHAT NEEDS TO BE DONE

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 'Corrections Plan' modified to ensure that they are housed appropriately.



AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2007.

Information is reported and tracked used the Corrections Management Information System. The information is reported to the ODOC Research Office by the ODOC Fugitive Apprehension Unit. Each facility documents the incident on an Unusual Incident Report and changes have been made to update the Institution Monthly Reporting Tool.

KPM #10	ESCAPES FROM MINIMUM-CUSTODY FACILITIES The number of escapes from DOC minimum-custody facilities	Measure since: 2005
Goal	Safe, Civil, Productive and Effective Organization	
Oregon Context	Agency mission	
Data source	DOC Corrections Management Information System	
Owner	Operations Division, Stan Czerniak, Assistant Director 503-945-0950	

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

This performance measure has not been met this reporting period: it requires zero escapes from minimum-custody institutions. This measure indicates if the Department’s 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

The performance measure gives an indication of how well the institutions are functioning. There is no such thing as an acceptable escape. The Department has approximately 3,545 minimum-custody beds.

The department continues to refine our classification tool to insure inmates are correctly classified as minimum custody inmates and are appropriate for minimum custody institutions.

During this reporting period there were three escapes from minimum custody facilities. Upon review, security recommendations were made to the Superintendent of the institution.

4. HOW WE COMPARE

The Department is not aware of an industry standard.

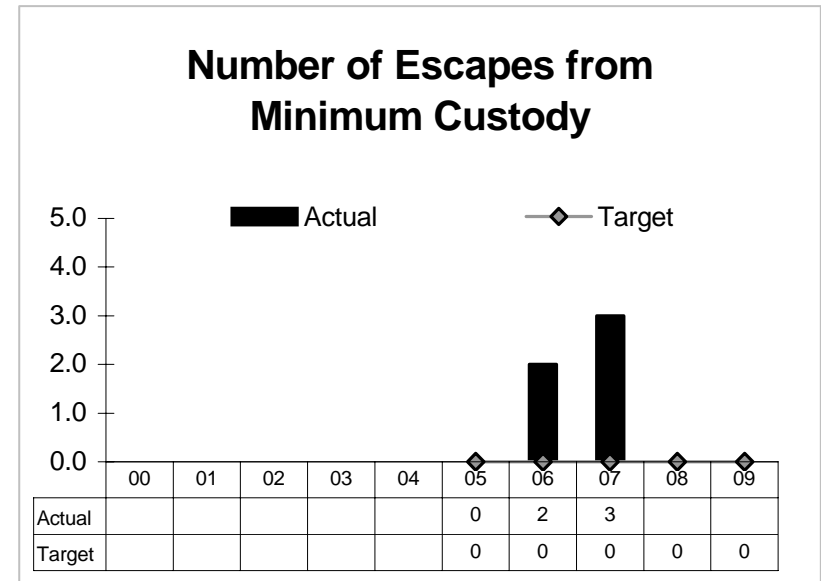
5. FACTORS AFFECTING RESULTS

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.

The State Police, county and local police agencies and the department’s Fugitive Apprehension Unit work together quickly to apprehend escapees.



AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

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 'Corrections Plan' modified to ensure that they are housed appropriately.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2007.

Information is reported and tracked used the Corrections Management Information System. The information is report to research by our Fugitive Apprehension Unit. Each facility documents the incident on an Unusual Incident Report and changes have been made to update the Institution Monthly Reporting Tool.

AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

KPM #11	TRANSITIONAL LEAVE COMPLETION Percent of inmates who successfully complete transitional leave	Measure since: 2005
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Agency mission	
Data source	DOC Corrections Management Information System	
Owner	Transitional Services Division, Ginger Martin, Assistant Director 503-945-9062	

1. OUR STRATEGY

Reviewing pre-release completion criteria; ensuring a continuum of treatment & services from incarceration to community supervision.

2. ABOUT THE TARGETS

The Oregon Department of Corrections offers Alternative Incarceration Programs to inmates who have been sentenced by a judge to be eligible for AIP, and who apply to participate and meet qualifications to participate. The programs are based on intensive interventions, rigorous personal responsibility and accountability, physical labor, and service to the community. During the institutional phase, these programs provide 14 to 16 hours of highly structured and regimented routine every day, for at least 270 days. While on transitional leave, inmates are closely monitored for compliance with their transition plans and are required to find self-sustaining employment, and follow individually-prescribed weekly schedules that include continued treatment, career-development training, and self-management responsibilities. As illustrated in the chart at right, the higher the percentage of completions, the greater the success.

