

Oregon Department of Corrections

Appendix

167

Other Funds ending balances report

Agency Program Prioritization for 2013-15

Annual Performance Progress Report (APPR)

Letter of compliance with HB 2020 and HB 4131

Reclassifications completed during 2011-13

New hires made during 2011-13

New hires hired above step 2

Audit Report as required under HB 3291

Safety Outcome Funding Sheets

UPDATED OTHER FUNDS ENDING BALANCES FOR THE 2011-13 & 2013-15 BIENNA

Agency: Oregon Department of Corrections 29100
 Contact Person (Name & Phone #): James Brand 503-945-0996

(a) Other Fund Type	(b) Program Area (SCR)	(c) Treasury Fund #/Name	(d) Category/Description	(e) Constitutional and/or Statutory reference	(f) 2011-13 Ending		(g) 2013-15 Ending		(i) Comments
					In LAB	Revised	In GBB	Revised	
Limited	003 - Operations	00401 - General Fund	Operations	Ch 631, S.2, SS.1, OL 2011	1,229,690	1,201,423	569,967	1,412,636	Projections include outstanding accounts receivables.
Limited	003 - Operations	00688 - State Prison Work Programs	Other - Inmate Work Programs	Ch 631, S.2, SS.1, OL 2011	1,188,034	1,034,883	(445,949)	540,007	Column g includes outstanding accounts receivables of \$478k.
Limited	004 - Central Administration	00401 - General Fund	Operations	Ch 631, S.2, SS.2, OL 2011	935,121	2,012,910	3,275,215	2,087,759	Includes Inmate Welfare Fund. Social Security Administration incentive revenue has increased.
Limited	005 - Public Services	00401 - General Fund	Operations	Ch 631, S.2, SS.2, OL 2011	0	0	0	0	SCR has been incorporated into SCR 011.
Limited	006 - General Services	00401 - General Fund	Operations	Ch 631, S.2, SS.2, OL 2011	1,202,078	542,138	176,151	202,666	Commissary/canteen. Column g includes outstanding accounts receivables of \$232k.
Limited	007 - Transitional Services	00401 - General Fund	Operations	Ch 631, S.2, SS.3, OL 2011	0	0	0	0	SCR has been incorporated into SCR 011.
Limited	007 - Transitional Services	00688 - State Prison Work Programs	Other - Inmate Work Programs	Ch 631, S.2, SS.3, OL 2011	0	0	0	0	SCR has been incorporated into SCR 011.
Limited	008 - Human Resources	00401 - General Fund	Operations	Ch 631, S.2, SS.2, OL 2011	0	2,357	0	2,357	Rental of shooting ranges.
Limited	009 - Community Corrections	00401 - General Fund	Operations	Ch 631, S.2, SS.4, OL 2011	2,068,709	1,923,243	669,705	1,846,444	Linn & Douglas County's supervision fees were used to supplement their Grant in Aid distribution to keep the current service level. Feb-13 session limitation request would reduce columns g & i by \$1.4m.
Limited	010 - Health Services	00401 - General Fund	Operations	Ch 631, S.2, SS.1, OL 2011	607,950	72,240	61,458	75,000	2011-13 LAB amount analyzed & reduced by \$570k in 2013-15 base. ROX pharmacy settlements during 2011-13 approx \$221k.
Limited	011 - Offender Management & Rehabilitation	00401 - General Fund	Operations	Ch 631, S.2, SS.3, OL 2011	15,042	913,268	651,070	702,515	VINE program contract payment adjustment.
Limited	011 - Offender Management & Rehabilitation	00688 - State Prison Work Programs	Other - Inmate Work Programs	Ch 631, S.2, SS.3, OL 2011	421,211	923,950	790,355	767,915	New SCR structure due to agency reorganization. Work-based education programs revenue has increased.
Capital Improvement	088 - Capital Improvements	00401 - General Fund	Other-Capital Improvements	Ch 110, S.2, OL 2012	0	0	0	0	Previous one-time Other Funds were phased out.

Objective: Provide updated Other Funds ending balance information which reflects the agency's best estimate of changes in economic conditions or budget adjustments due to General Fund allotment

Instructions:

- Column (a): Select one of the following: Limited, Nonlimited, Capital Improvement, Capital Construction, Debt Service, or Debt Service Nonlimited.
- Column (b): Select the appropriate Summary Cross Reference number and name from those included in the 2011-13 Legislatively Approved Budget. If this changed from previous structures, please note the change in Comments (Column (i)).
- Column (c): Select the appropriate, statutorily established Treasury Fund name and account number where fund balance resides. If the official fund or account name is different than the commonly used reference, please include the working title of the fund or account in Column (j).
- Column (d): Select one of the following: Operations, Trust Fund, Grant Fund, Investment Pool, Loan Program, or Other. If "Other", please specify. If "Operations", in Comments (Column (i)), specify the number of months the reserve covers, the methodology used to determine the reserve amount, and the minimum need for cash flow purposes.
- Column (e): List the Constitutional, Federal, or Statutory references that establishes or limits the use of the funds.
- Columns (f) and (h): Use the appropriate, audited amount from the 2011-13 Legislatively Approved Budget and the 2013-15 Governor's Balanced Budget.
- Columns (g) and (i): Provide updated ending balances based on revised expenditure patterns or revenue trends. Do not include adjustments for reduction options that have been submitted unless the options have already been implemented as part of the 2011-13 General Fund approved budget or otherwise incorporated in the 2011-13 LAB. Provide a description of revisions in Comments (Column (i)).
- Column (j): Please note any reasons for significant changes in balances previously reported during the 2011 session.

Additional Materials: If the revised ending balances (Columns (g) or (i)) reflect a variance greater than 5% or \$50,000 from the amounts included in the LAB (Columns (f) or (h)), attach supporting memo or spreadsheet to detail the revised forecast.

PROGRAM PRIORITIZATION FOR 2013-15 AGENCY REQUEST BUDGET

Agency Name:		Oregon Department of Corrections																		
2013-15 Biennium		Agency Number: 29100																		
Agency-Wide Priorities for 2013-15 Biennium																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)			
Agcy	Prgm/ Div																			
1	1	DOC	ISH	Institution Security & Housing	4, 5, 7, 8, 9	5	467,501,232	-	-	467,501,232	2521	2,507.85	N	Y	S,FM	Oregon Constitution Art. I Sec. 13,16,44;ORS 423.020 1 (a-d); ORS 423.075 5 (a-d); Case law based on the 8th Amendment US Constitution	Prohibition against undue rigor, cruel and unusual punishment, term of imprisonment to be fully served; 2003 Federal Prison Rape Elimination Act (PREA)			
2	2	DOC	IFS	Institution Food Service	4,7	5	51,574,840	842,129	-	52,416,769	143	142.31	N	Y	C,S,FM	Oregon Constitution Art I Sec 16;ORS 423.020 (d)	Adequate amounts of wholesome food			
3	1	DOC	IMED	Inmate Medical Services	12	5	147,471,081	561,676	6,253,705	154,286,462	371	349.52	N		C, F		See text box below			
4	4	DOC	PP	Institution Physical Plant	0	5	81,766,721	28,672	-	81,795,393	196	195.52	N	Y	C,S,FM	Oregon Constitution Art I Sec 16;ORS 423.020 (d)	Clean, safe institutions			
5	2	DOC	BHS	Behavioral Health Services	0	5	34,616,123	-	-	34,616,123	123	120.25	N		C, F					
6	3	DOC	PHARM	Pharmacy	0	5	35,482,948	-	-	35,482,948	29	27.27	N		C, F					
7	4	DOC	DENT	Inmate Dental Services	0	5	14,743,392	-	-	14,743,392	61	55.75	N		C, F					
8	2	DOC	OISC	Offender Information Sentence Computation	11	5	11,970,485	-	-	11,970,485	71	70.50	N	N						
9	11	DOC	CCM	Correctional Case Mgmt	0	5	1,527,540	-	-	1,527,540	10	10.00								
10	5	DOC	TPT	Inmate Transport - Statewide	0	5	14,068,549	71,960	-	14,138,509	70	68.03	N	Y	C,S,FM	Oregon Constitution Art. I Sec. 11&18; ORS 423.075 c-d; Case law based on the 5th and 8th Amendment - US Constitution	Access to outside medical care, court appearances, safe housing in the case of conflicts			
11	11	DOC	OPS-Admin	Administration - Statewide	0	5	(8,265,394)	1,851,198	-	(6,414,196)	9	8.25	N	Y	C,S	Oregon Constitution Art. I Sec. 13&16; ORS 423.020 (e); ORS 423.075 (5b)	Ensuring execution of agency process and procedures that protect confined persons			
12	8	DOC	JSS	Institution Social Services (Counseling)	10	5	22,570,807	-	-	22,570,807	116	115.70	N	Y	C,S	Oregon Constitution Art. I Sec15; ORS 423.075 5(a-d)	Institution counseling services that provide access to programs supporting reformation.			
13	4	DOC	INTAKE	Intake & Assessment	0	5	4,320,572	-	-	4,320,572	23	22.28								
14	3	DOC	LL	Institution Legal Library	0	5	2,032,284	-	-	2,032,284	12	12.00	N	Y	FM		Right to challenge the conditions of confinement and details of conviction			
15	5	DOC	TR	Transition and Release	3,10,11	5	9,535,884	148,148	-	9,684,030	39	39.00	N	N	0					
16	8	DOC	IWPA	Institution Inmate Work Programs	1, 5	5	-	402,988	-	402,988	0	0.00	N	Y	C,S	ORS 423.020 1 (e); Oregon Constitution Art I Sec. 41	Productive work for all qualifying inmates			
16	7	DOC	IWPA	Institution Inmate Work Programs	1, 5	5	2,703,844	5,588,452	-	6,292,296	31	31.00	N	Y	C,S	ORS 423.020 1 (e); Oregon Constitution Art I Sec. 41	Productive work for all qualifying inmates			
17	6	DOC	AD	Alcohol & Drug / Cognitive Treatment	2,3,10	5	12,361,933	5,034,999	-	17,396,932	4	4.00	N	Y	C	Sec. 41 (4)	Provide alcohol/drug treatment to inmates			

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1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21			
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)						
Agcy	Prgrm/ Div																						
18	7	DOC	Ed	Education & Training	2,3	5	16,128,901	3,006,480	-	-	-	-	19,135,381	4	4.00	N	Y	S	ORS 421.084	Provide basic education to inmates			
19	8	DOC	IAS	Institution Administration & Support	0	5	26,791,888	118,477	-	-	-	-	26,910,360	136	136.00	N	Y	C,S,FM	Oregon Constitution Art I Sec 13&18; ORS 423.020 (a); ORS 423.075 5(a-d); Case law based on the 8th Amendment US Constitution	Ensuring execution of agency process and procedures that protect confined persons			
20	9	DOC	RS	Religious Services	0	5	6,402,335	835,551	-	-	-	-	7,237,886	31	30.00	N	N	FM	Religious Land Use and Institutionalized Persons Act of 2000	Provide access to religious activities			
21	3	DOC	OPM	Office of Population Management	0	5	1,878,258	-	-	-	-	-	1,878,258	8	8.00	N	N						
22	1	DOC	CCG	Grants to Counties	3	5	197,248,981	2,174,744	-	-	-	-	199,423,725	53	53.00	N	N	S	ORS 423.505				
23	10	DOC	OPS-CS	Central Services	0	5	6,073,831	700,000	-	-	-	-	6,773,831	3	3.00	N	Y	C,S,FM	Oregon Constitution Article I Section 16; ORS 423.075 5(a-d); ORS 421.180; Case law based on the 8th Amendment US Constitution	Receipt of legal mail, due process for grievances and discrimination complaints,			
24	8	DOC	ACT	Institution Inmate Activities	4,7	5	3,753,393	-	-	-	-	-	3,753,393	23	22.71	N	Y	C,S,FM	Oregon Constitution Article I Sec 16; ORS 423.020 1 (f); Case law based on the 8th Amendment US Constitution	Access to exercise			
25	1	DOC	OMR	Offender Management & Rehabilitation Admin	2,3,10,11	5	1,980,311	215,384	-	-	-	-	2,178,695	3	3.00	N	N						
26	10	DOC	INS	Inmate Services	0	5	1,206,133	-	-	-	-	-	1,206,133	2	2.00	N	N						
27	3	DOC	CCG	Interstate Compact	3	5	32,942,498	17,485	-	-	-	-	32,959,983	4	4.00	N	N	S	ORS 423.505				
28	2	DOC	CCG	Comm Corrections Admin	3	5	18,429,132	4,263,565	-	-	-	-	22,692,697	6	6.33	N	N	S	ORS 423.505				
29	1	DOC	CI	Capital Improvements	0	5	2,698,875	-	-	-	-	-	2,698,875	0	0.00	N	N						
NR	NR	DOC	DO	Director's Office	0	5	(711,315)	80,000	-	-	-	-	(631,315)	4	4.00	N	N						
NR	NR	DOC	IA	Internal Audits	0	5	500,201	-	-	-	-	-	500,201	2	2.00	N	N						
NR	NR	DOC	AO	Agency-wide Overhead	0	5	45,342,299	89,000	-	-	-	-	45,342,299	0	0.00	N	N						
NR	NR	DOC	RO	Research Office	0	5	2,007,579	-	-	-	-	-	2,007,579	8	8.00	N	N						
NR	NR	DOC	OPB	Office of Planning & Budget	0	5	2,434,200	-	-	-	-	-	2,434,200	9	9.00	N	N						
NR	NR	DOC	IGA	Inspector General - Admin	0	5	1,152,068	-	507,851	-	-	-	1,659,919	6	6.00	N	N						
NR	NR	DOC	SIU	Inspector General - Special Investigations	0	5	5,960,629	-	-	-	-	-	5,960,629	28	28.00	N	N						
NR	NR	DOC	HRGS	Inspector General - Hearings	0	5	4,828,879	-	-	-	-	-	4,828,879	23	23.00	N	N						

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Agcy	Prgm/ Div																			
NR	NR	DOC	IPM	Inspector General - Inmate Phone System	D	5	-	542,288	-	542,288	3	3.00	N	N						
NR	NR	DOC	GEC	Govt Efficiencies & Communications	D	5	1,223,895	-	-	1,223,895	5	5.00	N	N						
NR	NR	DOC	FISC	Fiscal Services	D	5	15,744,932	208,336	-	15,951,268	79	77.55	N	N						
NR	NR	DOC	FACS	Facility Services	D	5	10,487,140	513,315	-	11,000,455	34	34.00	N	N						
NR	NR	DOC	DS	Distribution Services	D	5	9,259,570	6,450,257	-	15,719,827	72	71.38	N	N	F					
NR	NR	DOC	ITS	Information Technology Services	D	5	20,374,214	141,335	-	20,515,549	84	83.13	N	N						
NR	NR	DOC	GS-AD	Assistant Director - General Services	D	5	(548,106)	(95,807)	-	(643,713)	2	2.00	N	N						
NR	NR	DOC	HRS	Human Resources Division	D	5	14,803,989	5,000	-	14,808,989	75	68.75	N	N						
NR	NR	DOC	DS	Debt Service	D	5	131,444,114	-	1,262,828	132,706,940	0	0.00	N	N	D					
NR	NA	DOC	CC	Capital Construction	D	5	-	4,981,000	-	4,981,000	0	0.00	N	N						
						\$ 1,485,510,100	\$ 38,787,828	\$ 6,761,559	\$ 1,262,828	\$ 1,532,302,310	4,534	4,471.88								

7. Primary Purpose Program/Activity Exists

- 1
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-8.33

19. Requirement Code

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (to participate, certain requirements exist)
- S Statutory

Prioritize each program activity for the Agency as a whole

Document criteria used to prioritize activities:

- 1) Agency Mission, constitutional requirements and federal mandates
- 2) Public safety, staff and inmate safety, population management, inmate care & housing, community supervision
- 3) Impact on recidivism, behavior change, tools for successful re-entry into communities
- 4) Interrelationships and dependencies between related functions & programs
- 5) Benchmarks and key performance measures

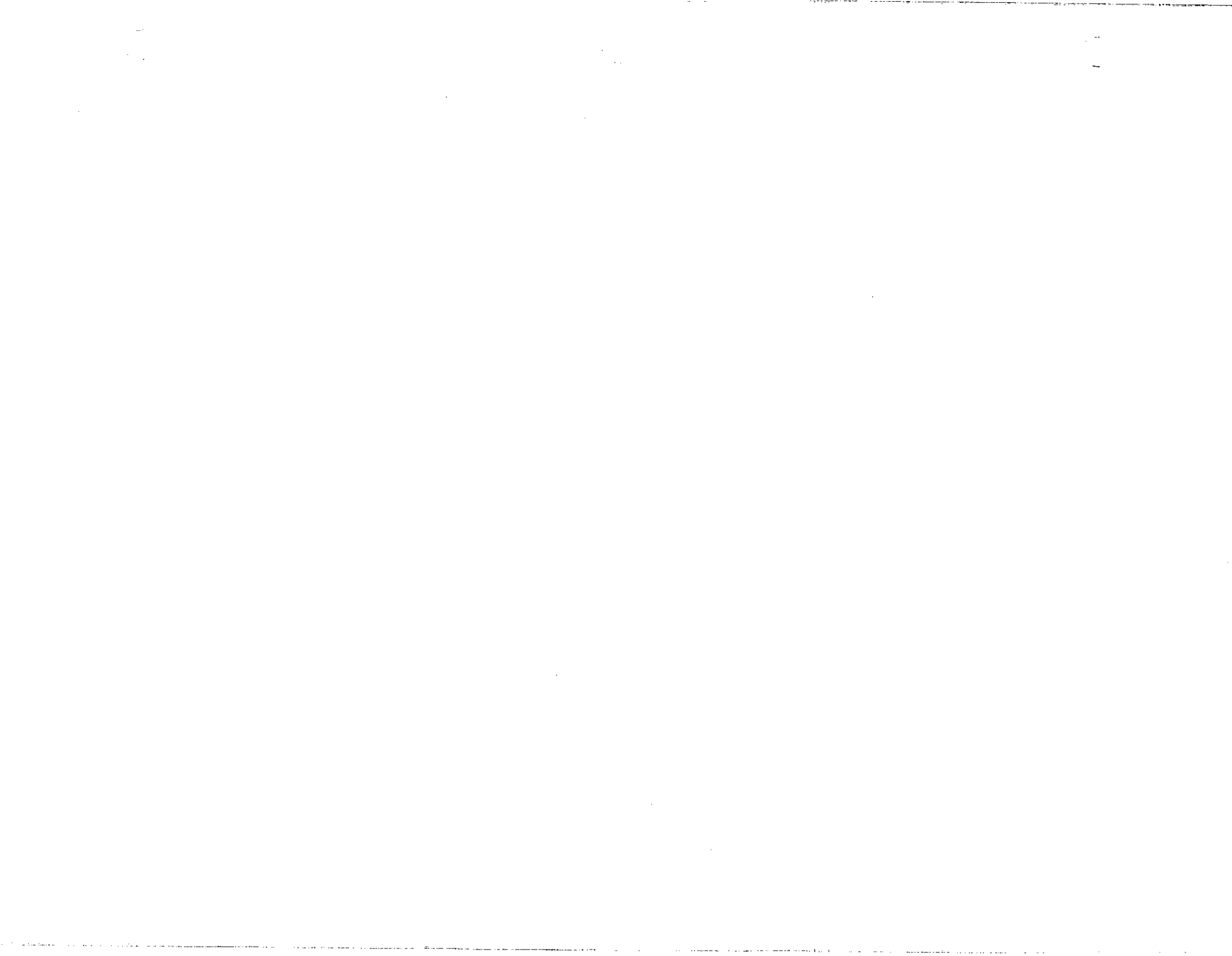
CORRECTIONS, DEPARTMENT of
Annual Performance Progress Report (APPR) for Fiscal Year (2011-2012)

Original Submission Date: 2012

Finalize Date: 10/9/2012

2011-2012 KPM #	2011-2012 Approved Key Performance Measures (KPMs)
1	Percentage of inmates in compliance with 40-hour work/education requirements of the constitution (Ballot Measure 17).
2	Percentage of high and medium-risk inmates that complete a program prioritized in their corrections plan.
3	Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison.
4	The rate of Class 1 assaults on individual staff per month (rate per 1000 employees).
5	The rate of inmate walk-a-ways from outside work crews per month.
6	Reduce the annual average electricity and natural gas usage. Measure on a BTU per square foot basis.
7	Number of inmates sanctioned for Level 1 misconducts—(monthly average/1,000 inmates).
8	The number of escapes per year from secure-custody facilities (armed perimeter).
9	The number of escapes from DOC unarmed perimeter facilities.
10	Percent of inmates who successfully complete transitional leave.
11	Percent of customers rating their satisfaction with the agency customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
12	Percent of total inmate care encounters that occur offsite.
13	Number of workers compensation time loss days per 100 employees on a fiscal year basis.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2013-2015
	Title: Rationale:



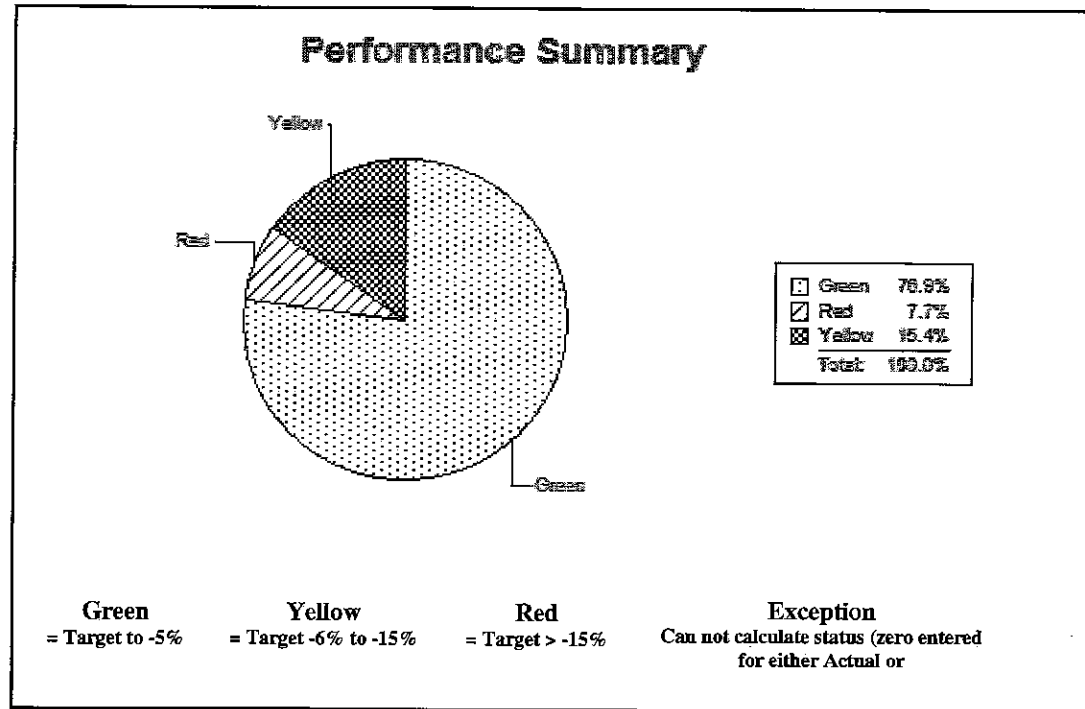
Agency Mission: The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

Contact: Shawn Haywood

Contact Phone: 503-945-0934

Alternate:

Alternate Phone:



1. SCOPE OF REPORT

Appropriate to the agency mission, most of the Key Performance Measures track performance in areas of inmate activity; compliance with Measure 17 work/education requirements, participation in Oregon corrections plans, recidivism, assaults on staff, misconduct sanctions, work crew walk-a-ways, escapes, offsite care encounters and successful completion of transitional leave. One measure tracks the department's energy conservation relative to consumption of electricity and natural gas. One measure tracks workers compensation time loss days. One customer service measure tracks our success relative to significant agency customers. This measure includes customer satisfaction for services provided to community parole and probation officers. There are a number of other key Department operations and programs that are not currently tracked as Key Performance Measures, but are managed through the use of internal measures at the Division or program level.

2. THE OREGON CONTEXT

The Department is a primary contributor to Benchmark #64: Adult Recidivism: The percentage of adult offenders convicted of a new felony within three years of initial release. The Department influences this measure through its efforts to provide inmates with the tools necessary to successfully remain in the community after release. This effort has been strengthened through the establishment of the Oregon Accountability Model (OAM). The model recognizes that transition begins at the point of intake, when a corrections plan is developed for each inmate. The plan addresses criminal risk factors in order to enhance successful reintegration into the community and in turn reduce recidivism. To further enhance the effectiveness of the OAM, the Department has implemented the Correctional Case Management (CCM) designed to target limited agency resources and treatment towards those inmates who are at the highest risk of returning to prison.

3. PERFORMANCE SUMMARY

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

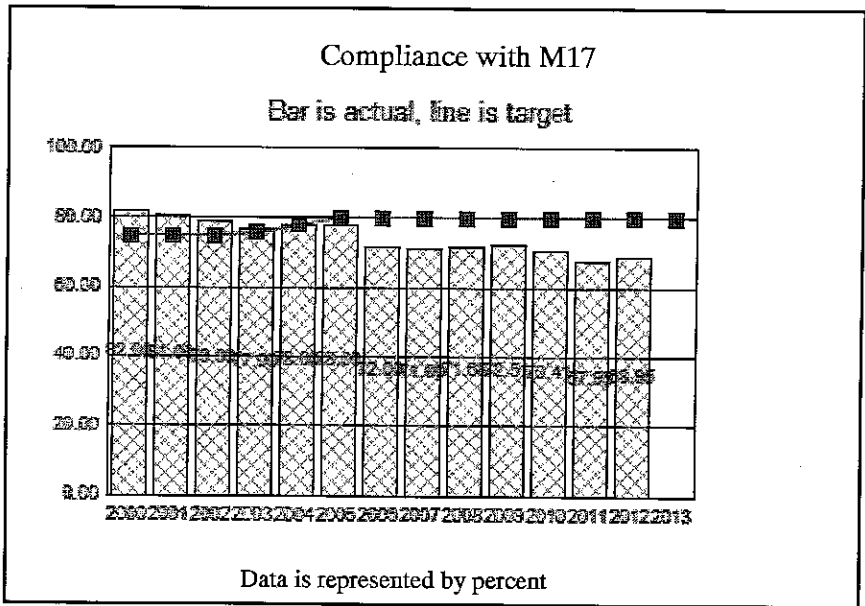
4. CHALLENGES

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

5. RESOURCES AND EFFICIENCY

The Department 2011-13 budget is \$1,324,785,417 General Fund, \$27,563,757 Other Funds and \$8,171,635 Federal Funds (\$1,262,826 FF is Non-limited Debt Service limitation). KPM #6 Reduce Electricity and Natural Gas Usage, reports that the Department is on track to achieve its 2015 target of reducing BTU usage by 20%. This is in response to an increased target from 10% to 20% reduction in BTU usage.

KPM #1	Percentage of inmates in compliance with 40-hour work/education requirements of the constitution (Ballot Measure 17).	1995
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Benchmark #64 - Adult Recidivism	
Data Source	DOC Research Unit; based upon data submitted weekly by individual institution	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Continue to prioritize the development and offering of programs and work that count toward compliance of Ballot Measure 17.

2. ABOUT THE TARGETS

Development of a work ethic, a basic education, and meeting the programming needs of inmates, etc., contributes to the successful return of inmates to society, thereby reducing recidivism. The higher the percentage, the more inmates that are working or attending basic education and programming.

3. HOW WE ARE DOING

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

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

Institution maintenance, janitorial work, kitchen help, garment factory, and laundry are examples of work that count toward the 40 hour requirement. Programs such as education and alcohol and drug treatment also qualify, but also cause conflicts with scheduling and take priority over work crew assignments. Average population increased by 59 inmates compared to 2011. Also, the number of exempt inmates decreased by 1300 from 2011. Thus, we had an additional 1241 inmates eligible for work, but the number of inmate jobs needed to support institution operations stayed relatively static. The Department continues to accommodate growing numbers of inmates; however, the availability of work and program opportunities becomes more restricted. Although new facilities demand inmate workers for a limited number of tasks, inmate population growth does not otherwise create the need for additional jobs, and limited funding for programs will not reach all those in need. The number of suitable inmates available for outside work crews has decreased, with an emphasis on not allowing sex offenders on these types of crews. Previous data suggests that a higher number of inmates in the past were reported in compliance when in fact they may have been only partially compliant, current audits verify the most recent numbers to be accurate. Some work opportunities, like outside work crews are limited by the amount of funding that public entities have available to finance those activities. In July 2010, as a cost saving measure, the Department suspended all General Funded Inmate Work Crew Supervisor positions. Because of this suspension, the Department increased their daily crew rate to meet all expenses associated with the work crew. As the Department's costs to make work crews available increase, public entities' abilities to purchase these services shrink or stay the same. This change resulted in a decrease of 15,864 individual inmate work days from the 10-11 reporting period and an even larger decrease of 17,194 for the 11-12 period. Even with these decreases, the Department was able to increase by 1% over 2011. This can be attributed to institutions creating work opportunities through innovative in-house projects (dog programs, gardening programs, photo programs, etc.)

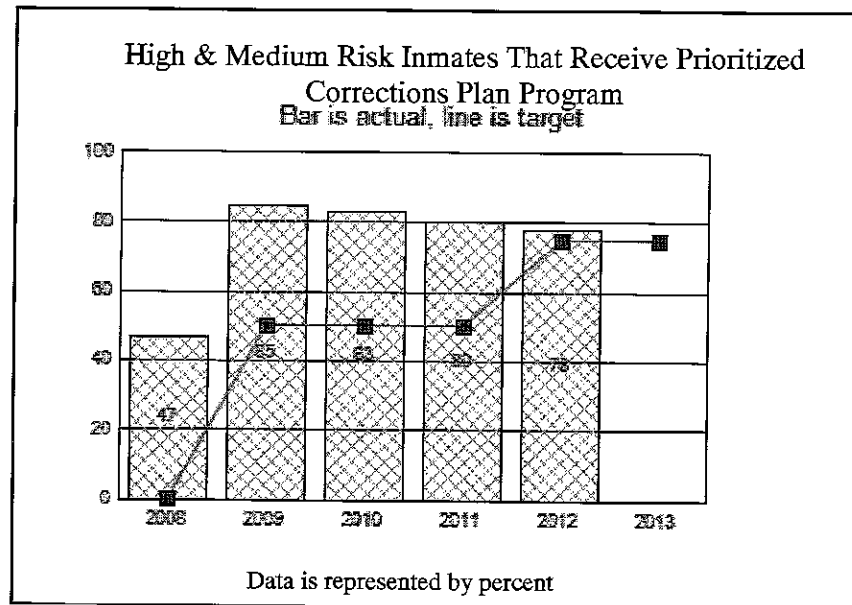
6. WHAT NEEDS TO BE DONE

Continue to think outside the box to develop and offer work and programming opportunities. Develop community relationships and innovative ways of supplying work crews for the needs of local communities (i.e., host agency crews, etc.) in support of Ballot Measure 17.

7. ABOUT THE DATA

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

KPM #2	Percentage of high and medium-risk inmates that complete a program prioritized in their corrections plan.	2007
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Benchmark #64 Adult Recidivism	
Data Source	DOC Corrections Management Information System Report	
Owner	Offender Management & Rehabilitation Services Division, Chane Griggs, Assistant Director 503-945-9092	



1. OUR STRATEGY

Focus on the population able to be served by limited resources; focus on high-risk offenders. For each inmate, identify and address criminal risk factors which, when mitigated, will reduce the likelihood of the offender committing another crime once released from prison. The Department provides the education

cognitive skills, and addictions treatment programs for inmates with the highest risk of re-offending. An Oregon Corrections Plan (OCP) is developed for each inmate. The OCP addresses criminal risk factors to enhance successful reintegration into the community and reduce recidivism. It prescribes specific interventions such as education, alcohol and drug treatment, and cognitive programs.

2. ABOUT THE TARGETS

This measure tracks only high and medium-risk inmates who complete a program prioritized in their corrections plan. High and medium-risk inmates are prioritized for limited treatment resources because of their higher likelihood of recidivating. Targets are established to support incremental increases in the percentage of inmates who complete programs listed in their corrections plan. In 2008 the agency reported a rate of 47%. The target was set for incremental improvement at 50%. Given current performance achievement, this target needs to be increased.

3. HOW WE ARE DOING

The agency reports 78% of high and medium risk inmates completed a program prioritized on their corrections plan which represents a slight reduction from the 80% reported in 2011, 83% reported in 2010 and 85% in 2009. The performance over the target on this measure indicates that the agency is doing a good job identifying and engaging the higher risk inmates in alcohol/drug treatment, cognitive behavioral treatment programs, and/or adult basic education. The fact that performance is dropping reflects a reduction in capacity for alcohol/drug treatment and education programs due to budget reductions. Additionally, in July of 2011, the threshold mark for offenders identified as high and medium risk was reduced. This threshold reduction increased the number of offenders in the high and medium risk categories.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The percentage of inmates receiving prioritized treatment while at a Department institution will partially depend upon the capacity of the existing system to address identified needs.

6. WHAT NEEDS TO BE DONE

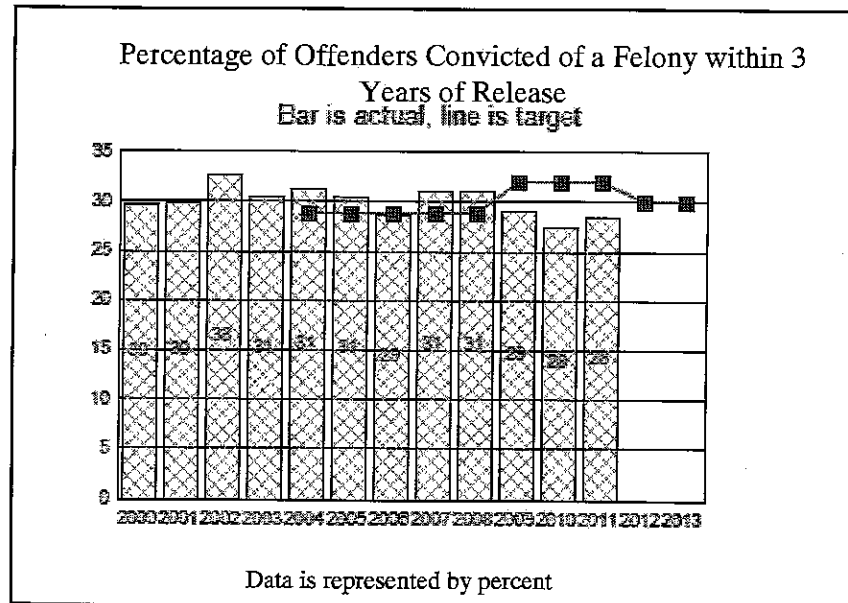
As budget and population management issues reduce the ability to address the demand for prison-based programs and services, it will be

necessary to focus resources on the percent of the population the Department is able to serve. The case management plans will assist to focus available resources on the highest risk offenders.

7. ABOUT THE DATA

For this report, the OCP completion data is reported by calendar year. Oregon Corrections Plans are prepared for each inmate entering the Departments system. The Department monitors the status of this measure by reviewing data on inmate engagement and completion of programs, services and activities listed in OCP's.

KPM #3	Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison.	1997
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Benchmark #64 Adult Recidivism	
Data Source	DOC Research Unit, with Corrections Management Information System and Community Corrections data.	
Owner	Offender Management & Rehabilitation Services Division, Chane Griggs, Assistant Director 503-945-9092	



1. OUR STRATEGY

Improve the delivery of in-prison interventions, increased use of refined assessment tools to identify high-risk offenders needing services; improved practices for post-prison supervision.

2. ABOUT THE TARGETS

This measure tracks the number of offenders who are convicted of a new felony crime within three years of their release from a prison sentence. The lower the rate of recidivism the better.

3. HOW WE ARE DOING

The 2012 fiscal year rate, for releases in fiscal year 2008, is 28.4%.

4. HOW WE COMPARE

There is no common definition for recidivism from state to state or as a national standard; therefore, there is no standard targeted rate. The Pew Center for the States published a comparison of recidivism rates by state and found that Oregon had the lowest rates of recidivism of any of the 41 states included in the study. The report also documented a significant drop in recidivism for Oregon in people released from prison in 1999 and in 2004. The report defined recidivism as a return to prison for any reason, and a return to prison for a new crime. Oregon not only has the lowest rates in both categories, but has had over a 30% drop in recidivism between 1999 and 2004.

5. FACTORS AFFECTING RESULTS

The Department has put considerable effort into assessment and inmate corrections plan development to address identified needs which would bolster the success of inmates' positive re-entry into society. This includes implementation of the Level of Service/Case Management Inventory, which is a comprehensive measure of risk and need factors, as well as a fully functional case management tool. System improvements have been made to better target in-prison interventions and to conduct more careful and coordinated release planning. In addition, community corrections agencies, statewide, are working collaboratively with the Department to increase the effective and efficient transition of inmates from prison to community supervision. The efforts are supportive of the combined commitment to implement and enhance evidence-based practices throughout Oregon's criminal justice system.

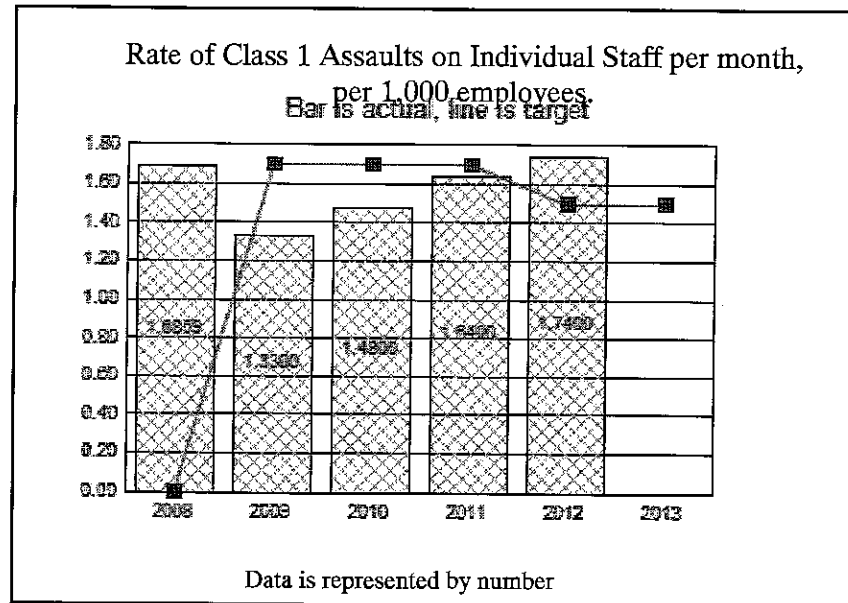
6. WHAT NEEDS TO BE DONE

The performance measure will continue to be tracked to determine if improvements in prison programs, transition planning, and post-prison supervision have a measurable effect on recidivism. Specific program effects will need to be measured.

7. ABOUT THE DATA

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

KPM #4	The rate of Class 1 assaults on individual staff per month (rate per 1000 employees).	2007
Goal	To be a safe, civil and productive organization.	
Oregon Context	Agency mission	
Data Source	ODOC Offender Management System (OMS) and Corrections Information System (DOC400).	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Minimize the frequency of staff assaults from inmates by utilizing strong security protocols, practices, and training. Review each event that does occur and extract "lessons learned". The Oregon Accountability 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

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

3. HOW WE ARE DOING

DOC is not meeting this KPM for the 2012 reporting period. This is attributed to a decrease in staff (206.62 FTE decrease from the 09-11 Biennium). This reduces the total number of staff to average the number of assaults by. In 2011 there were 91 assaults; in 2012 there were 92 - this is only an increase of 1 assault, however, because of the decrease in staff the rate increased by 1.10 per 1000 employees (if staff had remained the same the rate would be 1.66; an increase of .02).

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

Each assault is reviewed to ascertain its cause or motivation and identify if staff training issues need to be addressed. Protective measures are initiated as needed; these could be for staff or facility changes. Security equipment and the use of force continuum need to be well understood by institution leadership. Over the last three reporting periods DOC has been under the target amount of 1.7 (2009–1.33; 2010–1.48; 2011–1.64). This reporting period, ODOC is not meeting this KPM with a result of 1.74. This is attributed to a decrease in staff (206.62 FTE decrease from the 09-11 Biennium). This reduces the total number of staff to average the number of assaults by. In 2011 there were 91 assaults; in 2012 there were 92 - this is only an increase of 1 assault, however, because of the decrease in staff the rate increased by 1.10 per 1000 employees (if staff had remained the same the rate would be 1.66; an increase of .02).

6. WHAT NEEDS TO BE DONE

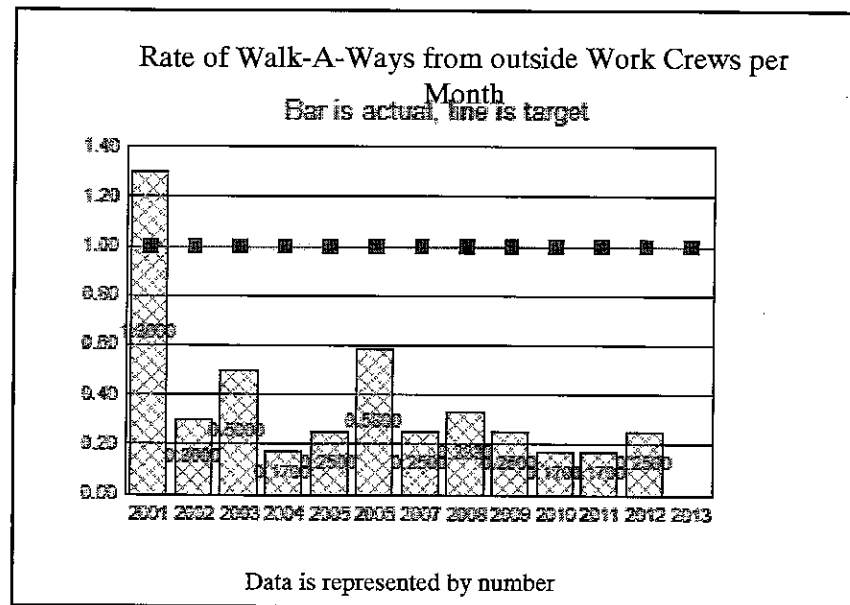
The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Assaults that do occur will continue to be analyzed for cause. Ensure staff is appropriately trained to manage assaultive inmates. Inmates with violent histories toward staff will

have that issue addressed as part of their "Oregon Corrections Plan", which will be adjusted as necessary to ensure the safety and security of other inmates and staff.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2012. Each institution is responsible for monitoring and tracking staff assaults. Staff assaults are tracked utilizing Unusual Incident Reports and recorded in the ODOC Offender Management System (OMS). Also, all staff assault misconduct sanctions are reviewed individually for inclusion in this measure. Definition for inclusion in this measure: *The inmate intentionally or knowingly causes bodily fluids to come into contact with a staff member, or intentionally or knowingly causes physical injury to the staff member. Includes all incidents of assault referred to the State Police for investigation.*

KPM #5	The rate of inmate walk-a-ways from outside work crews per month.	1997
Goal	To be a safe, civil and productive organization	
Oregon Context	Agency mission	
Data Source	DOC Offender Management System & Institution Monthly Reports.	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Continue current practices with a strong emphasis on appropriate staff training and evaluation of inmates eligibility for outside work activities. Continue to look for technology that allows for the cost-effective supervision of inmates on work crews.

2. ABOUT THE TARGETS

This performance measure indicates if the Departments criteria for placement of select inmates on work crews are appropriate and/or the manner and level of supervision is adequate. It also validates the training work crew supervisors are receiving is appropriate and supportive of this measure.

3. HOW WE ARE DOING

On average, the Department has approximately 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. The Department utilizes an automated system to assist in the identification of inmates who are appropriate for outside work crew assignments.

4. HOW WE COMPARE

The Department is not aware of an industry standard. ODOC had three walk-a-ways from outside work crews in fiscal year 2012. While this is a very low number, the department continues to refine work crew screening and supervision.

5. FACTORS AFFECTING RESULTS

Screening and classification reviews continue to be done to ensure that only appropriate offenders are housed at minimum custody facilities and are assigned to outside work crews. Specific training is also provided for work crew supervisors.

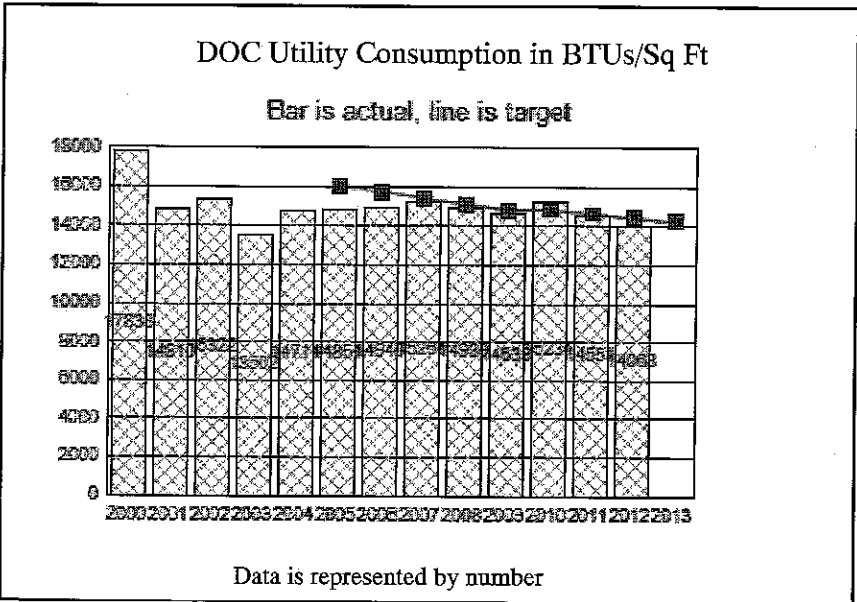
6. WHAT NEEDS TO BE DONE

Continue current activities. Focus on automation to better screen and evaluate those inmates eligible for outside work crews. Continue to explore technology solutions that might enhance supervision.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2012. This information is reported by individual institutions utilizing the Unusual Incident Reports and recorded in the ODOC Offender Management System (OMS).

KPM #6	Reduce the annual average electricity and natural gas usage. Measure on a BTU per square foot basis.	2000
Goal	Operational Efficiency	
Oregon Context	Agency Mission	
Data Source	DOC Facilities Services compilation of utility consumption data	
Owner	General Services Division; Tami Dohrman, Assistant Director 503-945-9017	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

The 20% reduction target is established in statute and the data supports that this is an attainable goal for the future.

3. HOW WE ARE DOING

We will continue to monitor consumption to provide early indications of the need for additional adjustments. The Department will continue to educate our staff to focus on reduced consumption.

4. HOW WE COMPARE

Based on the data reported, DOC has met our target of consumption of 14,551 BTUs per square foot per month.

5. FACTORS AFFECTING RESULTS

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

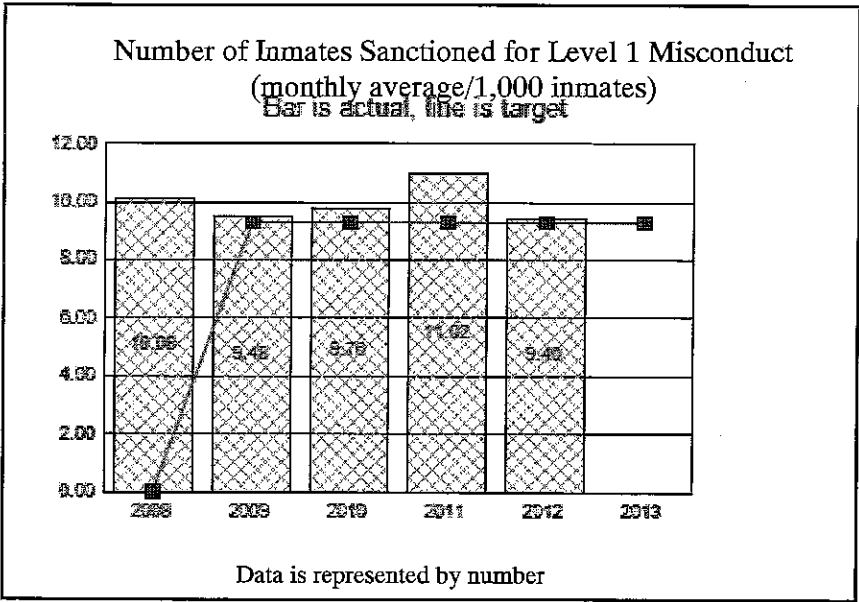
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The reporting cycle for consumption information is the Oregon Fiscal Year and reflects consumption that will be reported to Oregon Office of Energy in the State Agency Energy Use Database.

KPM #7	Number of inmates sanctioned for Level 1 misconducts—(monthly average/1,000 inmates).	2007
Goal	To be a safe, civil and productive organization	
Oregon Context	Agency mission	
Data Source	DOC Corrections Management Information System	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Utilize strong security practices and opportunities for dynamic security to run safe and secure correctional facilities. Review trends regarding the number of inmates sanctioned for Level 1 misconducts to determine reasons for the trend. Enforce a strong emphasis on the implementation of the Oregon Accountability

Model and a positive approach to inmate management. Identify those inmates who are chronic behavior and assault problems and develop Oregon Correction Plans to address that behavior and prevent these inmates from impacting daily operations.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

This performance measure has not been met this reporting period: it requires 9.3 or lower per 1000 inmates. During the 2009 reporting year, a new target of 9.3 per 1,000 inmates was determined. The new measurement wording allowed the agency to measure the inmates sanctioned for Level I misconducts, rather than simply on the total sanctions occurring. Since the implementation of the new target amount, this measure has not been at or below target.

There is a considerable decrease of level 1 sanctions for this reporting period. This can partially be attributed to a change in the Rule on Prohibited Conduct.

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

Group disturbances were not factored into the original target. Three large group disturbances occurred during this reporting period resulting in a total of 75 Level I Sanctions. Without these 75 sanctions, the monthly average for this reporting period would be 8.97.

The rising inmate population within existing capacity and the increasing proportion of young and gang-related inmates presents an on-going challenge. As our population has grown, so have the number of inmates sanctioned for Level I Misconducts. The Department is working on a number of areas to review inmate incentives and inmate sanctions and their relationship to Level 1 Misconducts. Operations Division and the Special Investigations Unit have worked closely to identify the casual factors for inmate extortion. Operations Division and the Office of Population Management have collaborated to automate Unusual Incident reports to better flag data that is linked to Level 1 misconducts. The PRAS Rule is being evaluated to better leverage behaviors that will result in the reduction of Level 1 misconducts.

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

6. WHAT NEEDS TO BE DONE

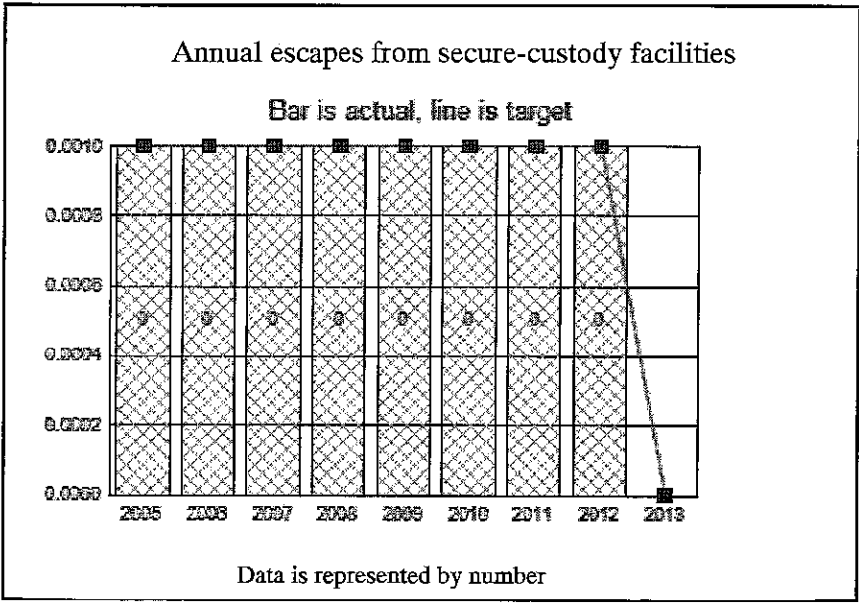
The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Level 1 Misconduct Sanctions that do occur will continue to be analyzed for cause. The Department will ensure staff is appropriately trained to manage inmate conduct. The Department will encourage the creation of open communications and enhanced opportunities for inmates to improve their quality of life. Incentives are in place to encourage positive behavior. Inmates with violent histories toward staff and chronic misconducts will be addressed as part of their Corrections Plan.

The DOC Rule on Prohibited Conduct (Inmate) was revised in 2011.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2012. This information is collected within the institutions and reported to and compiled by the DOC Research Unit.

KPM #8	The number of escapes per year from secure-custody facilities (armed perimeter).	2005
Goal	Safe, Civil, Productive and Effective Organization	
Oregon Context	Agency mission	
Data Source	DOC Offender Management System (OMS)	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Continue to utilize current security practices to prevent escapes from Department correctional institutions; investigate any incidents that do occur and initiate corrective actions as needed.

2. ABOUT THE TARGETS

A target of zero escapes reflects the Departments commitment to public safety by ensuring that all inmates serve their full sentences. The Department continues to meet the target for this group of facilities.

3. HOW WE ARE DOING

The Department realizes the criticality of this measure in terms of public safety and customer service to the citizens of Oregon. The performance measure gives an indication of how well 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 any industry standard.

5. FACTORS AFFECTING RESULTS

Each escape is reviewed to identify the causal factors and determine if architectural or equipment failure were involved or if staff training needs to be addressed. Protective measures are initiated as needed these; could be for staff, equipment, or facility changes. Annual Security Audits are conducted to test and review security practices to guard against breaches in security. The Oregon State Police, county and local police agencies and the Departments Fugitive Apprehension Unit work together quickly to apprehend escapees.