3. HOW WE ARE DOING

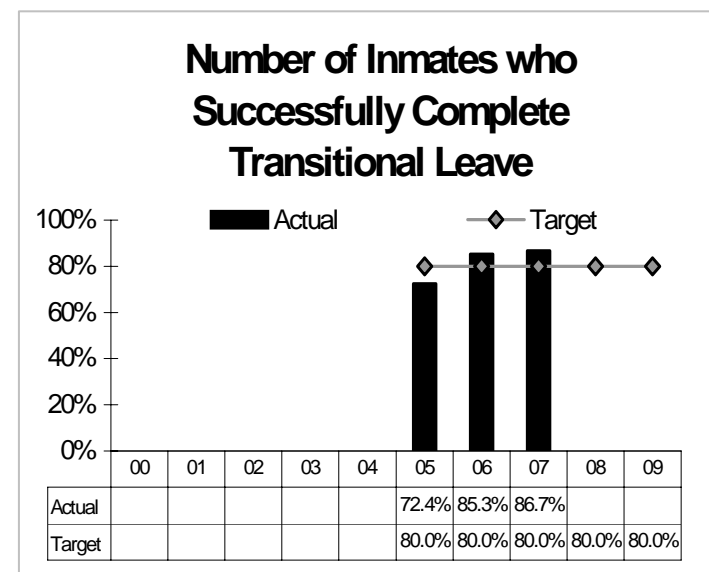
This was a new measure in 2005 and the data for fiscal year 2007 continues to show an increase in the number of inmates who are successfully completing transitional leave.

4. HOW WE COMPARE

The Department is not aware of other states who have transitional leave, nor any comparable data.

5. FACTORS AFFECTING RESULTS

The Department considers an inmate’s participation in an alternative incarceration program 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 three months on transitional leave in their home communities; therefore, alternative incarceration program participants are held to a higher standard of behavior on transitional leave. The transitional leave agreement constitutes the Department’s expectations for both behavior and programming compliance. Inmates who successfully complete both the institutional and transitional leave phases of an alternative incarceration program receive a sentence reduction.



AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

Conversely, inmates who fail any phase of an alternative incarceration program are returned to the Department's regular incarceration to serve out the rest of their sentences. They also forfeit the opportunity to participate in further alternative incarceration programming.

6. WHAT NEEDS TO BE DONE

The Department is monitoring alternative incarceration data trends and program effectiveness research is underway. This information will be used to refine the in-prison service delivery and transition planning supports of the alternative incarceration programs to increase the effectiveness of the transitional leave option as part of the Department's focus on success-oriented prison-to-community re-entry efforts for offenders.

7. ABOUT THE DATA

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

AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

KPM #12	RELEASE PLANS SUBMITTED TIMELY TO THE BOARD OF PAROLE AND POST-PRISON SUPERVISION Percent of release plans to the Board of Parole & Post-Prison Supervision at least 60 days prior to projected release date	Measure since: 2005
Goal	Customer Service	
Oregon Context	Agency mission	
Data source	Board of Parole and Post-prison Supervision reports	
Owner	Transitional Services Division, Ginger Martin, Assistant Director 503-945-9062	