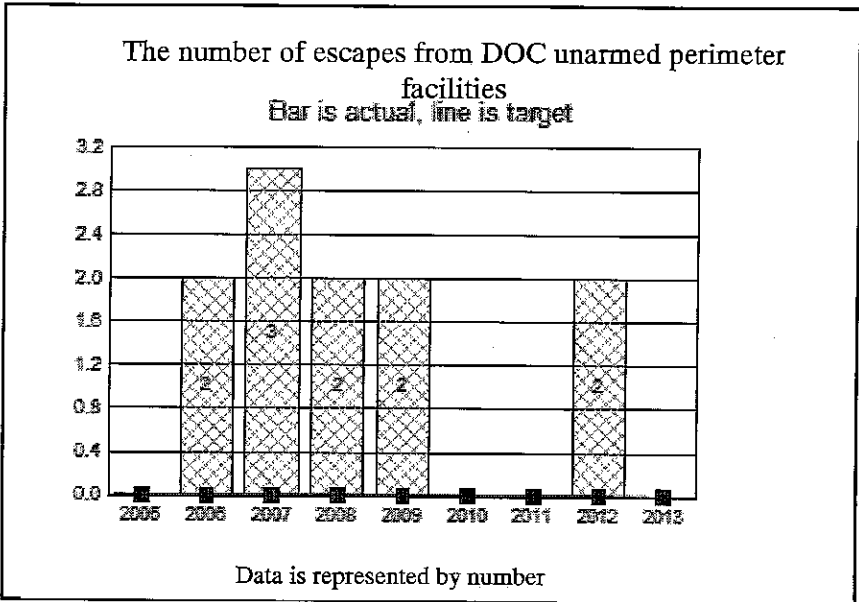
6. WHAT NEEDS TO BE DONE

The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Escapes that do occur will continue to be analyzed for cause. The Department will continue to review its classification system to ensure we have inmates housed at the appropriate custody level. Those inmates with a history of escape will have their Oregon Corrections Plan modified to ensure that they are housed appropriately.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2012. Each institution documents the incident on an Unusual Incident Report and these are recorded utilizing the Offender Management System (OMS). The information is reported to the Department's Research Office by the Department's Fugitive Apprehension Unit.

KPM #9	The number of escapes from DOC unarmed perimeter facilities.	2005
Goal	Safe, Civil, Productive and Effective Organization	
Oregon Context	Agency mission	
Data Source	DOC Offender Management System (OMS)	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Continue to utilize current security practices to prevent escapes from Department correctional institutions; investigate any incidents that do occur and initiate corrective actions as needed.

2. ABOUT THE TARGETS

A target of zero escapes reflects the Departments' commitment to public safety by ensuring that all inmates serve their full sentences. This measure indicates if the Departments criteria for placement of select inmates at minimum custody facilities and/or the manner and level of supervision and physical security are adequate.

3. HOW WE ARE DOING

This performance measure gives an indication of how well the institutions are functioning. There is no such thing as an acceptable escape. The Department has approximately 3,545 minimum-custody beds. The department continues to refine our classification tool to ensure inmates are correctly classified as minimum custody inmates and are appropriate for minimum custody institutions.

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

Attempts to escape from department facilities are infrequent. Each escape is reviewed to identify the causal factors and determine if architectural or equipment failure were involved or if staff training needs to be addressed. Protective measures are initiated as needed; these could be for staff, equipment, or facility changes. Annual Security Audits are conducted to test and review security practices to guard against breaches in security. A review is conducted for any incident. The results of the review and any security recommendations are made to the Superintendent of the institution. The Oregon State Police, county and local police agencies and the departments Fugitive Apprehension Unit work together quickly to apprehend escapees.

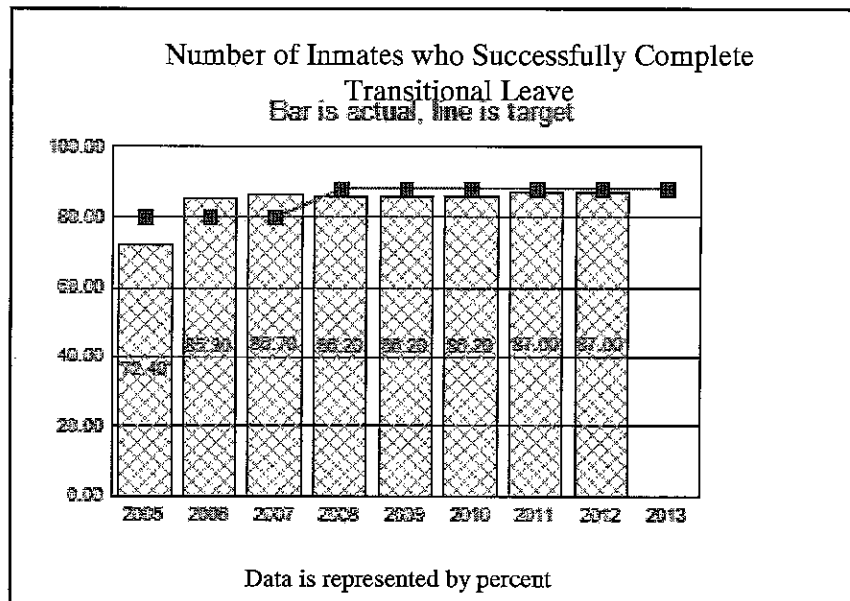
6. WHAT NEEDS TO BE DONE

The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Escapes that do occur will continue to be analyzed for cause and measures taken to enhance security (training, structural, etc.). The Department will continue to review its classification system to ensure we have inmates housed at the appropriate custody level. Those inmates with a history of escape will have their Oregon Corrections Plan modified to ensure that they are housed appropriately.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2012. Each institution documents the incident on an Unusual Incident Report and records it utilizing the Offender Management System. The information is reported to the Department's Research Office by the Fugitive Apprehension Unit.

KPM #10	Percent of inmates who successfully complete transitional leave.	2005
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Agency mission	
Data Source	DOC Corrections Management Information System	
Owner	Offender Management & Rehabilitation Services Division, Chane Griggs, Assistant Director 503-945-9092	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

The Department also offers a lesser period of Short-term Transitional Leave of up to 30 days to inmates that are not enrolled in an Alternative Incarceration Program. As with the 90-day Short-Term Transitional Leave, the inmate must complete an application and meet the statutory and Department policy requirements to be approved for 30-day Short-term Transitional Leave.

Regardless of whether it is 30 or 90-day Short-term transitional leave, inmates are closely monitored for compliance with their transition plans and are required to find self-sustaining employment, and follow individually-prescribed weekly schedules that include continued treatment, career-development training, and self-management responsibilities. The higher the percentage of successful completions, the greater the success.

3. HOW WE ARE DOING

This was a new measure in 2005 and the data has shown an increase in the number of inmates who are successfully completing Short-term Transitional Leave from 2005. The completion rate for this 2012 report has remained steady since 2010 at 87%, and is just one percentage point below the revised performance goal of 88%, which increased from 2007's goal of 80%.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The Department considers an inmate for participation in an Alternative Incarceration Program when it is determined to be consistent with the safety of the community, the welfare of the applicant, the program objectives, and the rules of the Department. Inmates who successfully complete the institutional phase of the programs spend up to three months on Short-term Transitional Leave in their home communities; therefore, Alternative Incarceration Program participants are held to a higher standard of behavior on transitional leave. The Short-term Transitional Leave agreement constitutes the Department's expectations for both

behavior and programming compliance. Inmates who successfully complete both the institutional and Short-term Transitional Leave phases of an Alternative Incarceration Program receive a sentence reduction. Conversely, inmates who fail any phase of an Alternative Incarceration Program are returned to the physical custody of the Department to serve out the remainder of their sentences. They also forfeit the opportunity to participate in further Alternative Incarceration Programming.

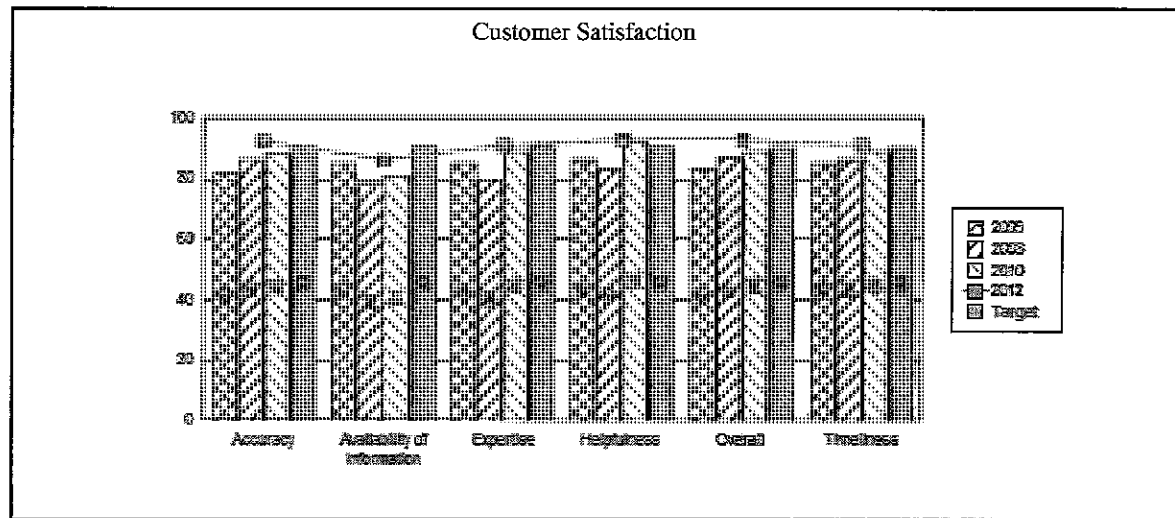
6. WHAT NEEDS TO BE DONE

Focused quality improvement efforts in the alcohol and drug treatment and the cognitive treatment programs have resulted in more effective treatment and transition planning. These improvements have improved the effectiveness of the Short-term Transitional Leave option for Alternative Incarceration Programs as well as the 30-day Short-term Transitional Leave as part of the Department's focus on success-oriented prison-to-community re-entry efforts for offenders

7. ABOUT THE DATA

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

KPM #11	Percent of customers rating their satisfaction with the agency customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2005
Goal	Customer Service	
Oregon Context	Agency Mission	
Data Source	DOC Research Unit survey responses	
Owner	Research Manager Paul Bellatty, 503-947-1010	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

Baseline data was established in 2007. Based on the initial responses, the target for all categories has been set at 90%. The higher the percentage, the more satisfied our customers in community corrections are.

3. HOW WE ARE DOING

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

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

DOC randomly sampled inmates released during a six month period in 2012. These randomly selected inmates were matched to community corrections parole officers (POs) assigned to each transition case 30 days after release. Parole officers were surveyed about a particular inmates transition. This assures that the information collected is based on current practices and experiences, rather than opinions from past experiences. The response rate was 82%, which is very high for surveys of this kind. A high response rate allows us to trust the data as an accurate reflection of customer opinions, both positive and negative.

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

Survey name: Statewide Customer Service Performance Measure Survey.

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

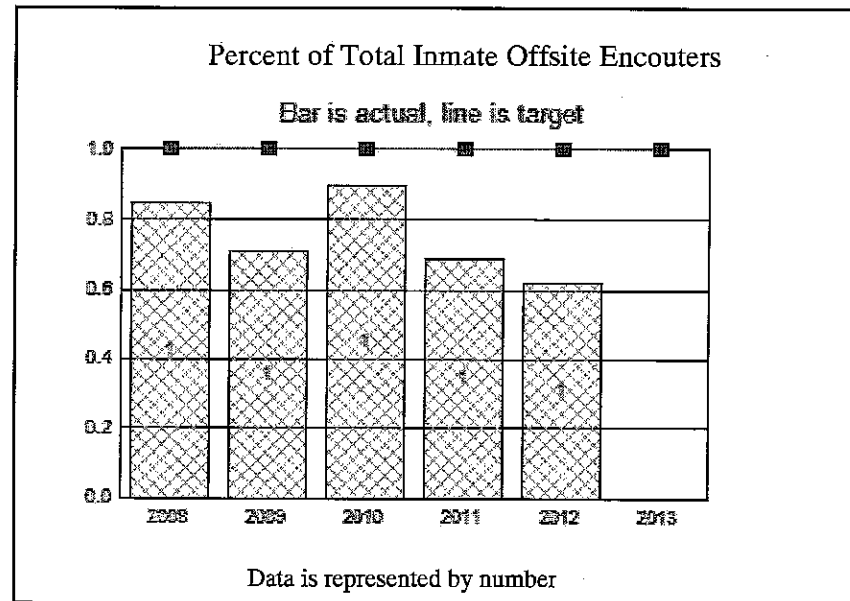
Population: Community corrections staff working with inmates releasing from DOC prisons between March and July, 2012.

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

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

Sample characteristics: Surveys sent to PO's throughout Oregon; in 2010, 82% of the surveys were completed and returned. This survey is conducted biennially in the even numbered years.

KPM #12	Percent of total inmate care encounters that occur offsite.	2007
Goal	To be a safe, civil and productive organization	
Oregon Context	Agency mission	
Data Source	DOC Health Service's Management Reporting	
Owner	Operations Division, Mike Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

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

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

2. ABOUT THE TARGETS

Targets are based on the stated objective to control the volume of off-site encounters. By controlling the number of off-site encounters we are better able to manage the overall cost of delivering care.

3. HOW WE ARE DOING

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

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

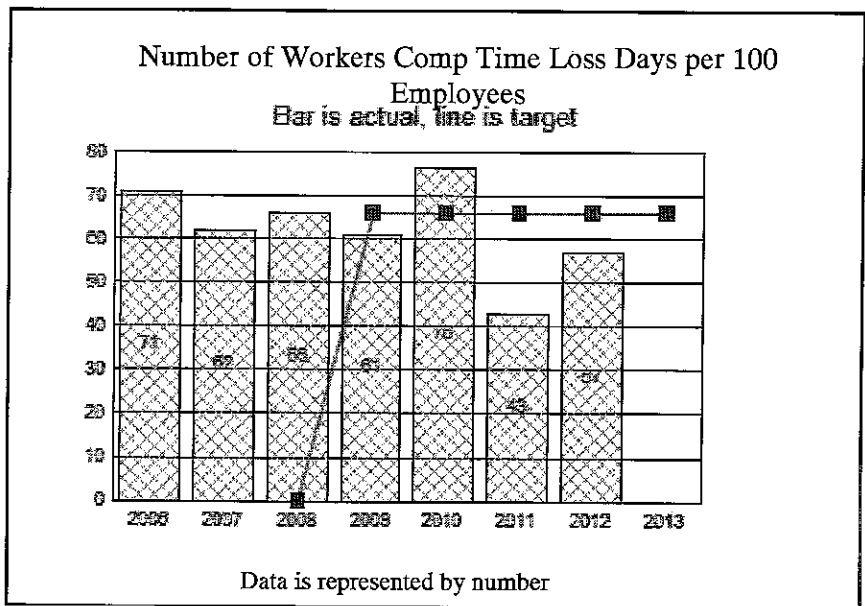
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The data for on-site visits is collected within the Department and reported manually each month. The data for offsite encounters is collected from the AS400 Corrections software. Med Trips are used.

KPM #13	Number of workers compensation time loss days per 100 employees on a fiscal year basis.	2007
Goal	To be a safe, civil and productive organization	
Oregon Context	The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.	
Data Source	DOC Safety and Risk Manager's monthly worker's compensation reports from SAIF.	
Owner	Human Resource Division Assistant Director, Gary Sims, 503-945-9029	



1. OUR STRATEGY

The department values safety in all aspects of our daily work. Strategies to improve workplace safety include wellness and safety messages sent to all staff and close collaboration with SAIF to manage and process claims and early return to work. We are still working toward SHARP through OROSHA to enhance

safety and health programs in the institutions. With the elimination of the safety managers and safety administrators due to recent budget cuts, we are in a state of transition.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

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

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

Continue in our efforts to mitigate workers compensation through our Early Return to Work Program and safety training opportunities

throughout the state. The Department will continue in its efforts to reduce time loss claims.

Agency Mission: The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

Contact: Shawn Haywood

Contact Phone: 503-945-0934

Alternate:

Alternate Phone:

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

1. INCLUSIVITY

- * **Staff:** On-going evaluation of both internal and external measures to provide appropriate management
- * **Elected Officials:** Reviewed by Governors Office and the Legislature to ensure applicability of measures and performance reporting.
- * **Stakeholders:** None
- * **Citizens:** None

2 MANAGING FOR RESULTS

The data is collected and reviewed as a tool to see if the Department is accomplishing its mission and goals. The data can also indicate positive or negative change and where corrective or alternative actions may need to be taken. For example, if the walk-away rate increases, perhaps a security process or procedure should be changed. Periodic reviews of actual performance enable management staff to focus attention and resources on areas where needed, or consider other more appropriate measures.

3 STAFF TRAINING

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.

4 COMMUNICATING RESULTS

- * **Staff:** Available on the agency website and communicated regularly through division and executive-level discussions.
- * **Elected Officials:** Annual Performance Report and Agency Management Report oversight.
- * **Stakeholders:** Agency webpage using the Corrections Management Information System for general interest and management of resources.

* Citizens: Agency webpage for general interest.



Oregon

John A. Kitzhaber, MD, Governor

Department of Administrative Services

Chief Human Resources Office

155 Cottage Street NE, U30

Salem, OR 97301

FAX: (503) 373-7684

August 28, 2012

Via Email Only

Collette Peters, Director
Oregon Department of Corrections
2575 Center Street N.E.
Salem, OR 97301

Re: 2012 Agency Ratio – HB 4131

Dear Director Peters:

From information provided by the Department of Corrections' Classification and Compensation section, we have verified that through multiple position actions including eliminations and representation code changes, the agency has successfully increased its ratio from 10 to 1 to 11 to 1 non-supervisory to supervisory budgeted positions.

This letter serves as your notification for the reporting period ending October 31, 2012; Oregon Department of Corrections is no longer subject to the application process for exceptions to hire budgeted supervisory positions so long as it maintains the 11 to 1 ratio. On November 1, 2012, the agency's baseline ratio will reset and should the agency's ratio decrease, it will again be subject to the supervisory hiring restrictions.

If you have any questions, please do not hesitate to contact me, Twyla Lawson at 503-373-7677 or Susan Hoeye at 503-378-8301.

Sincerely,

Donna Sandoval Bennett
Chief Human Resource Officer

cc: Gary Sims, DOC HR Mgr.
Ken Rocco, LFO
Daron Hill, LFO
Brian DeForest, DAS BAM
HRSD Exception Staff
Donna Lantz, PPDB/Policy
Maggie Wollaston, CnC Mgr.

2011-2013 Biennium

Permanent Financing Plan for the Department of Corrections

Agency Number: 29100

SABR Coordinator: Steve Robbins

DAS Budget Analyst: Michael Kennedy

Phone: 503-945-0999

(Required) Agency Plan Number: 13-003-1 (DRCI)

Repr, Class No. Action & Pay/Rg Opts	Class Title	Position Number Type	Salary Range	Top Step	# of Mos.	Biennial Cost	Detail Cross Ref (DCR)	GF %	\$	OF %	\$	FF %	\$	% Check
REQUEST SECTION														
<i>Reclass ↑</i>														
To	AAON C4008 AA	Electrician 2	0700327 PF 26	6,053	24.00	145,272	003-65-08-00000	100.00%	145,272	-	0.00%	-	100.00%	
From	AAON C4039 AA	Physical/Electronic Security Tech 3	0700327 PF 24	5,543	24.00	133,032	003-65-08-00000	100.00%	133,032	-	0.00%	-	100.00%	
		Total Cost		510		12,240			12,240	-		-		
To	AAON C4005 AA	Plumber	0700318 PF 24	5,543	24.00	133,032	003-65-08-00000	100.00%	133,032	-	0.00%	-	100.00%	
From	AAON C4012 AA	Facility Maintenance Specialist	0700318 PF 18	4,152	24.00	99,648	003-65-08-00000	100.00%	99,648	-	0.00%	-	100.00%	
		Total Cost		1,391		33,384			33,384	-		-		
Total Request Section									45,624	-	-	-	-	
FINANCING SECTION														
<i>Reduce Months</i>														
To	AAON C4110 AA	Grounds Maint Wkr 2	0700330 PP 17	3,970	12.50	49,625	003-65-60-00000	100.00%	49,625	-	-	-	100.00%	
From	AAON C4110 AA	Grounds Maint Wkr 2	0700330 PP 17	3,970	24.00	95,280	003-65-60-00000	100.00%	95,280	-	-	-	100.00%	
		Total Savings				45,655			45,655	-	-	-		
<i>Reclass ↓</i>														
To						-			-	-	-	-	0.00%	
From						-			-	-	-	-	0.00%	
		Total Savings				-			-	-	-	-		
Total Financing Section									45,655	-	-	-	-	
Total Request									45,624					
Total Financing									45,655					
Balance from Prior Actions														
Balance for Future Actions									31					

Oregon Department of Corrections
New Hires, 2011-2013 Biennium

EFF DTE	EMP NO	NAME	REPR	Unit Loc	Location	Class Name	STP	RNC
8/22/2011	OR0201791	DIONNE, BERNADETTE T	AAON	CCCF	CCCF Admin	Administrative Specialist 2	01	19
7/11/2011	OR0074225	PATTERSON, MARCUS G	AAON	OMS OISC	CCCF OISC Administration	Administrative Specialist 2	01	19
11/5/2012	OR0206733	CRISWELL, CHRISTOPHER	AAON	OMS OISC	CCCF OISC Administration	Administrative Specialist 2	01	19
7/11/2011	OR0013753	WALDROP, AURELIA M	AAON	OMS OISC	CCCF OISC Administration	Administrative Specialist 2	01	19
9/18/2012	OR0195605	MATRANGA WATSON, SUSAN	CP	OMS Religious Services	SCCI Religious Services	Chaplain	05	23
5/7/2012	OR0198701	BORDEN, RICHARD D	AAON	Facility Services	TRCI Electrical/Wireless Communications	Comm. Systems Analyst 2	06	24
3/28/2012	OR0203912	KELLY, TIMOTHY L	MNNN	HS Medical	EOCI Health Services - Medical	Corr. Physician Specialist	03	50
11/1/2011	OR0202892	ROBERTS, TONY R	AAON	SRCI	SRCI Program Services Complex 2	Corr. Recreational Specialist 2	01	19
11/29/2011	OR0203225	MCFADDEN, COURTNEY D	CP	OSP	OSP Recreation	Corr. Recreational Specialist 2	01	19
7/11/2011	OR0201204	JONES, MERINDA R	AAON	SRCI	SRCI Program Services Complex 2	Correctional Counselor	01	25
7/1/2011	OR0201084	SOUTHWICK, JESSICA W	AAON	EOCI	EOCI Counseling/Evaluation	Correctional Counselor	01	25
7/5/2011	OR0201099	KINGSBURY, JEREMY D	CP	OSP	OSP Counseling	Correctional Counselor	01	25
4/13/2012	OR0204075	BRENNER, ZACHARY H	AAOS	SRCI	SRCI Security	Correctional Officer	00	17
4/13/2012	OR0204074	BROWN, JOSEF R	AAOS	SRCI	SRCI Security	Correctional Officer	00	17
4/13/2012	OR0204073	CANTRELL, AARON E	AAOS	SRCI	SRCI Security	Correctional Officer	00	17
4/13/2012	OR0204072	CHRISTY, JOSEPH F II	AAOS	SRCI	SRCI Security	Correctional Officer	00	17
9/12/2011	OR0201981	ARNAUTOV, YELENA J	AAOS	SCI	SCI Security	Correctional Officer	00	17
4/13/2012	OR0204071	ASHLEY, SCOTT C	AAOS	SRCI	SRCI Security	Correctional Officer	00	17
4/13/2012	OR0204069	LUCERO, DAVID	AAOS	SRCI	SRCI Security	Correctional Officer	00	17
7/30/2011	OR0201647	MORROW, ZACHARY S	CS	OSP	OSP General Security	Correctional Officer	00	17
4/13/2012	OR0204068	PANTOJA, FRANCISCO J	AAOS	SRCI	SRCI Security	Correctional Officer	00	17
7/25/2011	OR0201406	HUNTER, JASON R	AAOS	EOCI	EOCI Security	Correctional Officer	01	17

Oregon Department of Corrections
New Hires, 2011-2013 Biennium

EFF DTE	EMP NO	NAME	REPR	Unit Loc	Location	Class Name	STP	ENR
11/28/2011	OR0203153	ROBERT, ONEST	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
11/28/2011	OR0203152	YOUNG, JOHN O	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
10/3/2011	OR0202507	GRUETZMAN, BRIAN E	CS	OSP	OSP General Security	Correctional Officer	01	17
8/1/2011	OR0201571	BYLER, JOEL A	CS	OSP	OSP General Security	Correctional Officer	01	17
9/30/2011	OR0199576	ACIERNO, ANTHONY FELIX	CS	OSP	OSP General Security	Correctional Officer	01	17
10/25/2011	OR0202582	BALDWIN, KENNETH D	CS	OSP	OSP General Security	Correctional Officer	01	17
8/1/2011	OR0159589	ASHLEY, DAVID J	CS	OSP	OSP General Security	Correctional Officer	01	17
4/13/2012	OR0204065	CLINKSCALES, TYRELL M	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
12/2/2011	OR0160822	FRAZIER, VINCENT A	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0093760	WHITE, MONICA M	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
7/25/2011	OR0072540	BRADLEY, JUSTIN L	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
7/25/2011	OR0201357	YOUNG, ANDREW E	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
10/8/2012	OR0206439	BRADLEY, NATHANIEL J	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
11/28/2011	OR0203156	HOGG, RICHARD EDWARD	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
5/7/2012	OR0204321	TSCHOPP, LUCAS M	CS	OSP	OSP General Security	Correctional Officer	01	17
7/25/2011	OR0201404	ALEXENKO, LONDON R	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
7/25/2011	OR0201402	BRAZOFSKY, MICHAEL R	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
12/2/2011	OR0203374	GARTON, TRAVIS C	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
7/25/2011	OR0201364	LITZINGER, AMANDA	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
7/25/2011	OR0201363	COSPER, JEFFREY	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
7/25/2011	OR0201362	HENDERSON, WILLIAM	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
7/25/2011	OR0201361	NELSON, MARCUS	AAOS	EOCI	EOCI Security	Correctional Officer	01	17

Oregon Department of Corrections
New Hires, 2011 - 2013 Biennium

EFF DTE	EMP NO	NAME	REPR	Unit Loc	Location	Class Name	STP	RNG
7/25/2011	OR0201360	PULLEN, RONALD	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
7/25/2011	OR0201359	WATSON, RYAN	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
10/8/2012	OR0206406	YOUNG, JOSEPH W	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
10/8/2012	OR0206440	HEINRICH, CORY J	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
8/22/2011	OR0201856	HILLER, KEVIN D	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
10/8/2012	OR0206405	WRIGHT, CINDY D	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
10/8/2012	OR0203393	WASHBURN, BRIAN M	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
9/19/2011	OR0202293	TAYLOR, DANIEL R	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
9/19/2011	OR0202292	COLEMAN, MONICA L	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
9/19/2011	OR0202291	STARK, JUSTIN W	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
9/19/2011	OR0202290	MCCLANNAHAN, SHERRIE L	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
9/19/2011	OR0202288	LORENCE, KELLY B	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
8/22/2011	OR0201865	ROLLE, LUTHER K	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
8/22/2011	OR0201864	PORTERFIELD, ANDREW D	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
8/22/2011	OR0201862	MOSQUEDA, JOHN J	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
8/22/2011	OR0201861	LUCERO, ANDREW D	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
8/22/2011	OR0201860	LO, JONATHAN A	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
11/28/2011	OR0203154	RICHCREEK, ERIC V	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
8/22/2011	OR0201858	LAWRENSON, DUSTIN T	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
11/28/2011	OR0203155	MAIN, NATHAN D	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
8/22/2011	OR0190855	BARKER, CHRISTOPHER AL	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
8/22/2011	OR0201855	GOFF, JUSTIN J	AAOS	SRCI	SRCI Security	Correctional Officer	01	17

Oregon Department of Corrections
New Hires, 2011-2013 Biennium

EFF DTE	EMP NO	NAME	REPR	Unit Loc	Location	Class Name	STP	ENG
8/22/2011	OR0201853	BROWNER, RANDY S	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
8/22/2011	OR0201832	BENNETT, DANIEL J	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
8/22/2011	OR0201805	BACON, THRESSA M	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
8/22/2011	OR0201795	AGUILAR, DANIEL J	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
8/22/2011	OR0128696	KROPP, BRIAN J	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
11/28/2011	OR0203227	INGALLS, RAYMOND A	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
11/28/2011	OR0203226	RAMOS, CHELSEY MARIE	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
11/28/2011	OR0203159	BUCK, DALLAS ROBERT	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
11/28/2011	OR0203158	DAVIDSON, JACOB ROSS	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
11/28/2011	OR0203157	GOFF, ERIC R	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
7/25/2011	OR0201355	WINTERS, MATTHEW T	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
8/22/2011	OR0201859	LEAVITT, MICHAEL C	AAOS	SRCI	SRCI Security	Correctional Officer	01	17
10/2/2011	OR0201682	COOK-KEYTE, LISA L	CS	OSP	OSP General Security	Correctional Officer	01	17
4/9/2012	OR0204022	HILL, TIMOTHY J	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0204021	ENGLE, KEENAN J	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0204020	DUITSMAN, CORY W	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0204019	CLAYVILLE, CALEB D	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0204018	CLARK, KEVIN J	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0204016	WIMER, CHIP W	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0204015	WHITTAKER, MICHELLE L	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0204014	SWIGER, JONATHON R E	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0204012	HARSIN, CHAD C	AAOS	EOCI	EOCI Security	Correctional Officer	01	17

Oregon Department of Corrections
New Hires, 2011 - 2013 Biennium

EFF DATE	EMP NO	NAME	REPR	Unit Loc	Location	Class Name	STP	RNG
4/9/2012	OR0204011	GORRELL, DEE L	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0204010	FITCH, SHELIA L	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
11/21/2011	OR0203120	PETERSON, WILLIAM T	AAOS	SCCI	SCCI Security	Correctional Officer	01	17
7/25/2011	OR0201368	WALKER, SEAN J	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
11/21/2011	OR0203117	OLSON, LAWRENCE T	AAOS	SCCI	SCCI Security	Correctional Officer	01	17
4/9/2012	OR0204025	MURPHY, MASON L	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
7/11/2011	OR0201059	BURT, STANLEY W	AAOS	SCI	SCI Security	Correctional Officer	01	17
10/2/2011	OR0071858	HALL, TREVOR B	AAOS	CRCI	CRCI Security	Correctional Officer	01	17
9/14/2011	OR0199695	JORGENSEN, MICHAEL K	AAOS	CRCI	CRCI Security	Correctional Officer	01	17
10/2/2011	OR0202541	PFENNING, KIRT H	AAOS	CRCI	CRCI Security	Correctional Officer	01	17
10/2/2011	OR0202540	BOWLER, ROBERT P	AAOS	CRCI	CRCI Security	Correctional Officer	01	17
10/2/2011	OR0202538	SIEGEL, JENNIFER R	AAOS	CRCI	CRCI Security	Correctional Officer	01	17
10/2/2011	OR0202536	STRATTON, SCOTT D	AAOS	CRCI	CRCI Security	Correctional Officer	01	17
7/30/2011	OR0199823	MCPHERSON, AUDREY L	CS	OSP	OSP General Security	Correctional Officer	01	17
7/31/2011	OR0199968	SHOTTENKIRK, MICKEL S	CS	OSP	OSP General Security	Correctional Officer	01	17
10/28/2012	OR0206188	WOODS, DANIEL J	CS	MCCF	MCCF Security M17	Correctional Officer	01	17
11/6/2011	OR0201562	SHARP, BILLY J	CS	MCCF	MCCF Security M17	Correctional Officer	01	17
8/1/2011	OR0201587	BENES, JAMES D	CS	MCCF	MCCF Security	Correctional Officer	01	17
11/21/2011	OR0203119	BEEBE, JOSHUA L	AAOS	SCCI	SCCI Security	Correctional Officer	01	17
9/24/2012	OR0206219	THORNTON, CHRISTOPHER	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
12/2/2011	OR0203353	FOSTER, LEANNE E	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
10/1/2012	OR0206308	HINKLE, RICHARD A	AAOS	EOCI	EOCI Security	Correctional Officer	01	17

Oregon Department of Corrections
New Hires, 2011 - 2013 Biennium

EFF DATE	EMP NO	NAME	REPR	Unit Loc	Location	Class Name	STP	BNG
12/2/2011	OR0203307	MAXWELL, JAMES A	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
12/2/2011	OR0203282	LAPLANCHE, LUCIEN G	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
12/2/2011	OR0203281	ROBINS, COREY A	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
12/2/2011	OR0203279	SHARP, DENITA L	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
12/2/2011	OR0203278	SHERBINO, JAMES E	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
12/2/2011	OR0203277	OVERSTREET, CHARLES J	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
12/2/2011	OR0203276	WIXOM, NATHAN A	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
12/2/2011	OR0203275	BROWN, SCOTT W	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
12/2/2011	OR0203274	LIEBENOW, JASON R	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
12/2/2011	OR0203273	SINCLEIR, COREY W	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0204023	MCGLOTHAN, DARIN L	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
12/2/2011	OR0203270	MOOTHART, TYLER J	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0204024	MOLLOY, DEBRA A	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
9/24/2012	OR0206217	SANDLIN, RACHEL I	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
9/24/2012	OR0206214	RASMUSSEN, MATHEW C	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
9/19/2011	OR0123199	MCDANIEL, STEVEN A	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
7/25/2011	OR0056183	MEAD, CHRIS J	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
9/17/2012	OR0206139	KLIMEK, MATTHEW H	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
9/17/2012	OR0206138	JOHNSON, TYLER G	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
9/17/2012	OR0206137	HERRINGTON, DUSTIN J	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0204082	ESCUDEIRO, JEREMIAH A	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0204081	SEARLE, PATIENCE S	AAOS	EOCI	EOCI Security	Correctional Officer	01	17

Oregon Department of Corrections
New Hires, 2011 - 2013 Biennium

EFF DTE	EMP NO	NAME	REPR	Unit Loc	Location	Class Name	STP	RNG
4/9/2012	OR0204034	TJAARDA, GRANT T	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0204027	WHELAN, JOSEPH R	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
4/9/2012	OR0204026	POGUE, JACOB S	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
7/25/2011	OR0201405	DILLEY, DANA J	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
12/2/2011	OR0203272	HERNANDEZ, ANDREW	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
10/8/2012	OR0206409	ROWELL, RYAN D	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
10/8/2012	OR0206418	CONNER, JOSHUA L	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
9/17/2012	OR0204496	FOSTER, JEREMY Z	CS	OSP	OSP General Security	Correctional Officer	01	17
10/3/2011	OR0202506	GOODPASTER, ANDREW R	CS	OSP	OSP General Security	Correctional Officer	01	17
8/1/2011	OR0201652	LOVSNESS, EDWARD J	AAOS	DRCI	DRCI Security	Correctional Officer	01	17
4/2/2012	OR0203978	DUNN, JARON W	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
4/2/2012	OR0203975	NIELSON, ERIC K	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
3/1/2012	OR0203881	HUDGINS, EMILY L	CS	OSCI	OSCI Security	Correctional Officer	01	17
4/2/2012	OR0203969	JACOBS, JERMAINE L	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
4/27/2012	OR0204112	PLETCHER, ADAM D	CS	OSCI	OSCI Security	Correctional Officer	01	17
4/2/2012	OR0203979	GRAM, ARTHUR B	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
4/2/2012	OR0203977	CROW, LOGAN R	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
4/2/2012	OR0203976	WILLIAMS, BRIAN D	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
4/2/2012	OR0203974	ZUMWALT, JOSHUA S	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
4/2/2012	OR0203973	INOCENCIO, MICHAEL D	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
4/2/2012	OR0203971	SMITH, DUSTIN E	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
4/2/2012	OR0203972	KEMPAS, TAYLOR L	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17

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8/1/2011	OR0183023	AGUERO, PORTIA L	CS	OSP	OSP General Security	Correctional Officer	01	17
5/7/2012	OR0204320	SIMONELIC, ANTHONY J	CS	OSP	OSP General Security	Correctional Officer	01	17
9/24/2012	OR0206256	WILSON, SAMUEL D	CS	OSP	OSP General Security	Correctional Officer	01	17
10/28/2012	OR0206218	FIELDS, JODY D	CS	OSP	OSP General Security	Correctional Officer	01	17
9/17/2012	OR0206192	MCKINNEY, JACOB A	CS	OSP	OSP General Security	Correctional Officer	01	17
9/17/2012	OR0206191	STEELE, CATHY M	CS	OSP	OSP General Security	Correctional Officer	01	17
9/17/2012	OR0206190	FITZGERALD, SCOTT D	CS	OSP	OSP General Security	Correctional Officer	01	17
10/1/2011	OR0201348	RUSSNOGLE, RICHARD R	CS	OSP	OSP General Security	Correctional Officer	01	17
8/1/2011	OR0200067	HENRY, AARON PATRICK	CS	OSP	OSP General Security	Correctional Officer	01	17
3/2/2012	OR0203838	SCOTT, MICHAEL J	CS	OSCI	OSCI Security	Correctional Officer	01	17
7/25/2011	OR0201403	KELLY, COLTEN A	AAOS	EOCI	EOCI Security	Correctional Officer	01	17
8/24/2012	OR0205844	MOORE, JOSHUA L	CS	OSCI	OSCI Security	Correctional Officer	01	17
10/8/2012	OR0206410	RODECAP, JEFFREY W	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
7/31/2011	OR0200572	BARTH, MALCHOLM J	CS	OSCI	OSCI Security	Correctional Officer	01	17
7/31/2011	OR0200311	COONCE, JUSTIN P	CS	OSCI	OSCI Security	Correctional Officer	01	17
8/20/2012	OR0204238	GENSLER, KRISTOPHER L	CS	OSCI	OSCI Security	Correctional Officer	01	17
9/17/2012	OR0206189	LAUDERBACK, MICHAEL B	CS	OSP	OSP General Security	Correctional Officer	01	17
10/8/2012	OR0206420	CRENSHAW, DAVID W JR	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
11/4/2012	OR0206706	KILBURN, VICKIE A	AAOS	CCCF	CCCF Security	Correctional Officer	01	17
9/8/2011	OR0201564	DE LA ROSA, DANIEL VIN	AAOS	CCCF	CCCF Security	Correctional Officer	01	17
11/4/2012	OR0206541	LUKE, DEVIN J	AAOS	CCCF	CCCF Security	Correctional Officer	01	17
11/4/2012	OR0206538	BARFIELD, RHEA J	AAOS	CCCF	CCCF Security	Correctional Officer	01	17

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5/4/2012	OR0204204	HARLON, JUSTIN W	AAOS	CCCF	CCCF Security	Correctional Officer	01	17
5/4/2012	OR0204202	FOSS, CHAD DANIEL	AAOS	CCCF	CCCF Security	Correctional Officer	01	17
4/13/2012	OR0204077	HONG, STEVEN S	AAOS	CCCF	CCCF Security	Correctional Officer	01	17
9/8/2011	OR0201910	OTTELE, JAMES WILLIAM	AAOS	CCCF	CCCF Security	Correctional Officer	01	17
9/8/2011	OR0202037	POWELL, CODY TRAVIS	AAOS	CCCF	CCCF Security	Correctional Officer	01	17
10/8/2012	OR0206417	DELARM, CHAD W	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
10/8/2012	OR0206419	COOK, CHE S	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
10/8/2012	OR0206416	EVANKO, MICHAEL S	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
10/8/2012	OR0206415	GODDARD, NATHAN W	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
9/4/2012	OR0205847	SILVA, REUBEN S	CS	OSCI	OSCI Security	Correctional Officer	01	17
10/8/2012	OR0206414	HOLTMANN, DEREK J	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
10/8/2012	OR0206413	JOHNSON, ELISSA M	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
10/8/2012	OR0206411	MCINTYRE, SHERMAN R	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
4/13/2012	OR0204067	RAMSDELL, MATTHEW B JR	AAOS	CCCF	CCCF Security	Correctional Officer	01	17
7/23/2012	OR0205383	CROWL, JONATHAN M	AAOS	WCCF	WCCF General Security	Correctional Officer	01	17
10/8/2012	OR0206407	TERRY, JEFFREY A	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
9/22/2011	OR0196113	PHILLIPS, CHARLES J	AAOS	WCCF	WCCF General Security	Correctional Officer	01	17
12/17/2012	OR0207125	ANDREWS, GILBERT L	AAOS	WCCF	WCCF General Security	Correctional Officer	01	17
9/22/2011	OR0202282	HARMON, DARRYL S	AAOS	WCCF	WCCF General Security	Correctional Officer	01	17
10/8/2012	OR0206412	MCGRIFF, BRADIS R	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
7/23/2012	OR0205379	PENA, VICTOR M III	AAOS	WCCF	WCCF General Security	Correctional Officer	01	17
7/23/2012	OR0205391	WINTERS, MICHAEL R	AAOS	WCCF	WCCF General Security	Correctional Officer	01	17

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8/1/2011	OR0200016	POST, JOHN A	AAOS	DRCI	DRCI Security	Correctional Officer	01	17
8/15/2011	OR0198672	WELCH, NATHAN B	AAOS	DRCI	DRCI Security	Correctional Officer	01	17
9/19/2011	OR0202289	URIBE, MELISSA P	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
4/2/2012	OR0001156	MORRIS, KASEY D	AAOS	TRCI	TRCI Security Staff	Correctional Officer	01	17
4/13/2012	OR0204068	PAPPAS, RYAN N	AAOS	CCCF	CCCF Security	Correctional Officer	02	17
4/13/2012	OR0204062	BERGMANN, PHILIP J	AAOS	CCCF	CCCF Security	Correctional Officer	02	17
4/30/2012	OR0204188	ALBRECHT, JOEL A	AAOS	CCCF	CCCF Security	Correctional Officer	02	17
8/4/2011	OR0195429	REDMOND, MARGARET	AAON	DRCI	DRCI Food Services	Corrections Food Services Coord	01	18
9/6/2011	OR0202280	ETTLIN, STEVEN A	AAON	TRCI	TRCI Food Services	Corrections Food Services Coord	01	18
12/2/2012	OR0203337	GRINER, BRIAN C	AAON	EOCI	EOCI Food Services	Corrections Food Services Coord	01	18
12/1/2012	OR0203239	MILLER, LIZA R	AAON	EOCI	EOCI Food Services	Corrections Food Services Coord	01	18
11/1/2011	OR0202900	LEON, CESAR A	AAON	CCCF	CCCF Food Services	Corrections Food Services Coord	01	18
12/12/2012	OR0207065	PHLAUM, JUSTIN A	AAON	PRCF	PRCF Food Services	Corrections Food Services Coord	01	18
8/1/2011	OR0201902	COHADE, BRIAN J	CP	OSP	OSP Food Services	Corrections Food Services Coord	01	18
5/21/2012	OR0192655	LANGERUD, DANIEL	CP	OSP	OSP Food Services	Corrections Food Services Coord	01	18
10/14/2012	OR0206588	PHAM, LUONG G	CP	OSP	OSP Food Services	Corrections Food Services Coord	01	18
10/14/2012	OR0206587	CISNEROS, MARISELA J	CP	OSP	OSP Food Services	Corrections Food Services Coord	01	18
9/11/2012	OR0163585	DEVENBERG, JAMES R	CP	SFFC	SFFC Food Services	Corrections Food Services Coord	01	18
9/30/2012	OR0192466	GARDINER, DENISE A	AAON	CCCF	CCCF Food Services	Corrections Food Services Coord	01	18
7/1/2012	OR0199662	ELLIOTT, VICKIE	AAON	CCCF	CCCF Food Services	Corrections Food Services Coord	01	18
11/19/2012	OR0122405	LIGHTBURN, LARRY C	AAON	TRCI	TRCI Food Services	Corrections Food Services Coord	02	18
10/7/2011	OR0202621	ENDICOTT, ANGELA K	AAON	PRCF	PRCF Food Services	Corrections Food Services Coord	02	18

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7/1/2012	OR0205186	LAKE, STEPHANIE M	AAON	HS Medical	SCCI Health Services	Dental Assistant	08	15
3/12/2012	OR0203856	PATZKE, JENNY V	AAON	HS Medical	DRCI Health Services	Dental Assistant	08	15
11/14/2011	OR0203087	HARRIS, LYNN R	AE	HS Medical	PRCF Health Services	Dentist	02	47S
7/16/2012	OR0203432	MURPHY, TIMOTHY C	AE	HS Medical	OSP Health Services - Medical	Dentist	02	47S
12/1/2011	OR0161767	SULLENS, SHELLY R	AE	HS Medical	SCCI Health Services	Dentist	02	47S
11/28/2011	OR0203383	ALVARADO, ANDREW J	AAON	SCI	SCI Security	Electrician 2	02	26
4/2/2012	OR0203980	BLACK, JEREMY L	AAON	SRCI	SRCI Physical Plant	Facility Energy Technician 2	01	20
8/1/2011	OR0201835	FREEMAN II, REGA DEE	AAON	EOCI	EOCI Physical Plant	Facility Energy Technician 2	05	20
8/1/2011	OR0065291	JACKSON, PHILLIP J	AAON	WCCF	WCCF Physical Plant	Facility Energy Technician 3	01	24
10/17/2011	OR0202745	GARRETT, SEAN R	AAON	CCCF	CCCF Physical Plant	Facility Energy Technician 3	02	24
1/30/2012	OR0082665	KELTY, GORDON MITCH	AAON	EOCI	EOCI Physical Plant	Facility Maintenance Specialist	01	18
10/10/2011	OR0202705	BRUNMEIER, KRAIG D	AAON	SRCI	SRCI Physical Plant	Facility Maintenance Specialist	01	18
11/21/2011	OR0203115	ROWE, BENJAMIN R	AAON	SRCI	SRCI Physical Plant	Facility Maintenance Specialist	01	18
11/26/2012	OR0206914	MOORE, THOMAS D	AAON	EOCI	EOCI Physical Plant	Facility Maintenance Specialist	01	18
12/17/2012	OR0195971	BOAST, BRIAN D	AAON	CRCI	CRCI Physical Plant	Facility Maintenance Specialist	01	18
7/25/2011	OR0201428	WING, RAYMOND J	AAON	WCCF	WCCF Physical Plant	Facility Maintenance Specialist	01	18
4/9/2012	OR0204039	NEILL, BRODIE L	AAON	SRCI	SRCI Physical Plant	Grounds Maintenance Worker 2	01	17
5/21/2012	OR0204340	SLOAN, STEVE L	AAON	EOCI	EOCI Physical Plant	Grounds Maintenance Worker 2	01	17
6/4/2012	OR0199282	GITCHEL, ROBERTA JENE	CP	HS Medical	OSP Health Services - Medical	Health Services Technician	01	17
11/14/2011	OR0203050	SWANSON, PATRICIA E	CP	HS Medical	OSP Health Services - Medical	Health Services Technician	02	17
11/7/2011	OR0202949	DIBALA, ALEXANDREA L	CP	HS Medical	OSP Health Services - Medical	Health Services Technician	02	17
9/17/2012	OR0091884	POTEET, MELISSA	CP	HS Medical	OSP Health Services - Medical	Health Services Technician	04	17

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8/4/2011	OR0010754	WELTY, DONALD E	AAON	HS Medical	CCCF Health Services - Medical	Health Services Technician	08	17
9/6/2011	OR0202003	MOELLER, BETSY J	AAON	HS Medical	CCCF Health Services - Medical	Health Services Technician	08	17
6/4/2012	OR0204564	GONZALEZ, JUANITA M	AAON	HS Medical	CCCF Health Services - Medical	Health Services Technician	08	17
6/12/2012	OR0204688	GRIFFITHS, ANN V	CP	HS Medical	OSP Health Services - Medical	Health Services Technician	08	17
11/28/2011	OR0203146	JONES, TARA L	AAON	HS Medical	CCCF Health Services - Medical	Health Services Technician	08	17
8/15/2011	OR0201720	HOLCOMB, LORI J	MMS	HR	HR Employee Relations	Human Resource Analyst 3	02	29
11/1/2011	OR0202851	RIUS, LUIS F	AAON	Technical Support	EOCI ISSD	Information Systems Spec. 5	02	26
9/30/2011	OR0202367	WEAVER, DAVID A	AAON	Technical Support	EOCI ISSD	Information Systems Spec. 5	03	26
10/22/2012	OR0206612	WESTFAHL, PETER N	AAON	Technical Support	Information Technology Services	Information Systems Spec. 5	05	26
10/15/2012	OR0206611	DEAN, DAVID C	AAON	Technical Support	Information Technology Services	Information Systems Spec. 6	01	28
7/16/2012	OR0205306	WENDELL, ZACHARY M	AAON	Facility Services	Wireless Communications	Information Systems Spec. 7	02	31
9/6/2011	OR0142516	COX, STEPHEN R	AAON		(prior to 6/1/06 Inspections Investigations)	Inspector 2	02	25
11/19/2012	OR0206825	ACREE, DAVID E	AAON	HS Medical	DRCI Health Services	Institution RN	01	28N
8/1/2011	OR0200836	WITTE, RICHARD A	CP	HS Medical	OSP Health Services - Medical	Institution RN	01	28N
11/4/2011	OR0157390	CARLSON, CHRISTINA ANN	AAON	HS Medical	CCCF Health Services - Medical	Institution RN	01	28N
7/23/2012	OR0205400	ARMITAGE, WENDY	AAON	HS Medical	CCCF Health Services - Medical	Institution RN	01	28N
9/19/2011	OR0202240	BAILEY, TREY N	CP	HS Medical	OSP Health Services - Medical	Institution RN	01	28N
8/22/2011	OR0201887	COX, CRYSTAL A	AAON	HS Medical	DRCI Health Services	Institution RN	01	28N
5/29/2012	OR0204388	ANDERSON, SELINA A	AAON	HS Medical	CCCF Health Services - Medical	Institution RN	01	28N
8/10/2011	OR0201644	MAGIDOW, MARCUS	AAON	HS Medical	DRCI Health Services	Institution RN	01	28N
8/1/2011	OR0201545	EMICK, RONALD J	AAON	HS Medical	DRCI Health Services	Institution RN	01	28N
7/5/2011	OR0201207	JOHNSON, SARA D	AAON	HS Medical	DRCI Health Services	Institution RN	01	28N

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9/12/2012	OR0206124	DUFFY, MEGAN	AAON	HS Medical	DRCI Health Services	Institution RN	01	28N
4/2/2012	OR0203962	DECUIR, THOMAS A	AAON	HS Medical	CCCF Health Services - Medical	Institution RN	01	28N
3/6/2012	OR0203831	OLSON, MARK J	AAON	HS Medical	CCCF Health Services - Medical	Institution RN	01	28N
9/19/2011	OR0202235	MERRITT, SARAH M	AAON	HS Medical	OSP Health Services - Medical	Institution RN	01	28N
9/17/2012	OR0206196	CASPER, MATTHEW T	CP	HS Medical	OSP Health Services - Medical	Institution RN	01	28N
9/17/2012	OR0206195	CRUZ, TAMARA LYNN Q	CP	HS Medical	OSP Health Services - Medical	Institution RN	01	28N
11/21/2011	OR0203113	ROUNTREE, SHANE M	AAON	HS Medical	CCCF Health Services - Medical	Institution RN	01	28N
6/4/2012	OR0204696	SMITH, KRISTYN R	AAON	HS Medical	CCCF Health Services - Medical	Institution RN	01	28N
9/17/2012	OR0206194	SOLLARS, ANTHONY J	CP	HS Medical	OSP Health Services - Medical	Institution RN	01	28N
9/10/2012	OR0206081	STOUGH, JOHN E	AAON	HS Medical	TRCI Health Services	Institution RN	01	28N
8/23/2012	OR0205816	HORN, CHRISTINE M	AAON	HS Medical	TRCI Health Services	Institution RN	01	28N
9/14/2011	OR0202204	GORDANIER, DAVIS M	AAON	HS Medical	TRCI Health Services	Institution RN	01	28N
12/10/2012	OR0207128	HERMEUS, MARIE M	AAON	HS Medical	TRCI Health Services	Institution RN	01	28N
9/1/2011	OR0171100	PRITCHETT, ONDREA B	AAON	HS Medical	CCCF Health Services - Medical	Institution RN	01	28N
6/25/2012	OR0205012	DAILEY, TIFFANY A	AAON	HS Medical	CCCF Health Services - Medical	Institution RN	01	28N
12/12/2012	OR0207072	WHITE, ADAM M	CP	HS Medical	OSP Health Services - Medical	Institution RN	02	28N
12/19/2011	OR0203431	ERIKSON, DAVID A	AAON	HS Medical	WCCF Health Services	Institution RN	02	28N
12/10/2012	OR0207134	BRANNON, MICHELLE M	CP	HS Medical	OSP Health Services - Medical	Institution RN	02	28N
8/1/2011	OR0201534	MINES, MARY A	CP	HS Medical	OSP Health Services - Medical	Institution RN	02	28N
10/24/2011	OR0202777	WALSBORN, NATALIE A	AAON	HS Medical	TRCI Health Services	Institution RN	02	28N
9/4/2012	OR0206066	HENDRIX, PRISCILLA M	AAON	HS Medical	EOCI Health Services - Medical	Institution RN	02	28N
12/11/2012	OR0207116	COOLEY, GREGORY M	CP	HS Medical	OSP Health Services - Medical	Institution RN	02	28N