1. OUR STRATEGY

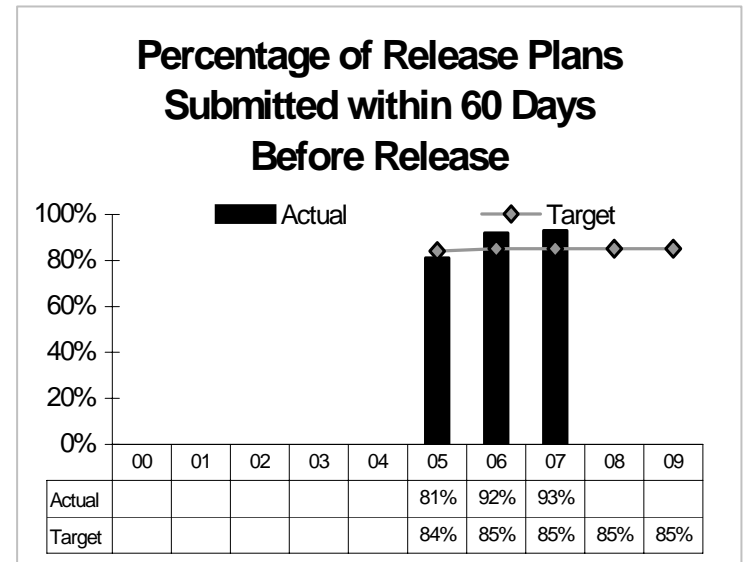
The Department is responsible for preparing recommendations to our customer, the Board of Parole and Post-Prison Supervision, so that Board staff can set appropriate requirements for offenders on supervision following prison. Counselor managers are required to review release plans prior to submission to monitor timeliness and quality.

2. ABOUT THE TARGETS

Every year, approximately 4,000 inmates release to the community. Finalization of inmate release plans are top priority during the last six months of incarceration, and Department staff and partner agencies work closely together to ensure all inmates have appropriate and serviceable plans at release.

3. HOW WE ARE DOING

This measure was adopted in 2005 and supports the Department’s commitment to timely and appropriate transition planning to ensure the seamless movement of offenders from incarceration to the community. As illustrated in the chart, at right, the Department continues to record gains over the target in the last fiscal year in meeting the 60 day window for submitting release plans to the Board of Parole and Post-Prison Supervision.



4. HOW WE COMPARE

Oregon law requires the Department to submit release plans not less than 60 days prior to the inmate’s release. However, the Department is not aware of an industry standard governing the development or submission of release plans to a paroling authority.

5. FACTORS AFFECTING RESULTS

Counselors play a critical role ensuring adequate communication about work done toward completion of the release planning process for inmates during the final year of incarceration. As part of re-entry planning, case managers identify and secure critical community resources necessary for the offender’s successful re-entry. Increased communication and collaboration between the Department and community corrections agencies have resulted in an increase in the number of counties providing “reach-in” services to meet with and work with inmates six to nine months prior to their release from prison. These efforts also help to solidify the release plan details allowing for timely submission of release plans to the Board of Parole and Post-Prison Supervision.

AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

6. WHAT NEEDS TO BE DONE

The Department will continue to track this measure, concentrating on efforts that retain the gains experienced between 2005 and 2007, while focusing on the quality of the release plans developed for all inmates in support of successful transition to the community.

7. ABOUT THE DATA

This data is reported by Oregon fiscal year. The Department monitors the status of this measure on a monthly basis. In addition, quarterly reviews pay particular attention to release plans developed with the participation of the inmate, the community corrections parole officer, and the corrections counselor on inmates who are high or medium risk.

AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

KPM 13	CUSTOMER SERVICE : Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, availability of information	Measure since: 2005
Goal	Customer Service	
Oregon Context	Agency Mission (see: http://www.oregon.gov/DOC/ADMIN/mission.shtml)	
Data source	DOC Research Unit survey responses	
Owner	Transitional Services Division, Ginger Martin, 503-945-9062	

1. OUR STRATEGY

Community corrections agencies depend on the Department to provide information about offenders leaving prison and to coordinate release between the institution and the community. Customer satisfaction with the an indicator that this coordination is happening effectively and that good re-planning is occurring. The customer service survey rates the DOC as to timeliness, accuracy of information, helpfulness, expertise, availability of information and overall service.

2. ABOUT THE TARGETS

This is a new KPM for the Department. Baseline data has just been in 2007. Based on the initial responses, the target for all categories has been 90%. The higher the percentage, the more satisfied our customers in community corrections are.