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9/10/2012	OR0206080	KERR, NICOLE C	AAON	HS Medical	EOCI Health Services - Medical	Institution RN	02	28N
7/1/2012	OR0184970	RAYL, JESSICA M	AAON	HS Medical	TRCI Health Services	Institution RN	02	28N
11/29/2012	OR0207024	BRADY, VISHAMI	CP	HS Medical	OSP Health Services - Medical	Institution RN	02	28N
8/27/2012	OR0205840	NGUYEN, PHUONG D	AAON	HS Medical	TRCI Health Services	Institution RN	03	28N
7/9/2012	OR0205303	FOX, RHONDA C	CP	HS Medical	OSP Health Services - Medical	Institution RN	03	28N
10/15/2012	OR0206521	LUNDINE, JULIE L	CP	HS Medical	OSP Health Services - Medical	Institution RN	03	28N
1/3/2012	OR0203536	ROSS, KATHERINE A	CP	HS Medical	OSP Health Services - Medical	Institution RN	03	28N
6/4/2012	OR0022624	HENDERSON, LINDA S	CP	HS Medical	OSP Health Services - Medical	Institution RN	03	28N
1/31/2012	OR0203408	ELLIOTT, NICOLE S	CP	HS Medical	OSP Health Services - Medical	Institution RN	03	28N
12/19/2011	OR0203407	LEE, NATHAN D	CP	HS Medical	OSP Health Services - Medical	Institution RN	03	28N
7/9/2012	OR0205304	EDWARDS, KIMBERLY D	CP	HS Medical	OSP Health Services - Medical	Institution RN	03	28N
11/28/2011	OR0203145	WHEELER, AMY L	CP	HS Medical	OSP Health Services - Medical	Institution RN	03	28N
1/25/2012	OR0203648	DOHERTY, LISA D	CP	HS Medical	OSP Health Services - Medical	Institution RN	03	28N
12/7/2011	OR0203303	COUGHLIN, DAMION G	CP	HS Medical	OSP Health Services - Medical	Institution RN	03	28N
9/27/2011	OR0202489	MILLER, ANGELA Y	CP	HS Medical	OSP Health Services - Medical	Institution RN	04	28N
11/5/2012	OR0206734	GOFF, SARA E	AAON	HS Medical	SRCI Health Services	Institution RN	04	28N
8/20/2012	OR0165177	BUCKNER, MICHAEL	CP	HS Medical	OSP Health Services - Medical	Institution RN	04	28N
9/9/2011	OR0200302	INGLE, LORI K	AAON	HS Medical	TRCI Health Services	Institution RN	04	28N
10/19/2011	OR0202706	ASTORGA, ASHLEY L	AAON	HS Medical	TRCI Health Services	Institution RN	04	28N
8/1/2011	OR0201530	JENSEN, CHRISTINA M	CP	HS Medical	OSP Health Services - Medical	Institution RN	06	28N
8/13/2012	OR0205667	OLACHEA, JON E	CP	HS Medical	TRCI Health Services	Institution RN	06	28N
6/26/2012	OR0205015	SULLIVAN, JANIE	CP	HS Medical	OSP Health Services - Medical	Institution RN	07	28N

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11/1/2011	OR0043802	FALLS, TOMME S	CP	HS Medical	OSP Health Services - Medical	Institution RN	08	28N
8/30/2011	OR0201983	FAWNS, TRACY Y	AAON	HS Medical	TRCI Health Services	Institution RN	08	28N
3/12/2012	OR0082661	FLOWERS, DONITA G	AAON	HS Medical	SRCI Health Services	Institution RN	08	28N
8/2/2012	OR0205564	BALL, JAMES L	CP	HS Medical	TRCI Health Services	Institution RN	09	28N
9/4/2012	OR0205935	IMBS, KAITY M	AAON	HS BHS	OSP BHS SMU	Mental Health Specialist	01	23
10/17/2012	OR0206565	GOVRO, KEVIN T	CP	HS BHS	OSP BHS SMU	Mental Health Specialist	01	23
9/10/2012	OR0206063	MCLAUGHLIN, WILLIAM H	CP	HS BHS	OSP BHS SMU	Mental Health Specialist	01	23
12/17/2012	OR0207118	CREASON, TRACI LYNN	CP	HS BHS	OSP BHS SMU	Mental Health Specialist	01	23
5/30/2012	OR0204634	LETOURNEAU, JENNIFER L	AAON	HS BHS	CCCF BHS	Mental Health Specialist	01	23
10/17/2012	OR0206564	HENDERSON, JOHN STEPHE	AAON	HS BHS	OSP BHS SMU	Mental Health Specialist	01	23
12/3/2012	OR0206960	ROUSSEAU, AARON PAUL	AAON	HS BHS	OSP BHS SMU	Mental Health Specialist	01	23
7/18/2011	OR0115125	BOWLING, ERIC D	CP	HS BHS	OSP BHS SMU	Mental Health Specialist	02	23
9/12/2011	OR0202182	LEE, LYNDSEY N	CP	HS BHS	OSP BHS SMU	Mental Health Specialist	02	23
12/27/2011	OR0203468	CYBULSKA, MARGOT C	AAON	HS BHS	CRCI BHS	Mental Health Specialist	02	23
3/12/2012	OR0203859	KABLI, MOHAMED	CP	HS BHS	OSP BHS SMU	Mental Health Specialist	02	23
2/27/2012	OR0203788	SCHNITZLER, SARA L	AAON	HS BHS	SRCI BHS	Mental Health Specialist	02	23
7/25/2011	OR0201371	BELL, SYDNEY W	AAON	HS BHS	EOCI BHS	Mental Health Specialist	02	23
8/15/2011	OR0201785	BAHRE, JAYE G	AAON	HS BHS	CCCF BHS	Mental Health Specialist	02	23
10/18/2011	OR0202692	WARD, PAMELA R	CP	HS BHS	OSP BHS SMU	Mental Health Specialist	02	23
1/17/2012	OR0115237	ANDERSON, NANCY E	AAON	HS BHS	EOCI BHS	Mental Health Specialist	02	23
11/26/2012	OR0010043	KITTRELL, CLINTON E	AAON	HS BHS	TRCI BHS	Mental Health Specialist	05	23
11/2/2011	OR0202889	BRITT, CHELSEA A	AAON	EOCI	EOCI Counseling/Evaluation	Office Specialist 1	01	11

Oregon Department of Corrections
New Hires, 2011 - 2013 Biennium

EFF DTE	EMP NO	NAME	REPR	Unit Loc	Location	Class Name	STP	RNG
8/17/2011	OR0201719	TERPENING, WARRINE W	AAON	EOCI	EOCI Counseling/Evaluation	Office Specialist 1	01	11
12/3/2012	OR0207126	SCHAUER, NICHOL L	CP	OSP	OSP Counseling	Office Specialist 1	01	11
12/17/2012	OR0201868	BUTLER, CRYSTAL L	AAON	HS Medical	SRCI Health Services	Office Specialist 1	01	11
8/16/2011	OR0183663	BATCHELDER, TRACY	AAON	HS Medical	CCCF Health Services - Medical	Office Specialist 1	02	11
5/7/2012	OR0198514	MOSS, DANNIELLE A	AAON	TRCI	TRCI Mail Room	Office Specialist 2	01	15
9/14/2011	OR0202217	GEDDES, DEBRA A	AAON	PRCF	PRCF Admin	Office Specialist 2	02	15
9/12/2011	OR0193437	HARRIS, BRANDI M	AAON	PRCF	PRCF Admin	Office Specialist 2	02	15
4/3/2012	OR0096396	WILSON, JOHN G	AAON	HS Medical	OSP Health Services - Medical	Operations and Policy Analyst 2	07	27
3/27/2012	OR0203900	HOLLENBECK, GINGER M	CP	HS Medical	OSP Health Services - Medical	Pharmacy Technician 1	01	12
9/6/2011	OR0201998	BEAMISH, ASHLEY J	AAON	HS Medical	DRCI Health Services	Pharmacy Technician 1	01	12
8/8/2011	OR0060412	MCALISTER, CONAN J	CP	HS Medical	OSP Health Services - Medical	Pharmacy Technician 1	02	12
9/12/2011	OR0202075	MARCH, KATHLEEN O	AAON	HS Medical	OSCI Health Services - Medical	Pharmacy Technician 1	02	12
3/26/2012	OR0200769	NELSON, BONITA J	AAON	HS Pharmacy	Central Pharmacy	Pharmacy Technician 1	02	12
4/2/2012	OR0203955	DIEMER, KARLA A	AAON	HS Medical	OSCI Health Services - Medical	Pharmacy Technician 1	03	12
7/30/2012	OR0205568	YOUNG, ANA	AAON	HS Medical	CCCF Health Services - Medical	Pharmacy Technician 1	08	12
10/6/2012	OR0206421	HANSEN, NATHAN E	AAON	EOCI	EOCI Physical Plant	Physical/Electronic Security Technician 3	02	24
10/29/2012	OR0206659	ZIELASKOWSKI, TROY A	AAON	CCCF	CCCF Physical Plant	Physical/Electronic Security Technician 3	04	24
10/29/2012	OR0206658	LINGSCHUIT, TRAVIS J	AAON	CCCF	CCCF Physical Plant	Physical/Electronic Security Technician 3	04	24
5/30/2012	OR0204512	BYERLY, TODD A	MMS	HS BHS	OSP BHS SMU	Principal Executive/Manager D	01	31X
11/2/2012	OR0206843	MEYER, DAWNELL L	MMS	EPT Education & Training	Education & Training	Principal Executive/Manager F	06	35X
12/5/2011	OR0203306	HAWKINS, DWIGHT BENJAM	AAON	EOCI	EOCI Security M17	Program Analyst 2	01	27

Oregon Department of Corrections
New Hires Above Step 2 2011 - 2013 Biennium

EFF. DATE	EMP. NO.	Class Name	NAME	REPR.	Unit Loc.	Location	ST. P.	RN. G.	Justification for Hiring above Step 2
8/1/2011	OR0201835	Facility Energy Technician 2	FREEMAN II, REGA DEE	AAON	EOCI	EOCI Physical Plant	05	20	Several failed recruitments. Is step 1 of FET3.
8/1/2011	OR0201530	Institution RN	JENSEN, CHRISTINA M	CP	HS Medical	OSP Health Services - Medical	06	28N	Health Services - Comparable salary w/ earnings in private
8/4/2011	OR0010754	Health Services Technician	WELTY, DONALD E	AAON	HS Medical	CCCF Health Services - Medical	08	17	Health Services - Comparable salary w/ earnings in private
8/30/2011	OR0201983	Institution RN	FAWNS, TRACY Y	AAON	HS Medical	TRCI Health Services	08	28N	Health Services - Comparable salary w/ earnings in private
9/6/2011	OR0202003	Health Services Technician	MOELLER, BETSY J	AAON	HS Medical	CCCF Health Services - Medical	08	17	Health Services - Comparable salary w/ earnings in private
9/9/2011	OR0200302	Institution RN	INGLE, LORI K	AAON	HS Medical	TRCI Health Services	04	28N	Health Services - Comparable salary w/ earnings in private
9/27/2011	OR0202489	Institution RN	MILLER, ANGELA Y	CP	HS Medical	OSP Health Services - Medical	04	28N	Health Services - Comparable salary w/ earnings in private
9/30/2011	OR0202367	Information Systems Spec. 5	WEAVER, DAVID A	AAON	Technical Support	EOCI ISSD	03	26	Best candidate - DOC pay is \$665 less than private earnings
10/19/2011	OR0202706	Institution RN	ASTORGA, ASHLEY L	AAON	HS Medical	TRCI Health Services	04	28N	Health Services - Comparable salary w/ earnings in private
11/1/2011	OR0043802	Institution RN	RALLS, TOMME S	CP	HS Medical	OSP Health Services - Medical	08	28N	Health Services - Comparable salary w/ earnings in private
11/28/2011	OR0203146	Health Services Technician	JONES, TARA L	AAON	HS Medical	CCCF Health Services - Medical	08	17	Health Services - Comparable salary w/ earnings in private
11/28/2011	OR0203145	Institution RN	WHEELER, AMY L	CP	HS Medical	OSP Health Services - Medical	03	28N	Health Services - Comparable salary w/ earnings in private
12/7/2011	OR0203303	Institution RN	COUGHLIN, DAMION G	CP	HS Medical	OSP Health Services - Medical	03	28N	Health Services - Comparable salary w/ earnings in private
12/19/2011	OR0203407	Institution RN	LEE, NATHAN D	CP	HS Medical	OSP Health Services - Medical	03	28N	Health Services - Comparable salary w/ earnings in private
1/3/2012	OR0203536	Institution RN	ROSS, KATHERINE A	CP	HS Medical	OSP Health Services - Medical	03	28N	Health Services - Comparable salary w/ earnings in private
1/25/2012	OR0203648	Institution RN	DOHERTY, LISA D	CP	HS Medical	OSP Health Services - Medical	03	28N	Health Services - Comparable salary w/ earnings in private
1/31/2012	OR0203408	Institution RN	ELLIOTT, NICOLE S	CP	HS Medical	OSP Health Services - Medical	03	28N	Health Services - Comparable salary w/ earnings in private
3/12/2012	OR0203856	Dental Assistant	PATZKE, JENNY V	AAON	HS Medical	DRCI Health Services	08	15	Health Services - Comparable salary w/ earnings in private
3/12/2012	OR0082661	Institution RN	FLOWERS, DONITA G	AAON	HS Medical	SRCI Health Services	08	28N	Health Services - Comparable salary w/ earnings in private
3/28/2012	OR0203912	Corr. Physician Specialist	KELLY, TIMOTHY L	MNNN	HS Medical	EOCI Health Services - Medical	03	50	Health Services - Comparable salary w/ earnings in private
4/2/2012	OR0203955	Pharmacy Technician 1	DIEMER, KARLA A	AAON	HS Medical	OSCI Health Services - Medical	03	12	Health Services - Comparable salary w/ earnings in private
4/3/2012	OR0096396	Operations and Policy Analyst 2	WILSON, JOHN G	AAON	HS Medical	OSP Health Services - Medical	07	27	Health Services - Comparable salary w/ earnings in private
5/7/2012	OR0198701	Comm. Systems Analyst 2	BORDEN, RICHARD D	AAON	Facility Services	TRCI Electrical/Wireless Communications	06	24	Failed recruitments - comparable salary w/ earnings in private

Oregon Department of Corrections
New Hires Above Step 1 2011 - 2013 Biennium

6/4/2012	OR0204564	Health Services Technician	GONZALEZ, JUANITA M	AAON	HS Medical	CCCF Health Services - Medical	08	17	Health Services - Comparable salary w/ earnings in private
6/4/2012	OR0022624	Institution RN	HENDERSON, LINDA S	CP	HS Medical	OSP Health Services - Medical	03	28N	Health Services - Comparable salary w/ earnings in private
6/12/2012	OR0204688	Health Services Technician	GRIFFITHS, ANN V	CP	HS Medical	OSP Health Services - Medical	08	17	Health Services - Comparable salary w/ earnings in private
6/26/2012	OR0205015	Institution RN	SULLIVAN, JANIE	CP	HS Medical	OSP Health Services - Medical	07	28N	Health Services - Comparable salary w/ earnings in private
7/1/2012	OR0205186	Dental Assistant	LAKE, STEPHANIE M	AAON	HS Medical	SCCI Health Services	08	15	Only applicant
7/9/2012	OR0205304	Institution RN	EDWARDS, KIMBERLY D	CP	HS Medical	OSP Health Services - Medical	03	28N	Health Services - Comparable salary w/ earnings in private
7/9/2012	OR0205303	Institution RN	FOX, RHONDA C	CP	HS Medical	OSP Health Services - Medical	03	28N	Health Services - Comparable salary w/ earnings in private
7/30/2012	OR0205568	Pharmacy Technician 1	YOUNG, ANA	AAON	HS Medical	CCCF Health Services - Medical	08	12	Health Services - Comparable salary w/ earnings in private
8/2/2012	OR0205564	Institution RN	BALL, JAMES L	CP	HS Medical	TRCI Health Services	09	28N	Health Services - Comparable salary w/ earnings in private
8/13/2012	OR0205667	Institution RN	OLACHEA, JON E	CP	HS Medical	TRCI Health Services	06	28N	Health Services - Comparable salary w/ earnings in private
8/20/2012	OR0165177	Institution RN	BUCKNER, MICHAEL	CP	HS Medical	OSP Health Services - Medical	04	28N	Health Services - Comparable salary w/ earnings in private
8/27/2012	OR0205840	Institution RN	NGUYEN, PHUONG D	AAON	HS Medical	TRCI Health Services	03	28N	Health Services - Comparable salary w/ earnings in private
9/17/2012	OR0091884	Health Services Technician	POTEET, MELISSA	CP	HS Medical	OSP Health Services - Medical	04	17	Health Services - Comparable salary w/ earnings in private
9/18/2012	OR0195605	Chaplain	MATRANGA WATSON, SUSAN	CP	OMS Religious Services	SCCI Religious Services	05	23	Education and experience of applicant - Hard to fill classification.
10/15/2012	OR0206521	Institution RN	LUNDINE, JULIE L	CP	HS Medical	OSP Health Services - Medical	03	28N	Health Services - Comparable salary w/ earnings in private
10/22/2012	OR0206612	Information Systems Spec. 5	WESTFAHL, PETER N	AAON	Technical Support	Information Technology Services	05	26	Nationwide recruitment. Only 1 of 2 candidates. Comparable salary
10/29/2012	OR0206658	Physical/Electronic Security Technician 3	LINGSCHWEIT, TRAVIS J	AAON	CCCF	CCCF Physical Plant	04	24	Hard to fill - Comparable salary w/ earnings in private
10/29/2012	OR0206659	Physical/Electronic Security Technician 3	ZIELASKOWSKI, TROY A	AAON	CCCF	CCCF Physical Plant	04	24	Hard to fill - Comparable salary w/ earnings in private
11/2/2012	OR0206843	Principal Executive/Manager F	MEYER, DAWNELL L	MMS	EPT Education & Training	Education & Training	06	35X	Comparable salary
11/5/2012	OR0206734	Institution RN	GOFF, SARA E	AAON	HS Medical	SRCI Health Services	04	28N	Health Services - Comparable salary w/ earnings in private
11/26/2012	OR0010043	Mental Health Specialist	KITTRELL, CLINTON E	AAON	HS BHS	TRCI BHS	05	23	Health Services - Comparable salary w/ earnings in private



Oregon

John A. Kitzhaber, MD, Governor

Department of Corrections

Office of the Director
2575 Center Street NE
Salem, OR 97301-4667
(503) 945-0920
FAX: (503) 373-1173

To: Ways & Means Public Safety Subcommittee Members
Kevin Hayden, Legislative Administrator

From: Colette S. Peters, Director

Date: January 17, 2013

Subject: Department of Corrections Reporting as Required by HB3291

House Bill 3291 (2011) requires agencies to disclose the results of audits conducted by the Secretary of State under ORS 297.070. The Bill requires agencies to submit a written report about changes made in response to the audit for a period of three years to the Legislative Assembly and the subcommittee of the Joint Committee on Ways and Means. Below is a summary of a recent performance audit conducted by the Secretary of State. The full report can be viewed at:

http://www.sos.state.or.us/audits/pages/state_audits/full/2012/2012-22.pdf.

07/24/2012 Department of Corrections: Managing Security Personnel Costs

Audit Purpose

The objective of the audit was to determine if the department could reduce personnel costs through better administrative practices.

Secretary of State Recommendation #1:

- Ensure that the calculation and management of the post factor employ sound practices and the best, most reliable data available, such as:
 - Using actual employee payroll hours;
 - Assessing staff availability by institution and classification; and
 - Monitoring the post factor of individual institutions as well as the overall department post factor.

Agency Response to Recommendation #1:

The department generally agrees. We are in the process of changing operational policies and practices with institution staff deployment offices, which will enable us to provide a more accurate reflection of individual staff assignments and overtime assignments. This will provide a more consistent application of DOC staff deployment practices and more accurately capture staff payroll hours, leave usage and reasons for overtime. This will also assist in placing staff in assignments based upon correct classification, as well as those staff having proper training credentials for certain post assignments.

The recommendation to monitor the post factor for individual institutions as well as the overall department would be beneficial in the assignment of overtime dollars. Breaking down leave by institution may assist those facilities who have a higher percentage of senior staff. The department would be best served by having a consistent relief factor for five-day and seven-day posts; staffing variances could be addressed with an overtime funding reallocation.

January 17, 2013

Page 2

In regards to the methodology used in this report for calculating the relief factor for five-day and seven-day posts, the department would like to further explore how staff vacancies should be captured and calculated into the relief factor. While the use of actual payroll data captures the behavior of current employees, it overlooks the void created by holding positions vacant. A vacancy factor does reduce the availability of staff for post assignment. Vacant posts have to be covered by overtime or by assigning relief staff who would normally provide relief for staff on vacation, training or other types of leave. The position vacancy rate should be part of the relief factor. Taking "time needed to fill a vacancy" into account when developing the post relief factor is recommended in the National Institute of Corrections Net Annual Work Hours Model (Chapter 8, page 40).

The relief factor noted for staff training is also a concern. The department does not dispute the actual staff training of 25 hours for this period of review. However, we would like to recognize that due to severe budget reductions and constraints over the last two biennia, the department has consciously restricted training hours below the number of hours necessary to maintain a workforce that is well versed and prepared to respond to issues and challenges inherent in running correctional institutions. A long-term approach to staff training would include funding for 40 hours of annual in-service training for all veteran staff, a six-week training program for all new correctional officers, and hours for instructors. Finally, a comprehensive plan should include hours for specialty skills to provide for properly trained staff in the areas of Tactical Emergency Response Teams, Crisis Negotiators, Emergency Staff Services, and Honor Guard functions.

The relief factor calculation in this report included actual vacation hours rather than accrued vacation hours. DOC employees can bid all of the vacation hours to which they are entitled. If DOC management denies the requested vacation, the agency must pay the denied time out to employees. Therefore, DOC has a financial liability for all accrued vacation hours, whether taken as time off or paid out, which is why we respectfully disagree with the Secretary of State's statement that we inappropriately requested policy option packages for post relief factor.

Secretary of State Recommendation #2:

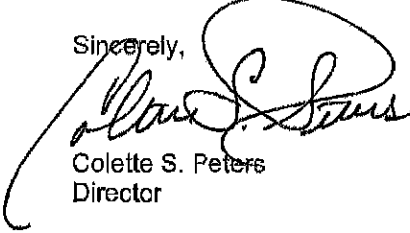
- Revise current data collection methods for identifying overtime causes to allow more meaningful analysis. Specific examples include obtaining more information on unplanned workload, such as hospital watches, and using broad categories such as changes in workload, planned absences, unplanned absences, and vacant position as contributing factors to the need for overtime.

Agency Response to Recommendation #2:

The department agrees. As noted in the above recommendation, the recent change in the staff deployment policy and operational practices will provide a more consistent application and accurate reflection of staffing needs for individual institutions. Having staff deployment coordinators assign the majority of relief staff to vacant positions, reducing the workload on shift supervisors, and reducing their need for discretionary assignments and movement of staff will assist the department in accurately capturing leave codes.

If you have any questions, or require further clarification about these audit activities, please feel free to contact me at 503-945-0927.

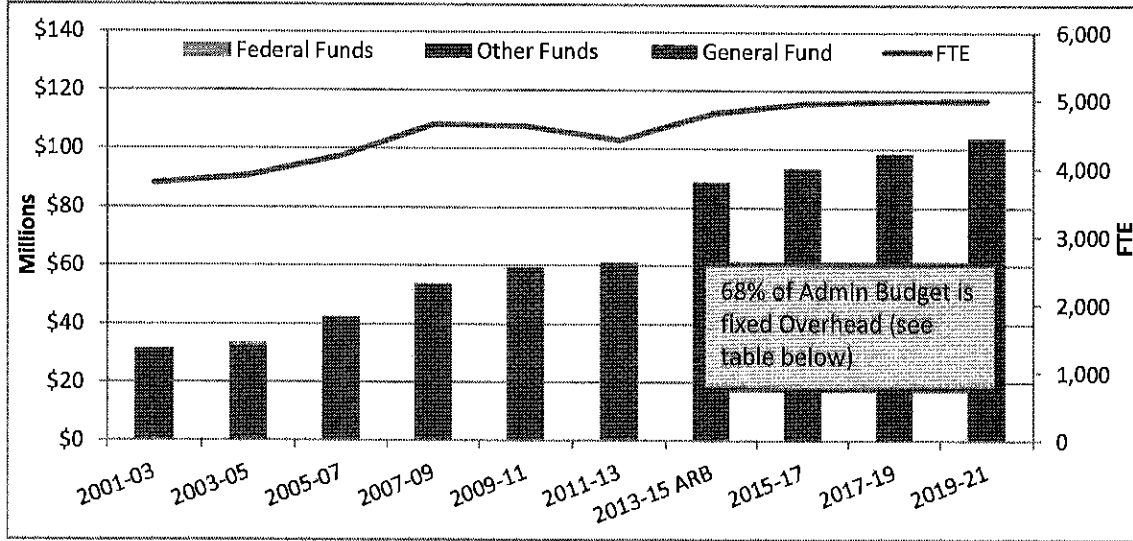
Sincerely,


Colette S. Peters
Director

cc: Mitch Morrow, Deputy Director
Shawn Haywood, Internal Audit Administrator

Agency Name: Central Administration Office

Primary Outcome Area: Safety
Secondary Outcome Area: Improving Government
Program Contact: Heidi Steward, 503-945-9426



Executive Summary

The Central Administration Office is structured under the Director and Deputy Director who oversee five program areas and one budgetary account that contains agency-wide assessments and state government service charges. This office provides overall leadership to the department, develops strategic plans, develops long-range and short-term performance goals and vision statements, participates in statewide planning activities with other agencies and business partners, provides leadership for statewide public safety initiatives, and is the state's liaison with various federal public safety organizations.

Program Description

The Office of Central Administration relates directly to every division and program operating within the department. It interacts with other public safety partners such as the Oregon Criminal Justice Commission, Community Corrections Directors in every county, the Oregon State Police, Department of Public Safety Standards & Training, Parole Board, Oregon Youth Authority, representatives from city and county governments, the Department of Administrative Services, the Governor's Office, and members of the Legislature. This office is frequently engaged in interaction with federal and national agencies relating to public safety, including the National Institute of Corrections and Association of State Corrections Directors. As a result, the Central Administration Office continues to focus on administrative effectiveness, accountability, and strengthening internal and external communications.

The Office of the Director coordinates monitors and leads all agency activities. The Director, Deputy Director, and one Executive Assistant, work directly with all functional units throughout the agency to ensure the agency accomplishes its mission. Members of the Directors Office also work with outside stakeholders to ensure transparency and provide a conduit between the community, Legislature, special interest groups and the general public. Reporting directly to the Office of the Director are the administrators of the Internal Audits unit, Planning and Budget

Office, Government Efficiencies and Communications Office, Office of the Inspector General, and Research and Projects. Divisional assistant directors also report directly to the Office of the Director. These divisions include Human Resources, Operations, Community Corrections, Offender Management and Rehabilitation, and General Services. The primary cost driver for the Central Administration office is department overhead and the classifications and level of compensation of the positions it supports.

The Office of Internal Audits provides a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. Internal Audits has two additional responsibilities: Key Performance Measure (KPM) coordination and Cost of Care consultation. Internal Audits is the only independent entity within the agency providing these unique services. This office supports all programs within the agency and collaborates with Internal Audit programs in other state agencies. The cost of Internal Audits is driven primarily by personnel costs.

The Office of Planning and Budget is responsible for determining the resources necessary to support the offender population. One of the principle activities of the Planning & Budget Office is the development of the biennial agency budget. Using budget development guidelines promulgated by the Department of Administrative Services Budget & Management Division, the budget staff develops detailed information for integration into the Current Service Level budget and works with agency program and executive staff to develop the fiscal impact information for any new proposals the agency may wish to move forward in the form of Policy Packages. This office is also responsible for the development of fiscal impact pricing for all new legislation for bills that have a potential impact on the agency. Inside the agency, this office is responsible for monitoring and reporting on the status of the agency budgets at multiple levels. Expenditure forecasts are developed in conjunction with program managers and assistant directors; forecasts are updated monthly based on actual spending patterns. Interim rebalance plans, requests for additional General Fund appropriation or Other Fund and Federal Fund expenditure limitations, responses to legislative budget notes and other legislative directives are the responsibility of this program. Emergency Board requests are prepared and coordinated through this office as well. The primary cost drivers for this office are personnel costs. Other workload drivers are the growth in numbers of prison facilities, the volume of information and analytical requests from the Governor's Office, the Legislature, and the public.

The Office of Government Efficiencies and Communications will continue its traditional "public affairs" function but will turn its focus on preparations for the 10-year plan, *Improving Oregon* initiative, outcome-based budgeting, and the Governor's Commission on Public Safety.

The Office of the Inspector General (OIG) is responsible for investigating suspected wrongdoing by offenders, staff, contractors, volunteers, and offender visitors. This office oversees management of high-risk offenders and conducts disciplinary hearings in accordance with established rules and relevant case law for offenders accused of rule violations. Additionally, the OIG oversees offenders who fall under the Prison Rape Elimination Act (PREA) by tying victim services with the facility to external stakeholders. In an effort to reduce future victimization, the OIG ensures proper services can be provided to victims when they are released back into society. This PREA oversight function also is responsible for developing partnerships with Law Enforcement, local hospitals and crisis centers. The OIG also oversees services for special need offenders including those who are visually impaired, deaf or hard of hearing; geriatric; have Americans with Disabilities (ADA) needs; and those with language barriers. Other services

provided by the OIG include developing and disseminating statistical and narrative information about the Department's policies, activities and mission to a broad array of stakeholders. The cost drivers for this office are ballot initiatives, binding federal standards, and litigation.

The Office of Research and Projects provides mission-critical information on offender populations, program performance, and policy impacts. Its key responsibilities are to provide continuous and ongoing evaluation of the Department's evidence-based programs, identify means to reduce recidivism, and assess programs and operational components. This office manages and maintains the agency's data warehouse and its front-end application, Correctional Management Information System (CMIS). This office collaborates with an increasing number of outside stakeholders, both within the state and across the nation. This office also manages implementation of agency-wide and interagency projects requiring the expertise of professional project managers; provides research and data to support evidence-based programs; and coordinates agency rulemaking. Personnel costs determine the need and drive the cost of the program.

The Agency Overhead Account makes up a substantial portion (71% for 2013-15) of the Central Administration budget. It is the repository for a variety of assessments, fees, loan obligations, State Government Services Charges and other service charges. Since these charges benefit the agency as a whole, they are budgeted and paid centrally. The table below illustrates the proportion of the Central Administration budget that is fixed by state budget policy and not completely within the management control of the agency. As an example, for 2013-15, almost \$25 million of the total \$43 million budgeted in this account is for Department of Administrative Services Risk Management assessments for Worker's Compensation, fire and general liability insurances – 58% of the total. Another \$12.5 million results from the Department of Administrative Services' non-negotiable assessments – 29% of the total.

Biennium	Admin Budget Non-Overhead (All Funds)	Admin Overhead & Loan Repayment (All Funds)	Total	% of Admin that is Overhead
2001-03	\$ 10,831,724	\$ 20,735,559	\$ 31,567,283	66%
2003-05	14,527,754	19,128,553	33,656,307	57%
2005-07	13,461,169	29,048,257	42,509,426	68%
2007-09	13,689,627	40,068,103	53,757,730	75%
2009-11	16,098,050	43,278,487	59,376,537	73%
2011-13	18,016,322	43,129,135	61,145,457	71%
			Avg:	68%

Program Justification and Link to 10-Year Outcome

Oregonians will be safe where they live, work and play

There is a direct link between the 10-Year Safety Outcome and the Department's core mission. The Department of Corrections' (DOC) mission is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior. DOC creates partnerships with Oregon communities to hold offenders accountable, engage victims, and enhance the quality of life for the citizens of Oregon. DOC's mission incorporates both the responsibility for public safety, and the constitutional tenets set forth in Oregon Revised Statute (ORS) Chapter 423 and Administrative Rules 291.001 to 291-203. DOC requires sound fiscal management of public resources using outcome-oriented strategies. DOC selects intervention strategies that change antisocial thinking and behaviors and that give offenders the skills

necessary to become productive, law-abiding members of society after release from incarceration.

Program Performance

Effectiveness of the Office of the Director is reflected by the outcomes of performance measures for each individual program within the agency.

The Office of Internal Audits measures performance based on the percentage of annual audit plans completed. This information has been collected for the past four years. The percent of audits completed versus audit plans are: FY2009 – 82%, FY2010 – 88%, FY2011 – 94%, FY2012 – 121% (completed more audits than originally planned). Internal audits office also measures performance for the year against prior years and gauge our performance against other state agency Internal Audit programs. The length of time it takes to complete an audit can vary depending on technical skill requirements, detail of audit evaluation and staffing resources.

The Office of Government Efficiencies and Communications performance is based on providing information to the legislature, media, public, staff, offenders, and offender family and friends.

Request Type	2008	2009	2010	2011	2012
Legislative Requests	46	120	47	60	36 to date
Media Requests	163	27	52	141	77 to date
Public Records Requests	7	31	12	7	9 to date
Other Requests	505	730	314	702	392 to date

The Office of the Inspector General measures performance based on allocation of existing resources. By using information gathered and putting this into practice in the Substance Abuse Urine Tracking Program, 74% of all positive urine analyses were positive due to reasonable suspicion training. Additionally, by using the Security Threat Management (STM) model as an alternative service delivery option in managing the Department’s “high alert” offender population, there was a 27% reduction in the number of “high alert” offenders committing major misconducts. Finally, the OIG conducts on average 1,233 investigations a year.

The Office of Research and Project assesses effectiveness by tracking the number of users that routinely use the data warehouse. An average of 188.7 distinct users visit CMIS each month. The researchers assess their effectiveness by documenting the number of reports generated by the unit.

Enabling Legislation/Program Authorization

Director’s Office:

- ORS Chapter 423 and Administrative Rules 291-001 to 291-208
 - 423.020 – Creates department and establish duties and powers vested the dept.
 - 423.030 – Duties and powers of ORS 423.202 are not exclusive and not intended to limit the powers and authority vested in the department.
 - 423.075 – The Director shall have supervision and control over the department.
- Oregon Constitution, Article 1, Bill of Rights, Section 15
- Case law relating to treatment of incarcerated individuals
- U.S. Constitution, 8th Amendment

Government Efficiencies and Communication:

- ORS 194.410 – 192.505 Public Records Law
- ORS 423.400 and ORS 423.440 Government Transparency (Corrections Ombudsman)
- ORS 182.525 Biennial Report (Evidence-Based Programs)
- OAR 291-075 Citizen Complaints
- OAR 291-204 Media Access Rule
- ORS 192.243 Administrative Rules and Policies

Inspector General's Office:

- DOC Policy 70.1.4 Investigations
- OAR 291-069 Security Threat Management
- ORS 421.180 Disciplinary procedures
- OAR 291-105 Prohibited Inmate Conduct and Processing Disciplinary Actions
- Public Law 108-79 Prison Rape Elimination Act
- OAR 291-006 Inmate Discrimination Review Committee
- USC Title 42, Chapter 126, Section 12101 Americans with Disabilities Act

Internal Audits:

- ORS 184.360 Internal Audit in State Government
- OAR 125-700 Internal Audit
- DAS Policy 10.80.10 Internal Auditing

Planning and Budget:

- ORS 171.557 State Budget Policy

Research and Project:

- OAR 291-035 Research Proposals

Funding Streams

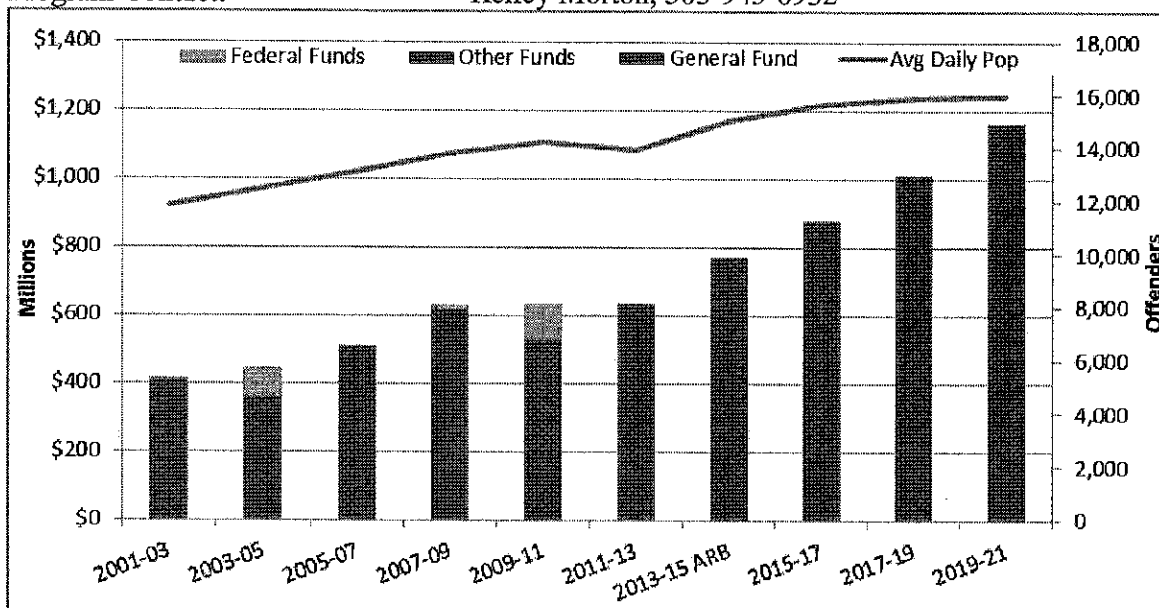
The funding source for the Central Administration Office is primarily General Fund, with some Other Fund support from the Inmate Welfare Fund. Central Administration is also where certain agency-wide overhead costs are reported. Costs budgeted in this location include Department of Administrative Services assessments, state government service charges, risk management and other insurance costs, Attorney General fees, office rents, utilities for Salem administrative offices, costs associated with the sales of Certificates of Participation, and repayments of loans from other state agencies.

Significant Proposed Program Changes from 2011-13

During the 2013-15 biennium, Central Administration will continue providing oversight to every division and program operating within the department.

Oregon Department of Corrections: Operations Division

Primary Outcome Area: Safety
 Secondary Outcome Area: None
 Program Contact: Kelley Morton, 503-945-0932



Executive Summary

The Operations Division is responsible for the overall security, housing, and daily operations of Oregon's incarcerated adult felony offenders (and juveniles sentenced under Measure 11, (1994)).

Program Funding Request

This program is requesting \$769,979,879 to continue housing adults and juveniles who have been convicted of felony crimes and sentenced to more than a 12-month period. This request includes funding for the following Policy Option Packages:

Program Description

The Oregon Department of Corrections (DOC) incarcerates 14,425 (count on May 1, 2012) adults and juveniles who have been convicted of felony crimes and sentenced to more than a 12-month period. Offenders housed in DOC facilities have contact throughout each day with Operations Division employees. Offenders take care of their basic hygiene needs, work, complete programs, communicate with their families and recreate under constant supervision of DOC staff.

The purpose of the Operations Division is to provide a safe, secure environment for offenders, and for staff to perform their duties and hold offenders accountable for their actions while reducing the risk of future criminal behavior. To accomplish this, adequate numbers of staff (security and security-plus/non-custody) are duty stationed within institutions to maintain proper observation and control of day-to-day functions such as outside recreation, meals, showers, medical services, education, A&D programming, work, general line movement, visiting, and

other activities. Offenders are placed in housing situations to minimize friction and are separated within an institution or moved to another facility when conflicts do occur. Movement is managed throughout the facility to allow the necessary degree of control over the offender population. Progressive privileges and consequences, based on behavior, allow offenders to make choices that determine their participation and activity levels. Work, education, organized activities, and programming occupy offenders' time in pro-social ways that provide them with tools for re-entry to society. Staff engage offenders as a part of the Oregon Accountability Model (OAM), role modeling appropriate responses, mentoring and redirecting offenders in day-to-day situations.

DOC has 15 institutions, one of which is a female facility and one that is not currently housing offenders. Prisons range in size from the 200-bed South Fork Forest Camp to Snake River Correctional Facility with more than 3,000 beds and four complexes. Each facility produces its own meals, performs its own maintenance and repairs, and manages inmate laundry, sanitation, activities, and visiting. The availability of programming and work varies by institution according to size, focus, and available funding.

The Operations Division works closely with other DOC divisions to provide services and care for offenders. DOC also partners with other state agencies such as the Driver and Motor Vehicle Services Division of the Oregon Department of Transportation, Veterans Affairs, Human Services, and Employment to provide offenders the best chance for successful transition to the community.

The primary cost driver for the Operations Division is the cost of staff to maintain proper coverage and associated overtime. The cost of offender care (clothing, personal supplies, food, bedding, paper products, etc.) is a secondary driver, as is the cost to maintain aging equipment and facilities.

Program Justification and Link to 10-Year Outcome

Linkage between program performance and the 10-year outcome.

- DOC's success in keeping convicted felons securely incarcerated for the duration of their sentence is a key part of keeping Oregonians safe where they live, work and play.
- 93% of DOC offenders return to the community. Through use of the OAM and Correctional Case Management (CCM), Operations Division staff support offenders' successful transition to society and reduce the likelihood of committing future crimes.
- DOC can manage current offender population level within existing facilities over the next ten years provided sentencing reform does not continue to increase the offender population.
- DOC has a current disaster preparedness response and recovery plan that continues to work toward federal standards. The Operations Division conducts regular emergency preparedness exercises at each facility and the network of statewide resources is coordinated through Operations Division Administration. DOC has made offender workers and resources available to local jurisdictions for emergency efforts.
- Institution counselors prepare a Corrections Plan addressing criminality for each offender using the assessments completed by the Offender Management and Rehabilitation department at intake.

- DOC also works with Community Corrections and the Parole Board to prepare a release plan for each offender, increasing the offender's chances of success as he/she transitions back to the community.

Pew Research Study - In April 2011, the Pew Center on the States published their Public Safety Performance Project report. They reported Oregon's recidivism rate at 22.8%, the lowest in the nation for releases in 2004, covering a three-year period. Oregon, Kansas and Utah led the country in declining returns to prison during the study period, with Oregon reporting the steepest drop of 31.9 percent. The report discusses reasons for Oregon's success including use of evidence-based practices and coordination with community corrections.

The effects of the program on 10-year performance indicators

DOC must accept all offenders remanded to state custody and has no independent release authority. Offender populations continue to rise, fueled in part by new legislation mandating set lengths of prison sentences. This creates difficult living conditions as we manage within existing prison capacity. When paired with staff reductions, forced vacancies, and furloughs, it reduces the Operations Division's ability to monitor and control offender behavior.

With additional beds and reduced staff presence, institutions become less safe for offenders. With increased offender unrest and less control of offender actions, the institutions also become a less safe place for staff and, ultimately, the public, in the form of potential escapes.

All costs for offender care continue to rise, but food costs have the sharpest increase. DOC continues to look for efficiencies in clothing, supplies, and food, but the trend, expressed in a dollar amount per offender per day, continues to rise.

Program Performance

Quantity Metric – Offender population

The historical average daily offender population figures below show a steady increase per biennium. Operations Division serves all offenders in the population on a daily basis, so total population numbers are an accurate reflection of numbers served.

2003-05 12,480	2005-07 13,130	2007-09 13,809	2009-11 14,228	2011-13 13,928
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Quality Metric – Escapes

Escapes are a measure of safety for the public. There have been no escapes from armed perimeter facilities during the measurement period. There were two escapes from unarmed minimum facilities in 2008 and two in 2009. There were no escapes during 2010 and 2011; there have been two to date in the reporting year that ends in 2012. DOC's target during the reporting period and projected performance is zero escapes. Offenders on work crews in the community have a much greater opportunity to leave DOC custody. The following data shows the average rate of walk aways per month during the last five years. Our target during the reporting years and into the future is 1.0 per month or less.

2007 .25	2008 .33	2009 .25/mo.	2010 .17/mo.	2011 .17/mo.
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Quality Metric – Level 1 Sanctions

The information below shows the number of offenders sanctioned for the most serious kinds of negative behavior. This measure is an indicator of how safe DOC prisons are for offenders.

Quality Metric - Rate of offender assaults on staff.

The information below shows the average number of Class I assaults on individual staff per month per 1,000 employees. This is a measure of how safe DOC institutions are for staff. This measure has also been changed in recent years, so a full five years of history is not available. Our target through the reporting period and into the future is 1.7 average assaults per month per 1,000 staff.

2008 1.7	2009 1.3	2010 1.5	2011 1.6	2012 pending
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Cost per offender / day Standard Department of Corrections published rate

2008 \$77.78	2009 \$77.78	2010 \$84.46	2011 \$84.46	2012 \$82.48
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Enabling Legislation/Program Authorization

Institution Security & Housing, Food Services, Physical Plant, Correctional Rehabilitation Services, Offender Activities, and Institution and Division Administration are mandated by the Oregon Constitution Article I, Sections 13, 15, 16, and 44; ORS 423.020 1 (a-d); ORS 423.075 5 (a-d); 2003 Federal Prison Rape Elimination Act (PREA); Guidelines for operations: OAR 291. The division is also guided by case law based on the 8th Amendment, US Constitution

Funding Streams

The Operations Division is primarily funded by General Fund. 1.7% of the Operations Division budget comes from Other Fund activities such as community work crews, meals sold to county jails and programs for seniors, offender fines, sales of commissary items and telephone revenue. Operations Division has no Federal Funding and has no dedicated state resources.

Significant Proposed Program Changes from 2011-13

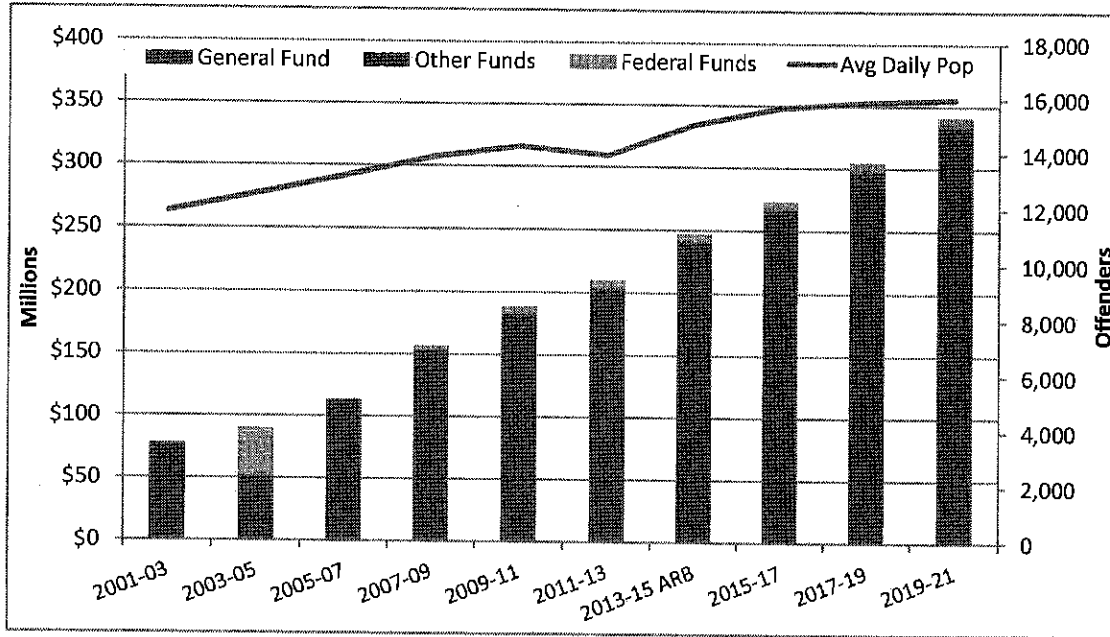
The Operations Division will continue the work of keeping Oregonians safe by housing offenders, holding them accountable with evidenced-based practices as described above, and reducing the risk of present and future criminal behavior.

Policy Option Package 117, Transfer Training from Department of Public Safety Standards and Training (DPSST) to DOC, was approved in the Governor's Balanced Budget. This policy package extends the Basic Corrections Course (BCC) training program that was established under House Bill 3199 in 2009.

By extending this bill, the training and certification role will remain with DOC instead of returning to DPSST. Through the BCC program, training time is condensed and focused on DOC operations, where the training received through DPSST is broad in scope and also covers jail facilities.

Agency Name: Oregon Department of Corrections – Health Services

Primary Outcome Area: Safety
 Secondary Outcome Area: Healthy People
 Program Contact: Martha McDaniel, 503-378-5554



Executive Summary

The Department of Corrections (DOC) Health Services section provides legally mandated medical, dental, mental health, and pharmacy services to the entire offender population 24-hours per day, 7 days a week. DOC provides a varying range of health care services at every location and occasionally patients need to see specialty providers based on the severity of their conditions.

Program Description

DOC Health Services section provides medical, dental, mental health, and pharmacy services to the approximately 14,000 offenders located in Oregon prisons throughout the state. To accomplish this task effectively and efficiently the department uses a managed care model that stresses a limited standardized benefit package, on-site primary care with early intervention and prevention, coordinated care and management of diseases, controlled access to specialists and specialist procedures, restricted pharmacy medication formulary, controlled utilization, and utilization review and claims review.

For the 2011 calendar year, DOC had over one million medical encounters (an average of 88,000 per month). The vast majority, over 99%, of these encounters were treated on site. Less than 1% required offenders be transported and treated offsite.

DOC maintains a team of professionals that include Physicians, Nurse Practitioners, Physician Assistants, Registered Nurses, Dentists, Psychiatrists, Mental Health Specialists, Pharmacists, as well as other licensed professionals.

The costs of delivering health care in DOC institutions are impacted by the same social and economic forces that have caused rapid increases in health care costs for employers and citizens in Oregon's communities and nationwide, i.e., increasing cost of equipment, supplies and pharmaceuticals; changing medical community standards of care; cost to treat and/or inpatient hospital care; and staffing.

DOC continually reviews services provided within its institutions to look for opportunities to bring more specialists on site, minimizing the need for off-site transport. Where possible, DOC contracts with specialists to provide on-site services in cardiology, urology, orthopedics, and dialysis.

DOC has also implemented a Chronic Disease Self-Management program. Offenders diagnosed with HIV, Hepatitis, or Diabetes, along with those suffering from high blood pressure and high cholesterol, will be engaged in this program. Managing and educating offenders about their chronic conditions supports empowerment for self-management of their disease to enhance the likelihood of medical compliance while incarcerated as well as when released.

Health Services contracts with Correctional Health Partners (CHP) which is a third party administrator. CHP provides DOC with access to a discounted provider network and medical care resources, i.e., hospitals and specialty care. CHP also provides case management, hospital discharge planning, daily patient progress reports, and claims processing. Since contracting with CHP, DOC has realized a 10% savings in a 12-month period, compared to the previous third party administrator.

DOC is also working with the Oregon Health Authority's Prescription Drug Program (OPDP) to determine if pharmaceuticals could be purchased through the Northwest Prescription Drug Consortium at a lower cost than is currently provided by MMCAP. This project is still in the analysis stage with a status report to be provided to the Legislative Fiscal Office in June 2012.

Program Justification and Link to 10-Year Outcome

The 10-year plan provides for an integrated system of safety in which all professionals involved in providing services share the responsibility of managing the use of correctional and mental health facilities to maximize public safety and minimize cost. The DOC medical, dental, mental health and pharmacy professionals share in the responsibility to provide these services to incarcerated individuals.

Upon arrival at DOC a comprehensive health assessment is completed for every offender. This assessment provides DOC with medical, dental, and mental health needs of each offender. Offenders are provided with education and counseling for general health maintenance and self-care throughout incarceration. Offenders with chronic diseases are provided information that is designed to increase their ability to monitor and manage their health status. As offenders near release they are involved in planning for successful continuity of care as they transition into their particular community setting.

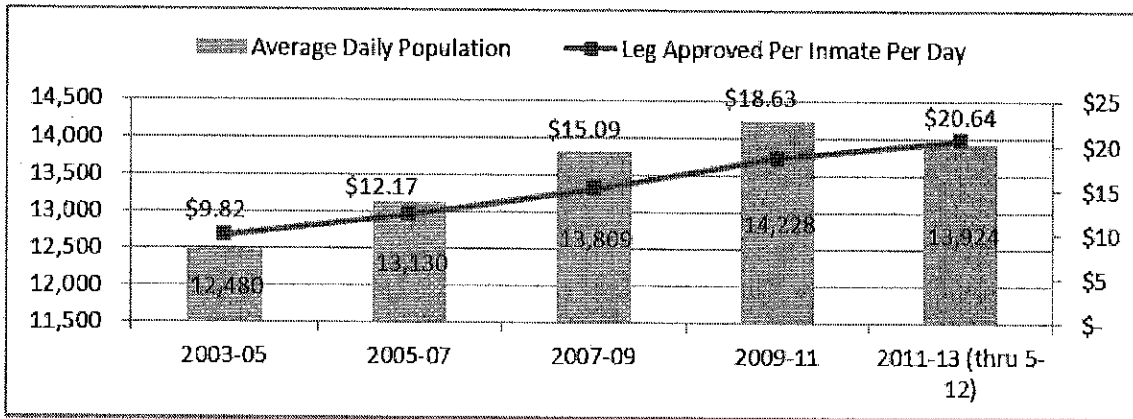
Basic dental visits, by and large, take place within DOC facilities with dental staffing supplemented by contracted community endodontic specialists when needed. The Dental section

functions under the same state and federal court benchmarks of acceptable levels of health care mentioned above.

As indicated in the 10-year plan, "Behavior must be managed when a person leaves prison." This behavior management must begin while the person is incarcerated. The Behavioral Health Services section provides a range of needed assessment and treatment for offenders who are mentally ill and/or developmentally disabled. Transition planning for this population, to assist with continuity of care, is provided prior to release. National and Oregon-based research has shown these services have a major impact on improving offender functioning during incarceration (Managing Mental Illness in Prison, 2004, Brazelon Center for Mental Health Law – Building Bridges).

Program Performance

The chart below depicts the average offender daily population compared to the Health Services budgeted cost per offender per day. All offenders have access to services provided by the Health Services section.



Health Services measures performance, or is linked to the following:

1. Medical / Dental / Pharmacy – Total offender care encounters that occur offsite: Target = 1%, Actual = 1%
 - When offenders are cared for on-site, their pharmaceuticals and supplies are provided by Health Services
2. Behavioral Health – Rate of Class 1 assaults on individual staff per month (rate per 1,000 employees): Target = 1.7, Actual = 1.48
 - Some of the assaults are committed by seriously mentally ill offenders and the behavioral housing unit was established to provide intensive treatment in an effort to further reduce the rate of assaults.

Enabling Legislation/Program Authorization

The U.S. Constitution, 8th Amendment provides that "Excessive bail shall not be required, nor excessive fines imposed, nor cruel and unusual punishments inflicted." [Proposed by Congress in 1789 and ratified by the necessary number of states in 1791]

ORS 423.020 (1)(d) – “Provide adequate food, clothing, health and medical care, sanitation and security for persons confined.”

The legal framework for prison health care was established in the 1976 landmark decision of *Estelle v Gamble*: “Deliberate indifference to serious medical needs of prisoners constitutes the unnecessary and wanton infliction of pain,” *Estelle v. Gamble* (1976).

Additional cases followed:

- “Intentional denial to a prisoner of needed medical treatment is cruel and unusual punishment,” *Ramsey v. Ciccone* (1970).
- “Offenders must be able to make problems known. Medical staff must be competent to examine and diagnose. Medical problems must be treated,” *Capps v. Atiyeh* (1981).
- “Corrections officials may not lawfully make a blanket decision to deny offender’s medical treatments based solely on budgetary reasons,” *Delker v. Maass* (1996).