3. HOW WE ARE DOING

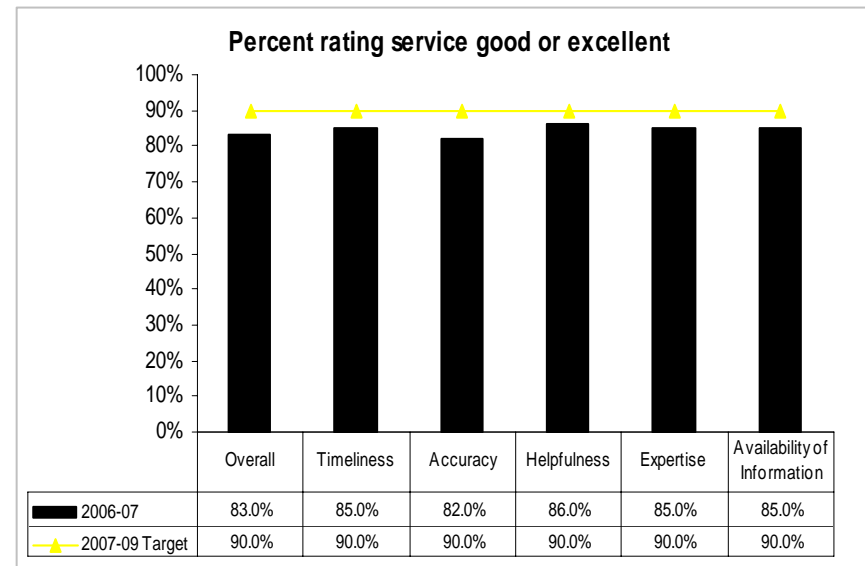
In 2007, 83% of respondents rated the overall quality of service as excellent good, and 63% of the participants said the transition process is getting

4. HOW WE COMPARE

Comparison data from other state agencies is not yet available. The Oregon Progress Board will compile results for all state agencies.

5. FACTORS AFFECTING RESULTS

DOC randomly sampled inmates released between March and June, 2006. These randomly selected inmates were matched to community corrections parole officers (POs) assigned to each transition case 30 days after release. Parole officers were surveyed about a particular inmate’s transition. This assures that the information collected is based on current practices and experiences, rather than opinions from past experiences. The DOC had an 82% response rate, which is very high for surveys of this kind; a very high response rate allows us to trust the data as an accurate reflection of customer opinions, but positive and negative.



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AGENCY NAME: Oregon Department of Corrections

III. USING PERFORMANCE DATA

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

6. WHAT NEEDS TO BE DONE

A transition process that improves the success of inmates when they leave prison is a priority for the Department. Details from the survey just completed in January 2007 will be reviewed to determine where customer service improvements can be made immediately. Other areas may require longer term planning. A project management approach will be used to make progress on more complex initiatives.

7. ABOUT OUR CUSTOMER SERVICE SURVEY

Survey name: Statewide Customer Service Performance Measure Survey.

Surveyor: Oregon Department of Corrections, Transitional Services Division, and DOC Research and Evaluation.

Population: Community corrections staff working with Inmates releasing from DOC prisons between March and June, 2006.

Sampling frame: Community corrections staff working with all inmates released from DOC (Oregon) prisons between March and June, 2006.

Sampling procedure: Random sample of inmates matched to community corrections parole officers assigned to transition case 30 days after inmate's release.

Sample characteristics: 665 surveys sent to POs throughout Oregon; 542 surveys completed and returned (82% response rate).

Weighting: N/A.

AGENCY NAME: Oregon Department of Corrections**III. USING PERFORMANCE DATA**

Agency Mission: Promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

Contact: Nathan Allen, Planning & Budget Administrator	Phone: 503-945-9007
Alternate:	Phone:

The following questions indicate how performance measures and data are used for management and accountability purposes.

<p>1 INCLUSIVITY Describe the involvement of the following groups in the development of the agency's performance measures.</p>	<ul style="list-style-type: none"> • Staff: On-going evaluation of both internal and external measures to provide appropriate management information • Elected Officials: Reviewed by Governor's Office and the Legislature to ensure applicability of measures and performance reporting • Stakeholders: None • Citizens: None
<p>2 MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p>The data are 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>
<p>3 STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?</p>	<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 during this next year.</p>
<p>4 COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<ul style="list-style-type: none"> • Staff: Available on the agency website and communicated regularly through division and executive-level discussions. • Elected Officials: Annual Performance Reports and statewide Progress Board updates – oversight. • Stakeholders: Agency webpage using the Corrections Management Information System – for general interest. • Citizens: Agency webpage using the Corrections Management Information System – for general interest.