In the hundreds of published cases following *Estelle*, three basic rights have emerged: the right to access care, the right to care that is ordered, and the right to a professional medical judgment. The failure of correctional officials to honor these rights has resulted in protracted litigation, the award of damages and attorneys’ fees, and the issuance of injunctions regarding the delivery of health care services.

Funding Streams

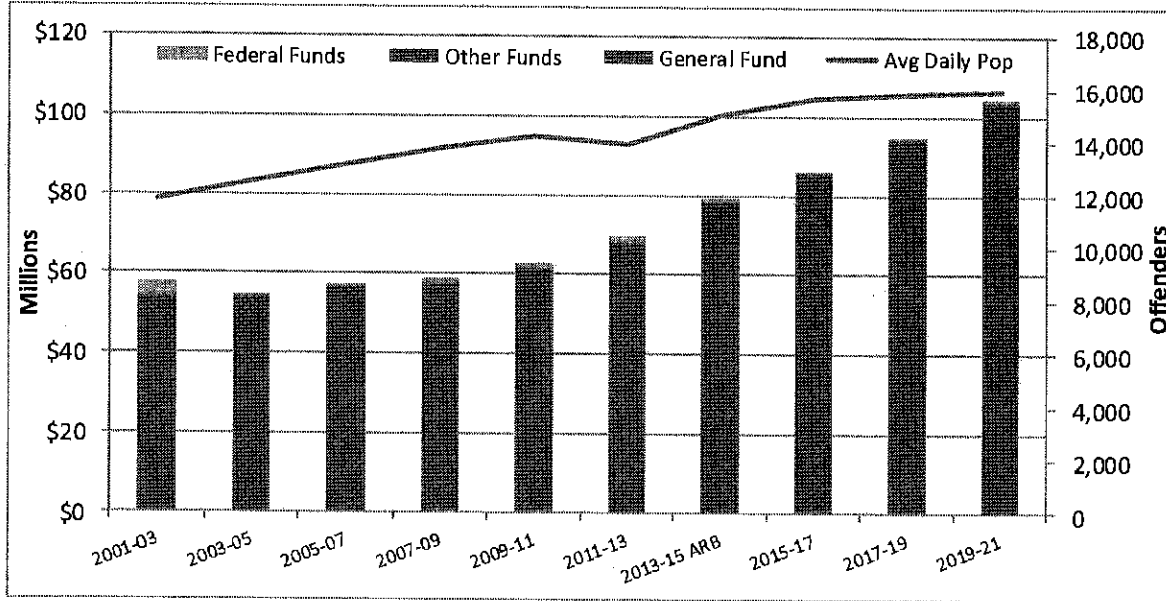
In the 2009-11 biennium, Health Services was primarily funded from the General Fund (over 99%). Beginning in 2009-11, the federal funding the Department receives through the State Criminal Alien Assistance Program (SCAAP) was redirected to Health Services. For 2011-13 this was approximately \$6 million; as a result, Health Services General Fund funding will drop to approximately 97% and Federal Funds will provide 3% of needed funding.

Significant Proposed Program Changes from 2011-13

During the 2013-15 biennium, Health Services will continue providing legally mandated medical, dental, mental health, and pharmacy services to the offender population 24-hours per day, 7 days a week.

Oregon Department of Corrections: Offender Management & Rehabilitation

Primary Outcome Area: Safety
 Secondary Outcome Area: N/A
 Program Contact: Chane Griggs, 503-945-9092



Executive Summary

The Offender Management and Rehabilitation (OMR) program is responsible for carrying out the Department of Corrections (DOC) mission to reduce the risk of future criminal conduct. The program impacts 14,425 (count on May 1, 2012) offenders in state prisons and encompasses 11 units, which combined, oversees offender's success from admission to release using dynamic case management strategies that involve the offender, guide and target corrections interventions and enhance linkages to community-based networks of support.

Program Description

This program provides a continuum of evidence-based interventions as well as other services, opportunities and tools to offenders to successfully transition to Community Corrections partners for supervision upon release from the DOC. Upon admission to DOC, offenders receive a variety of assessments to identify security, medical, mental health, substance abuse, educational, and cognitive risks. A criminal risk assessment is also completed on offenders with a calculated Automated Criminal Risk score that identifies them as a moderate to high risk to recidivate. The results of the individualized and criminal risk factor assessments are used to create an individualized case plan for each offender. The individualized case plan identifies interventions and supervision strategies, facility work assignments, programming, treatment, and educational/vocational activities that are appropriate to the offender's strengths and needs. The plan will promote positive change and assist in developing pro-social behaviors to facilitate prison adjustment and successful reentry.

DOC targets resources to offenders with a moderate to high risk of recidivating using evidence-based practices, in a multi-disciplinary case management approach from admission to release.

The OMR program provides these offenders with a continuum of programs, services and structured activities designed to reduce their risk of future criminal conduct.

OMR includes the operation of offender intake processing, offender records, sentence computation, offender custody level classification, transfer coordination of offenders between institutions; correctional case management, alcohol and drug treatment, cognitive behavioral restructuring, parenting, education, apprenticeship and work skills, offender services, religious services, victim services, offender work programs, transition programs and release planning.

OMR programs directly impact every inmate beginning at intake, continuing as inmates participate in programs and access institution resources such as religious services and work skills and ending with targeted transition preparation for their release from DOC. Individualized case management, using evidence-based interventions, as well as the continuum of involvement by OMR with inmates throughout their incarceration leads to successful reentry. However, this level of interaction in addition to the rising inmate population drives both program and overall budgetary costs for OMR.

Program Justification and Link to 10-Year Outcome

The purpose of the OMR Division is to enhance public safety through successful offender reentry. Success is measured by the absence of conviction for new crimes. Reduced rates of crime directly lead to enhanced community safety and to the reduction of future victimization.

OMR is the catalyst for offenders' successful re-entry to the community by:

- Accurately computing offenders' release dates to ensure offenders are held accountable for their actions;
- Providing a continuum of evidence-based programs that target interventions to those assessed as having the highest risk to reoffend;
- Providing education, vocational training, work opportunities and other institution activities and services designed to prepare offenders to become law abiding, contributing members of society; and
- Collaborating within DOC and with other entities with a role in supporting successful offender transition including criminal justice agencies (including other states), community corrections, and Board of Parole and Post-Prison Supervision as well as state, local, federal, and private agencies.

In April 2011, the Pew Center on the States published their Public Safety Performance Project Report. They reported Oregon's recidivism rate at 22.8%, the lowest in the nation for releases in 2004, covering a three year period. Oregon, Kansas and Utah led the country in declining returns to prison during the study period, with Oregon reporting the steepest drop of 31.9% since 1999. The report discusses reasons for Oregon's success including use of evidence-based practices and coordination with community corrections.

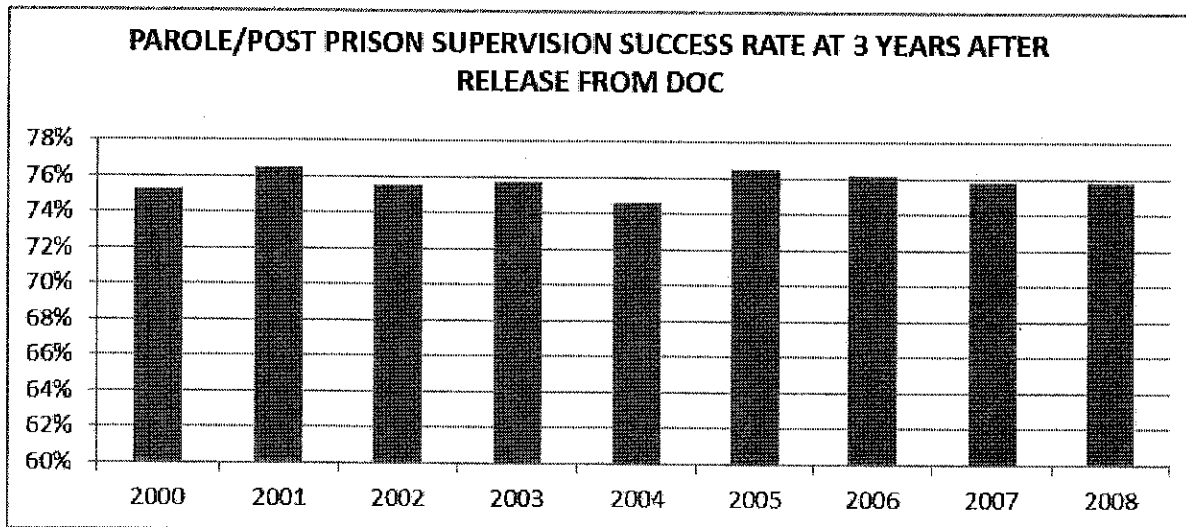
The Pew Center Report further states that research indicates a strong implementation of evidence-based practices and programs can reduce recidivism rates by up 50%, with the largest reductions being realized when implemented in prisons and when the evidence-based practices continue into the community when the offender is supervised upon release from prison.

Additionally, a review of the 2006 Washington State Institute for Public Policy study, "Evidence-Based Public Policy Options to Reduce Future Prison Construction, Criminal Justice costs, and Crime Rate" finds that offenders participating in evidence-based programs offered in prison recidivate at a statistically significant lower rate as compared to non-participants.

Education, alcohol and drug treatment, cognitive behavioral therapy and vocational training in prison are among the programs mentioned in the study that reduce recidivism, leading to the outcome of less crime and lower incarceration rates thus a reduction in costs for Oregonians. National research also indicates that evidence-based interventions targeting offenders with a moderate to high risk of committing new crimes produce better outcomes for both the offenders and the community.

Program Performance

Performance in this program is measured in a number of ways. The most significant measure is the rate at which offenders remain out of prison upon release, which is the inverse of the recidivism rate. The following chart presents the rate at which individuals released from prison have succeeded in avoiding a return to prison for three years following release.



Other metrics include:

- The percentage of offenders offered alcohol and drug treatment that have a moderate/high risk to reoffend versus low risk. (2009-11 Releases = 92% high/med; 8% low risk)
- The rate at which moderate/high risk offenders complete alcohol and drug treatment. (2009-11 Releases = 76%)
- The percentage of offenders offered cognitive restructuring that have a moderate/high risk to reoffend versus low risk. (2009-11 Releases = 76%; high/med; 24% low risk)
- The rate at which moderate/high risk offenders complete cognitive restructuring programs. (2009-11 Releases = 63%)
- The rate at which offenders without a high school diploma or GED, earn a GED while incarcerated. (2010-2011 Releases = 53%)
- The percentage of offenders at the seven primary release facilities, offered Road to Success classes who participate and complete at least one class. (2011 Releases = 85%)

Enabling Legislation/Program Authorization

U.S. Constitution, 14th Amendment; Case Law: **Bounds v. Smith** Mandates inmates' rights to use law libraries & legal resources and mandate that prisons provide such legal resources.

137.225 Mandates the sealing of an inmate's record if court ordered.

137.310 Authorizes execution of sentencing judgments, entry of escape warrants & release of inmates with completed DOC sentences to counties with unexpired county sentences.

137.320 Authorizes establishment of case file & sentence calculation per ORS 137.370.

137.750 Authorizes DOC to allow inmates in programs and apply earned time if ordered in the sentencing judgment (short-term transitional leave, AIP, 2nd look conditional release, work release)

137.775; 179.375; Oregon Constitution (Article 1; Bill of Rights – Sec. 2 &3); Religious Land Use & Institutionalized Persons Act of 2000 (RLUIPA) Mandates protection of inmates' religious liberty and that DOC provide adequate chaplaincy services to inmates.

182.525 Mandates that 75% of program funding be for evidence-based programs.

144.096; 137.375 Mandates release plan contents & timelines; Authority to adjust release date prior to a weekend or holiday.

144.260 Mandates notification to the District Attorney & sentencing Judge 30 days prior to an inmate's release from DOC.

179.040(2)(b) Authorizes DOC to enter into agreements for services of all kinds, including personal services contracts designated under ORS 279A.055.

181.585 – 181.586 Mandates use of approved predatory sex offender risk assessment scale for determining predatory sex offenders; mandates notification procedures.

181.603 Mandates notification to sex offenders of their obligation to register as sex offender.

343.041; Federal Law 34 CFR, Part 300.11; Individuals with Educational Disabilities (IDEA) Act of 2004; Mandates evaluation/services to individuals with educational disabilities.

420A.203; 420A.206 Mandates DOC's procedures for 2nd Look conditional releases & court filing responsibilities; Release plan timeline requirements.

421.081- 421.084 Mandates adult basic education, English as a second language & preparation for the GED.

421.120 Mandates eligibility criteria & formula for calculation of good time & extra good time; authority to establish rules for application, retraction & restoration of the time.

421.121 Mandates earned time eligibility requirements and maximum amount of time credits allowed; authority to establish rules for application, retraction & restoration of time.

421.166 Mandate to establish an emergency leave program.

421.168 Mandate to establish a short-term transitional leave program.

421.504 Mandate to establish cognitive-based alternative incarceration program (AIP).

421.506 Mandate to establish an intensive AIP addiction program.

421.508; 421.510 Mandates certain eligibility requirements for inmates to participate in AIP and authorization requirements for an inmate's release to non-prison leave and release to post-prison supervision upon completion of the program in accordance with ORS 137.751.

423.020(1)(e)(2); Oregon Constitution (Article 1 – Sec. 41) Mandates DOC to provide work or training programs to inmates who are motivated, capable & cooperative and to provide alcohol & drug treatment to those inmates whose addiction is preventing their effective participation in work or training programs.

423.085 Mandates the establishment of an Administrator of correctional education position with the mandate to plan, design & implement the correctional education system required in ORS 421.081. Authorizes the use of contracts for delivery of the education system and that all appropriated money for general, professional & technical education instruction be expended for those purposes only.

423.150 (BM57) Mandates DOC to provide treatment services to drug-addicted persons who are at a high or medium risk of reoffending & who have moderate to severe treatment needs; Mandates use of an actuarial risk assessment tool to determine treatment eligibility.

476.730 Mandates notification to the State Fire Marshal & Department of State Police of an inmate's release or escape if incarceration is for an arson crime.

Funding Streams

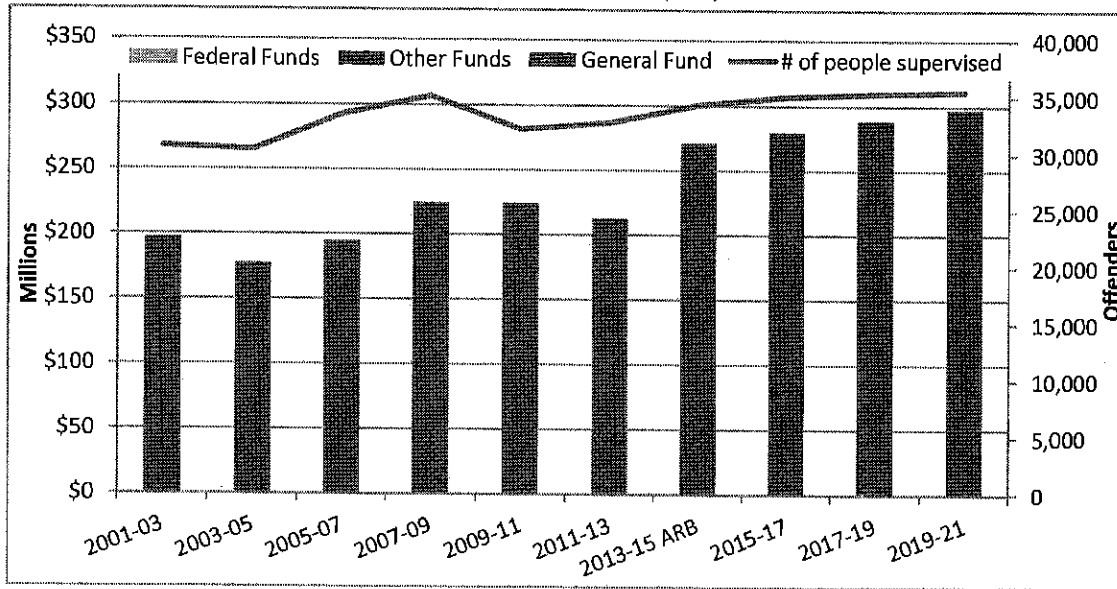
The program is funded almost entirely with General Fund. There is a small amount of Federal Funds as well as Other Funds provided from a variety of sources, including grants, private donations and charges for Inmate Work Program services and products. There is no competitive process for any of the federal grants that are received. They are grants awarded to community colleges and Workforce Development, Oregon Department of Education and the Criminal Justice Commission who then allocate the funds to the Department of Corrections.

Significant Proposed Program Changes from 2011-13

During the 2013-15 biennium, Offender Management and Rehabilitation will continue carrying out the department's mission to reduce the risk of future criminal behavior.

Oregon Department of Corrections: Community Corrections

Primary Outcome Area: Safety
 Secondary Outcome Area: N/A
 Program Contact: Mitch Morrow, (503) 945-9062



Executive Summary

Community Corrections is a function of state government operated in partnership with local, county-operated community corrections agencies. Community Corrections supervision, sanctions, and programs provide an effective means to hold offenders accountable while at the same time addressing the causes of criminal behavior and reducing the risk of present and future criminal behavior.

Program Description

Community Corrections supervision, services and sanctions are provided by counties through intergovernmental agreement with the Department of Corrections, or directly by the Department in Linn and Douglas Counties. Community corrections activities include supervision, community-based sanctions, and correctional programs directed at the over 31,000 offenders who have committed felony crimes and are serving sentences of felony probation, parole, post-prison supervision, or prison sentences of 12 months or less served at the county level.

Supervision is provided by probation and parole officers, and the intensity is guided by the offender's behavior and risk of committing new crimes. Program activities include:

- Evaluating each offender's likelihood to commit new crimes. The risk to commit new crimes is determined by applying an objective risk-assessment tool that classifies offenders according to their risk to re-offend. Probation/parole officers apply closest supervision to those offenders most likely to commit new crimes.

- Evaluating each offender's criminal risk factors. Parole and probation officers identify criminal risk factors and tailor case management plans to address them, thus mitigating the chances that an offender will engage in future criminal activity.
- Monitoring offenders according to behavior and risk to re-offend. Offenders who present the greatest risk to commit new crimes have the most contact with the probation/parole officer. To monitor compliance with the conditions of supervision, offenders are subject to unannounced home visits, searches, employment checks, office appointments, random urine testing for drug use, and polygraph testing.
- Employing a continuum of effective community-based punishments. Use of community-based punishments, such as electronic monitoring, community service, work crew, day reporting centers, intensive supervision, and jail time are used to hold offenders accountable when they are not following the rules of their supervision.
- Offering programs designed to address the causes of criminal behavior, thus reducing the risk of a return to criminal activity. Community corrections agencies provide correctional programs such as alcohol/drug treatment, sex offender treatment, employment counseling, and mental health services in order to promote long-term behavior change. Research has demonstrated that treatment combined with supervision has the greatest impact on reducing criminal activity, compared to any other criminal justice system sanction.

Community Corrections Administration oversees state policy for community corrections, manages contracts with counties, operates the interstate compact and provides jail inspections. The Interstate Compact Unit processes applications for transfer of community supervision to and from other states, prison releases to other states, and administers the Interstate Compact for Adult Offender Supervision. Jail inspections include on-site evaluation of 95 adult jail and juvenile detention facilities in counties and municipalities.

Costs in this program are driven by the number and risk levels of offenders being supervised and by the number of persons serving prison sentences of 12 months or less locally. NOTE: Funding for this program must equal or exceed a baseline level; otherwise counties can opt out and relinquish control to the state.

Program Justification and Link to 10-Year Outcome

The purpose of Community Corrections is to contribute to the safety of Oregonians by preventing current and future criminal behavior in those that have been convicted of a crime. This program directly relates to a number of the strategies in the ten year plan. The vision described in the ten year plan includes managing offenders within local public safety systems rather than in prison. Community Corrections is essential to that vision.

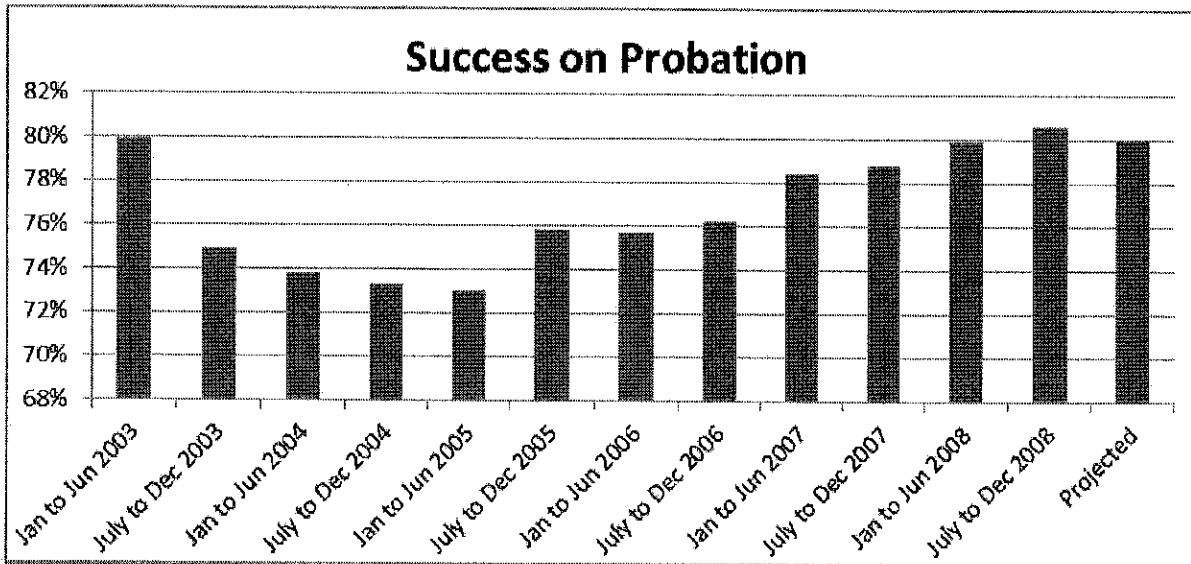
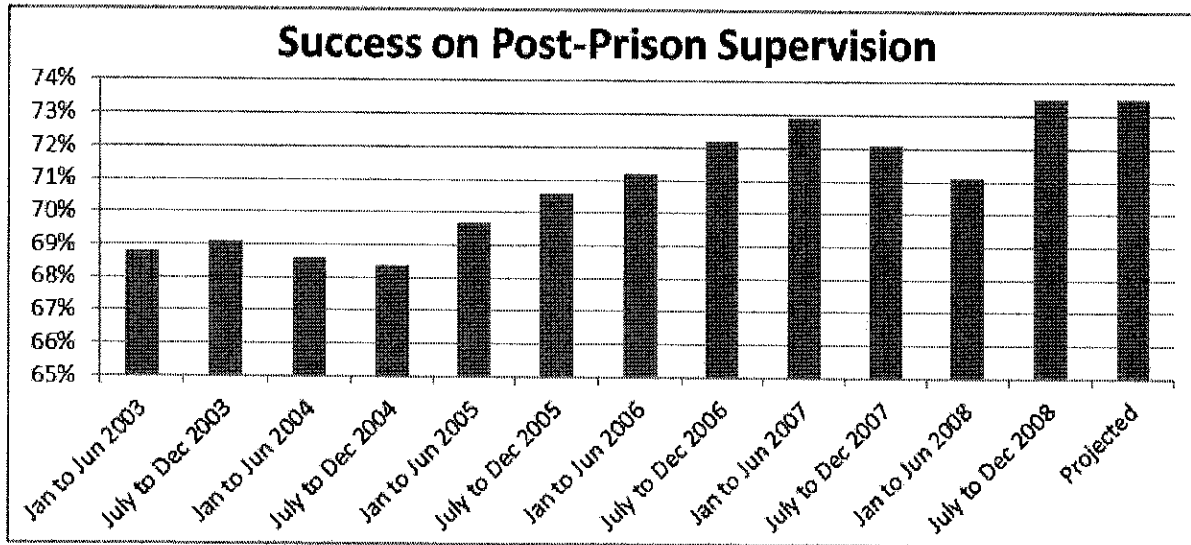
The ten year plan includes these strategies:

- Deter crimes from occurring: Supervision targeted at offenders most likely to re-offend and correctional programs targeted at criminal risk factors deter crime from occurring.
- Reduce reliance on prison: Community-based sentencing options provide a less costly yet effective response to crime for many offenders when compared to prison.
- Increase success after release from prison: Offenders must be monitored, assisted, and provided with treatment by community corrections to facilitate a successful transition from prison to community living.

- These functions of community corrections relate to Strategy 1, 1.3, and 1.4: Strengthen the swiftness and certainty of punishment in county jails and local supervision of offenders, reduce the likelihood to commit future crime and promote re-entry to the community, prevent crime and abuse by preventing or reducing the impact of the root cause, drug and alcohol addiction.

Program Performance

Reduce criminal behavior, as measured by no new conviction of a felony offense within three years of starting probation or release from prison.



Additional performance measures:

1. Enforcing the orders of the court or the Board of Parole and Post-Prison Supervision, as

measured by the percentage of positive case closures for offenders on supervision: For probation, 61% of cases successfully complete supervision vs. the target of 65%. For post-prison supervision, 65% of cases successfully complete supervision, meeting the target for this measure.

2. Assisting offenders to change:

- As measured by offenders benefitting from treatment programs: 23% of offenders were successful in treatment, better than the target of 22%.
- As measured by employment rates for offenders under supervision: 36% of offenders are reported to be working, less than the target rate of 50%.

3. Providing reparation to crime victims:

- As measured by the percentage of restitution collected that is owed to victims: 26% of restitution ordered is collected, less than the target of 35%.
- As measured by the percent of community services hours completed by offenders: 54% of community services hours ordered is performed, better than target of 45%.

Enabling Legislation/Program Authorization

Community Corrections, including funding and program performance, is governed by the Community Corrections Act found in **Oregon Revised Statutes 423.475 – 423.565**. The statutes define duties of the state and the counties and establish partnership conditions with counties where counties house felony offenders with sentences less than a year and supervise offenders convicted of felonies who are on parole, on probation, or on post-prison supervision. The statutes also define baseline funding for the counties and provide for regular periodic review of reimbursement rates.

ORS 169.070 (1) Jail Inspections: ... The department shall inspect local correctional facilities, lockups, temporary holds and juvenile detention facilities, to ensure compliance with the standards established in ORS 169.076 to 169.078, 169.740, 419A.059 and 419B.180.

ORS 144.600 Interstate Compact: The Legislative Assembly hereby approves and the Governor is authorized to enter into a compact on behalf of this state with any other state or states legally joining therein in the form substantially as follows: ...

Funding Streams

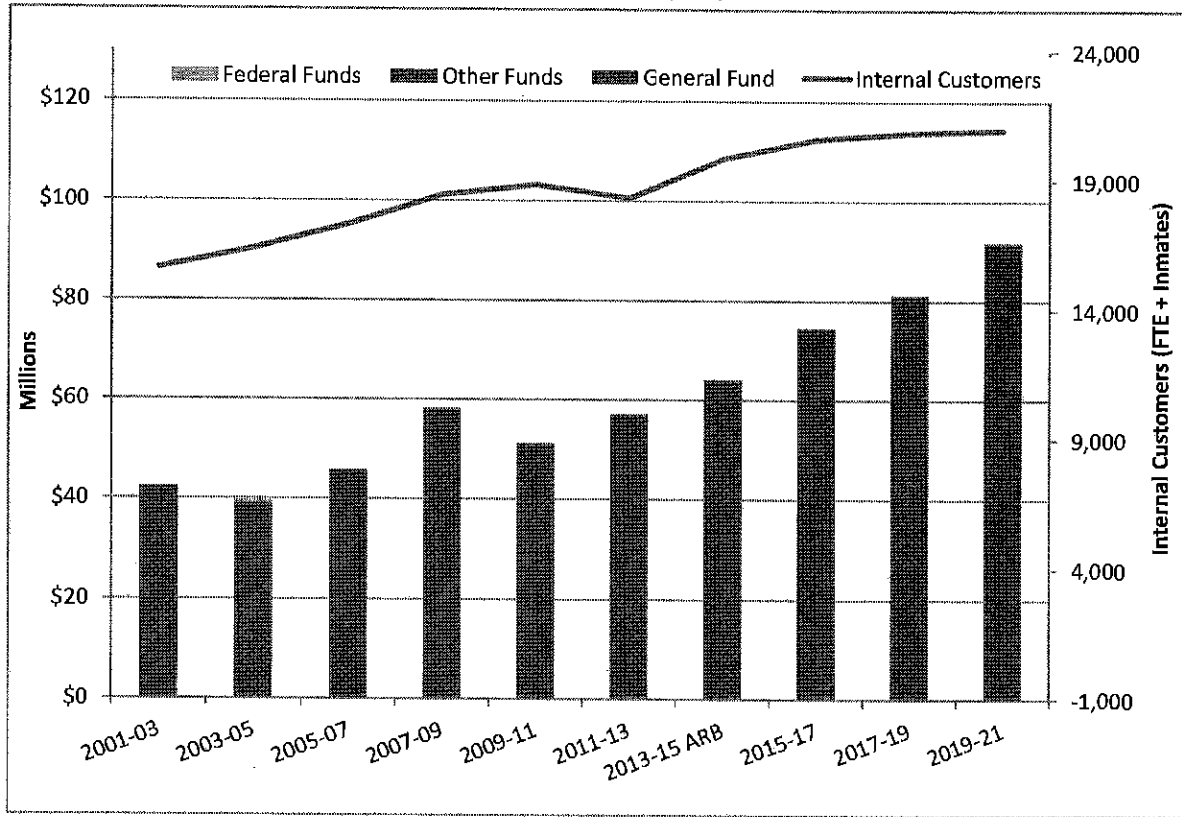
The program is funded almost entirely with General Fund. There is a small amount of Other Fund in Linn and Douglas Counties provided by the collection of supervision fees.

Significant Proposed Program Changes from 2011-13

There are no significant changes proposed for the 2013-15 biennium. Community Corrections will continue providing supervision, community-based sanctions, and correctional programs for more than 31,000 offenders.

Oregon Department of Corrections: General Services

Primary Outcome Area: Safety
 Secondary Outcome Area: Improving Government
 Program Contact: Tami Dohrman, (503) 945-9017



Executive Summary

General Services provides services that are fundamental to day-to-day DOC operations in four key areas: Information Technology, Fiscal Services, Facilities Services and Distribution Services. These services are provided directly to employees, offenders, volunteers, community corrections and other partner agencies.

Program Description

Each key area of General Services delivers a specific set of services to targeted customers.

Information Technology Services provides central support, management and maintenance of information technology activities including computer services for more than 6,000 users at 15 prison sites and 36 county parole and probation offices. This section develops and maintains software and databases that support offender management (sentencing, threat management, and case management), inmate programming support (employment and education) and key business functions (budget, finance and operational metrics). These systems are utilized by employees, inmates or agency partners daily to support operations 24 hours a day, seven days a week.

Fiscal Services is responsible for the financial tracking and reporting activities of the agency. It supports and ensures accuracy, accountability and efficiency in Department financial systems, accounting practices and business processes by providing services and controls in the management of procurement, contracts, accounting, payroll, inmate trust, fiscal systems, and business functions. These services support employees, inmates, and other state agencies in strengthening the mission and vision of the Department and state.

Facilities Services is responsible for administration of repair and maintenance programs for existing institutions. Services provided include helping set priorities for deferred maintenance, management of leased facilities and property holdings, support for communications infrastructure, coordination of conservation and sustainability efforts and ensuring code compliance in maintenance and repair activities (i.e., fire safety code, electrical, plumbing). These services are utilized most frequently by employees during normal business hours, with emergency support available 24 hours a day, seven days a week.

Distribution Services provides the primary logistical support operation for correctional facilities. This support includes management of the statewide inventory of expendable, non-expendable and food product inventories and transport of these goods to institutions. Inventories delivered to correctional facilities are used to provide direct care to inmates in the form of meals, clothing, hygiene and sanitation. This section also manages the inmate commissary program. Services are provided most frequently during normal business.

Growth of the inmate population is a major cost driver for this program. All services provided by the Department increase with this trend. Significant investment in technology is needed to maintain current levels of service meet security mandates and ensure business continuity across all sections of this program. These costs cannot be covered within current budget.

Program Justification and Link to 10-Year Outcome

DOC's success in keeping convicted offenders securely incarcerated for the duration of their sentence is a key part of keeping Oregonians safe where they live, work and play. General Services provides the direct support of daily operations needed for institutions to function safely and securely.

Through use of the Oregon Accountability Model (OAM), General Services staff support offenders' successful transition to society and reduce the likelihood of committing future crime.

This program is actively supporting the Safety Policy Vision 10-Year Outcomes for strategy 3: "Increase the ability to communicate by repairing and modernizing public safety communications systems statewide and fostering interoperability between state and local systems." The State Radio Project is working toward this outcome and the Facilities Services section of this program is managing the Department's participation in the project.

Program Performance

Since 2002, staffing available to support information technology functions has grown about 25% while the number of systems we have to support has gone up 250%. Infrastructure upgrade projects slated for completion during 2013-15 will create the ability to add needed systems to

support increasing business demand for technology; however, current FTE will not support any growth in that area, requiring hosted solutions or contracted work for any major additions.

Fiscal Services processes operational payment transactions totaling over \$1.3 billion per biennium including, \$250 million for goods and services; \$50 million in utilities, rent, and facilities maintenance costs; \$660 million in payroll; \$190 million in COP-financed payments; and \$208 million in distributions to community correction programs in local counties. Fiscal Services also processes 888,000 inmate transactions annually, with 573,000 related to canteen services and more than 315,000 related to deposits to inmate accounts. The number of transactions processed has been steadily increasing by five percent per biennium.

The Food Services of America (FSA) contract is used by Department of Human Services (DHS) and for the Oregon Youth Authority (OYA). This contract provides a direct comparison to our program costs. FSA contract items are estimated to cost 75% to 200% more than items warehoused by Distribution Services. The estimated savings to the Department using our current purchasing process combined with centralized menu publication as an alternative to purchasing from the FSA contract saves the Department several million dollars each biennium.

Enabling Legislation/Program Authorization

This program directly supports daily operations required to operate correctional facilities as mandated by the Oregon Constitution Article I, Sections 13, 15, 16, and 44; ORS 423.020 1 (a-d); ORS 423.075 5 (a-d); Case law based on the 8th Amendment, US Constitution; and 2003 Federal Prison Rape Elimination Act (PREA).

Facility Services has specific enabling authorizations with certain mandates included in ORS 179 Administration of Institutions, ORS 270 Management of State Owned Property and ORS 276 Public Facilities, Contracting and Insurance.

Fiscal Services also has specific mandates and authorizations for fiscal functions included in ORS 291 State Financial Administration, for contracts and procurement in ORS 279 Public Contracting, and for specific institutions related activities in ORS 421 Department of Corrections Institutions.

Information Technology Services is mandated by ORS 423.478 & 423.555 to provide a statewide information system and data services sufficient to allow tracking of offenders and measure the effectiveness of correctional programs.

Distribution Services has authorization under ORS 421 Department of Corrections Institutions; Compacts and ORS 423.020: Department of Corrections; duties and powers; fees to establish the commissary system to provide inmates the ability to purchase certain acceptable items above and beyond what the Department is required to provide, to use these products to provide security and behavioral tools through positive incentive programs and to direct profit from the sales of these products into the Inmate Welfare Fund and used for inmate activities and programs including education programs.

Funding Streams

The majority of the program is funded with General Fund dollars, and this percentage of funding has increased over the last two biennia. Other Fund budget is provided from three primary sources:

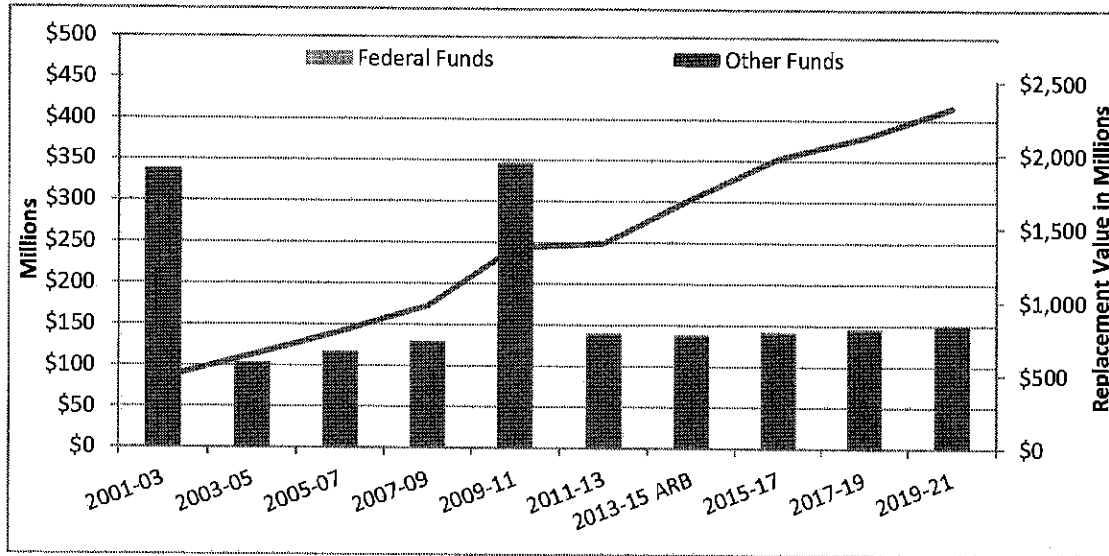
- Certificate of Participation (COP): Bond measures support new prison construction and community development projects. This funding source has decreased significantly with the suspension of prison expansion.
- Commissary Sales: This operation is self-funded. Profits above operating expenses are used to fund the Inmate Welfare Program outside of General Services.
- CDC Sales and Rentals: Revenue from recycling efforts and lease agreements with other state agencies, authorized for use in partially maintaining host facility.

Significant Proposed Program Changes from 2011-13

In the 2013-15 biennium, the General Services division will continue providing key services that are fundamental to day-to-day DOC operations in four vital areas: Information Technology, Fiscal Services, Facilities Services, and Distribution Services.

Agency Name: Debt Service

Primary Outcome Area: Safety
Secondary Outcome Area: Improving Government
Program Contact: Nathan Allen, 503-945-9007



Executive Summary

Debt Service is the obligation to repay principal and interest on funds borrowed through the sale of Certificates of Participation (COP's) and bonds. Proceeds generated by these sales are used to construct and improve correctional facilities or acquire substantial equipment assets. They are also used to provide staff support for related activities including project management, community development coordination and fiscal services support. Repayment periods range from six to twenty-six years depending on the nature and value of the project. The Department of Administrative Services Capital Investment Section provides schedules of Debt Service obligations for each sale; these are the values used to develop the Agency Request Budget.

Program Description

This program unit reflects the repayments of debt incurred by the sale of Certificates of Participation or bonds to provide funding for new prison construction, major capital improvement projects or equipment acquisition.

The construction and improvement activities of the department are necessary to provide appropriate housing, treatment and training services for the inmate population.

Debt Service determinations are set by the Department of Administrative Services Capital Investment Section, who manages all financing coordination for state agencies. This Section also provides estimates for sale issuance costs and trustee management fees.

Program Justification and Link to 10-Year Outcome

The link between Debt Service and the 10-Year Plan has to do with the safety of Oregon citizens (Safety of People) made possible by the availability of appropriate permanent prison capacity and the ability of the system to house all offenders for the full term of their imposed sentence. It

also has to do with the maintenance of secure facilities in a manner that ensures continual custodial supervision, providing citizens with the assurance that offenders will not be able to escape prior to the end of their sentence. Appropriate timely maintenance also reduces the need for future more-expensive prison construction, with then allows for public safety resources to be redirected to other strategic areas.

In addition to secure housing, prison facilities are constructed in a manner to ensure staff safety and program, work or treatment capacity to provide opportunities for behavioral change that translates into reduced recidivism and fewer new felonies committed/Oregonians victimized after release back into the community.

Program Performance

There are currently no performance measures for Debt Service.

Enabling Legislation/Program Authorization

Authorization for the state to sell bonds is found in the various provisions of ORS 286. Authority and expenditure limitation for the projects financed by sales of Certificates of Participation or bonds is provided by the Oregon State Legislature as part of the statewide Capital Construction bill passed each session.

Funding Streams

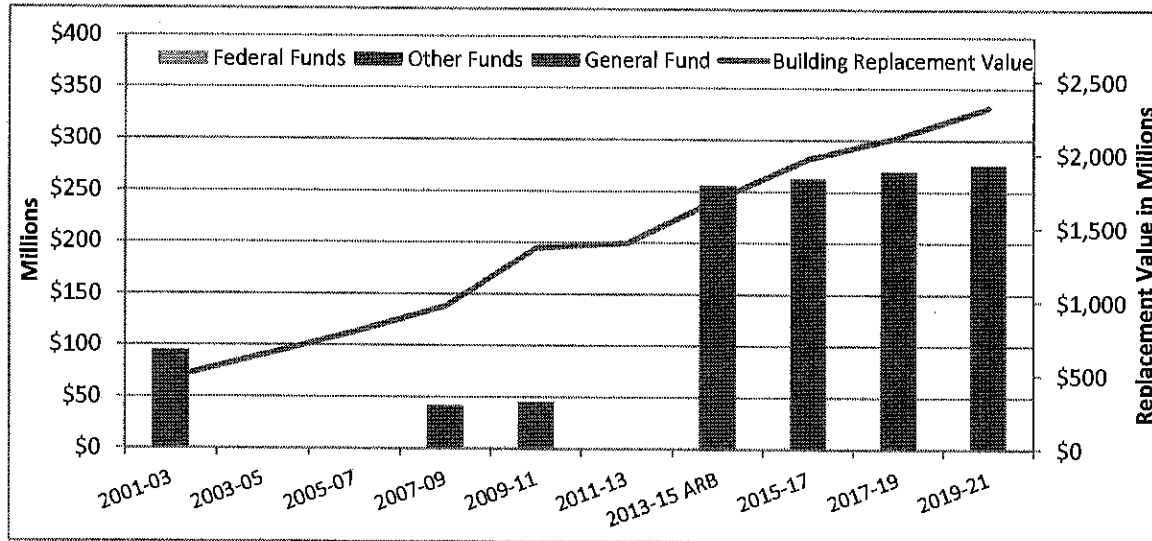
While the proceeds and interest income related to sales of financing instruments are classified as Other Funds when received and expended for project activities, the ongoing Debt Service resulting from the liability is a General Fund obligation. As such, it is included in the biennial agency General Fund budget request approved by the Governor and the legislature.

Significant Proposed Program Changes from 2011-13

There are no significant changes proposed for the 2013-15 biennium. The department will continue repaying the principal and interest on funds borrowed through the sale of Certificates of Participation (COP's).

Agency Name: DOC Capital Construction Program

Primary Outcome Area: Safety
Secondary Outcome Area: N/A
Program Contact: Troy Bowser, 503-934-1022



Executive Summary

The Capital Construction Program exists to capture the budget and expenditures for major remodeling and renovation projects, deferred maintenance projects, major capital asset and technology acquisition, additional space construction to address programming requirements, replacement/new facility construction, and construction management staff, and the Program also administers contracts in support of correcting issues that arise that may impact maintaining safe and secure working and living environments within 14 correctional institutions.

Program Description

The Capital Construction Program accomplishes large projects necessary to ensure the Department's ability to maintain a safe and secure working and living environment for 4,416 staff and 14,425 inmates 24 hours per day, seven days per week, within our correctional facilities.

The Capital Construction Program in DOC is a vital part of the agency's efforts to maintain and repair our aging buildings and infrastructure. Over half of DOC's buildings exceed 50 years of age. Our current deferred maintenance liability exceeds \$40 million and continues to increase due to inflation as we wait for funding. Authorized funding is applied to major capital construction or capital asset acquisitions so that projects are satisfactorily completed on time and within the budgeted authority. Asset lifecycles are extended through completion of approved deferred maintenance projects and additional inmate programming space is available when needed. The Capital Construction Program is currently administering the multiple year actions required under U.S. Army Corp of Engineers and Department of State Lands permits for wetland mitigation activities being performed to prepare the Junction City site for the approved State Hospital and the future correctional facility.

DOC's partners providing essential services in support of the Capital Construction Program include: Oregon State Fire Marshall, Oregon Department of Consumer Business Services, (Oregon State Building Codes Division, Oregon Occupational Safety and Health Administration), Oregon Department of Environmental Quality, Oregon Department of Energy, Oregon Department of Justice, Oregon Department of Human Services, Environmental Protection Agency and numerous jurisdictional authorities in proximity to our correctional facilities.

There are several major cost drivers affecting this program. 1) Facility age impacts cost on both new and older facilities as additional programming space is required: New facilities are constructed with minimal multi-purpose space resulting in re-design requirements; older facilities require major work to meet programming and current building code requirements. 2) The recent changes in insurance and bonding requirements have resulted in elevated contract placement costs. 3) The cost of contractor performed work in a secure correctional environment and the accompanying escort requirements to have contractor's personnel working inside the institutions.

Program Justification and Link to 10-Year Outcome

The Capital Construction Program is one of the processes utilized to update and renovate our facilities. In addition to upgrading the aging infrastructure, systems and equipment, we must also accomplish renovation and remodel projects to maintain an appropriate environment for delivering correctional programs. Many projects of this type require design and engineering services for developing the specifications necessary to competitively bid the projects as required by ORS 279. The time frame necessary to accomplish the required design activity, advertise the project specifications and accomplish the work will at times exceed the time available in a single biennium. Due to timeline needs and fund expenditure deadlines, the Capital Construction Program needs to be maintained as a major component of a long-term program with stable funding to meet the requirements of the outcome measure: "In the next 10 years increase the percentage of infrastructure, housing, and public facilities that meet safety standards."

Program Performance

Program success and achievement is measured through an assessment of the condition of each institution to verify they are continually operating safely & securely and are conducive to the delivery of correctional programs that prepare inmates for re-entry to society. The measure of accomplishment for this program is the ability to provide adequate and appropriate program delivery space, manage needed repairs and renovations as they arise and the elimination of the deferred maintenance backlog. Approximately 25 percent (\$11 million) of the projects on the deferred maintenance list are energy efficiency improvements that will reduce our consumption of electricity and natural gas, resulting in utility savings for the agency.

Enabling Legislation/Program Authorization

While not specifically mandated by the U.S. Constitution, the Capital Construction Program provides one of the processes to ensure DOC continues to meet the requirements of legal guidelines established in Case Law based on the 8th Amendment concerning the provision of adequate shelter. Most state statutes governing property management, operation of buildings, and wetland development/mitigation apply to the Capital Construction Program including:

Oregon Constitution, Article 1, Bill of Rights, Section 15
Oregon Constitution, Article XI-Q Real or Personal Property Owned or Operated by the State
ORS 179 Administration of State Institutions
ORS 276 Public Facilities, Contracting and Insurance
ORS 421.609 New Correctional Facilities; authorization; limitation on.
ORS 423.020 Department of Corrections; duties and powers; fees.
All currently adopted building codes for the State of Oregon
Local zoning restrictions enacted by the municipalities where correctional facilities are located.

Funding Streams

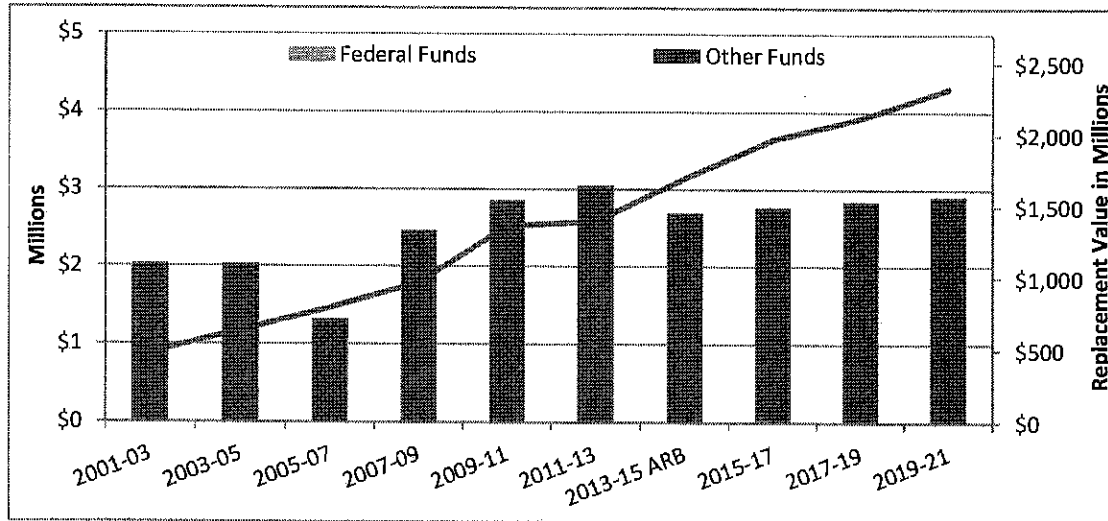
The Capital Construction Program is funded from Certificates of Participation. The Capital Construction Program requires dedicated multiple biennia spending authority due to the complexity and cost of performing substantial repairs and remodels to existing facilities and related structures; correcting long-standing deferred maintenance issues; acquiring new capital assets or technology; and when required, providing additional space for mandated/authorized correctional programs or new/replacement correctional facilities. DOC received \$19.3 million in Other Funds in 2007 to accomplish 18 projects identified as critical to maintaining a safe and secure environment within our institutions.

Significant Proposed Program Changes from 2011-13

For the 2013-15 biennium, the department will continue capturing the budget and expenditures for major remodeling and renovation projects, deferred maintenance projects, and major capital asset and technology acquisitions.

Agency Name: DOC Capital Improvement Program

Primary Outcome Area: Safety
Secondary Outcome Area: N/A
Program Contact: Troy Bowser, 503-934-1022



Executive Summary

The Capital Improvement Program exists to evaluate maintenance needs; administer contracts in support of renovating/remodeling facilities and correcting deferred maintenance deficiencies; provide electrical/physical electronic security maintenance assistance; and respond to unforeseen and unbudgeted issues that arise to ensure safe and secure environments within 14 correctional institutions.

Program Description

The Capital Improvement Program ensures the Department's ability to maintain a safe and secure working and living environment for 4,416 staff and 14,425 inmates 24 hours per day, seven days per week, within our correctional facilities.

The Capital Improvement Program in DOC is unique in the fact that work must be performed within a secure corrections environment to accomplish required repairs and upgrades to infrastructure, building structures, mechanical systems, radio communications systems, and physical electronic security systems. Completing Capital Improvement projects inside correctional institutions requires utilizing contractors to perform work in and around areas where inmates are housed. This requires separate and more stringent criteria for accessing project work sites than State owned properties in general.

DOC's partners for providing essential services in support of the Capital Improvement Program include: Oregon State Fire Marshall, Oregon Department of Consumer Business Services, (Oregon State Building Codes Division, Oregon Occupational Safety and Health Administration), Oregon Department of Environmental Quality, Oregon Department of Energy, Oregon Department of Justice, Oregon Department of Human Services, Environmental

Protection Agency and numerous jurisdictional authorities in proximity to our correctional facilities.

There are several major cost drivers affecting this program. 1) Facility age impacts cost on both new and older facilities: New facilities include numerous electronic system component assemblies resulting in replacing potential usable parts; older facilities include obsolete parts requiring custom manufacture or complete system replacement. 2) The recent changes in insurance and bonding requirements have resulted in elevated contract placement costs. 3) The cost of contractor performed work in a secure correctional environment and the accompanying escort requirements to have contractor's personnel working inside the institutions. 4) The current backlog of needed maintenance that is the result of decades of inadequate funding. 5) The effects of inflation due to deferring work. Examples of the cost increase caused by deferring work were provided as part of the 2004 Maintenance Audit performed by the Secretary of State Audit Division. The examples presented were: 1) a roof repair project identified in 1993 estimated at \$42,480; when funded and completed in 2004 the actual cost was \$278,552. 2) A roof repair project identified in 1996 estimated at \$71,338; when funded and completed in 2004 the actual cost was \$122,258. The longer the maintenance action is deferred waiting for funding, the more it will cost to complete the project.

Program Justification and Link to 10-Year Outcome

The Capital Improvement Program is one of the processes utilized to update our facilities. In addition to upgrading the aging infrastructure, systems and equipment, we must also accomplish renovation and remodel projects to maintain an appropriate environment for the challenges associated with delivering correctional programs. Many projects of this type require design and engineering services for developing the specifications necessary to competitively bid the projects as required by ORS 279. The timeframe necessary to accomplish the required design activity, advertise the project specifications and accomplish the work will at times exceed the time available in a single biennium. Due to timeline needs and fund expenditure deadlines, the Capital Improvement Program needs to be a long-term program with stable funding to meet the requirements of the outcome measure: "In the next 10 years increase the percentage of infrastructure, housing, and public facilities that meet safety standards."

Program Performance

Program success and achievement is measured through an assessment of the condition of each institution to verify they are continually operating safely & securely and are conducive to the delivery of correctional programs that prepare inmates for re-entry to society. The measure of accomplishment for this program is the ability to manage needed repairs and renovations as they arise and the elimination of the deferred maintenance backlog. The Facility Condition Survey conducted in 1996 identified 1,134 deficiencies with an estimated correction cost of \$39,164,000. Our current deferred maintenance list identifies 380 deficiencies remaining with an estimated correction cost of \$40,993,000.

Enabling Legislation/Program Authorization

While not specifically mandated by the US Constitution, the Capital Improvement Program provides the process to ensure DOC continues to meet the requirements of legal guidelines established in Case Law based on the 8th Amendment concerning the provision of adequate shelter. Most state statutes governing property and operation of buildings apply to the Capital

Improvement Program including:

- ORS 179 Administration of State Institutions
 - ORS 276 Public Facilities, Contracting and Insurance
 - ORS 423.020 Department of Corrections; duties and powers; fees.
 - All currently adopted building codes for the State of Oregon
- Local zoning restrictions enacted by the municipalities where correctional facilities are located.

Funding Streams

This program is funded from General Fund sources. DOC received funds in 2009 under both the State and Federal Stimulus programs to accomplish projects at various locations throughout the state. This one time funding under the Go Oregon Stimulus program (\$6,560,000) and the State Energy Program grant under the American Recovery and Reinvestment Act (\$450,000), supported accomplishing energy conservation projects and correctional security systems upgrades.

Significant Proposed Program Changes from 2011-13

There are no significant changes proposed for the 2013-15 biennium. The department will continue evaluating maintenance needs, administering contracts, and responding to unforeseen and unbudgeted issues that arise to ensure safe and secure environments within 14 correctional institutions.