

Corrections, Department of

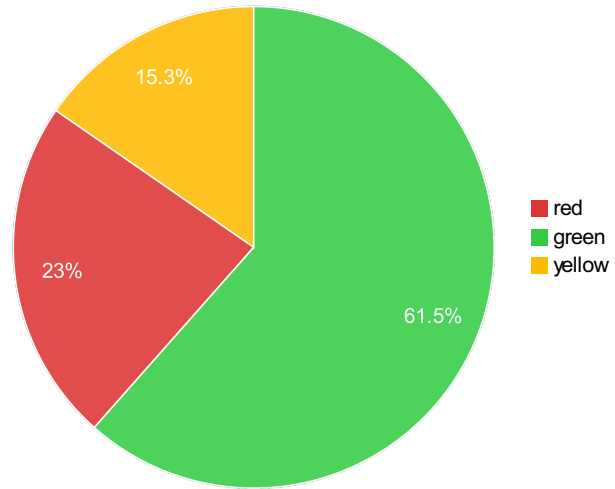
Annual Performance Progress Report

Reporting Year 2018

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KPM #	Approved Key Performance Measures (KPMs)
1	Measure 17 compliance - Percentage of Adults in Custody (AIC) in compliance with 40-hour work/education requirements of the constitution (M17)
2	Oregon Corrections Plan (OCP) Compliance - Percentage of moderate/high-risk released Adults in Custody (AIC) with an identified education, cognitive, or treatment need who successfully completed at least one of the identified need programs before release.
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 all Energy Usage - Reduce the annual average electricity, propane, geothermal, diesel and natural gas usage. Measure on a monthly kBtu/square foot basis.
7	Number of inmates sanctioned for Level 1 misconducts (monthly average/1,000 inmates). -
8	Secure Custody Escapes - The number of escapes per year from secure-custody facilities (armed perimeter).
9	Unarmed Perimeter Escapes - The number of escapes from DOC unarmed perimeter facilities.
10	Percent of inmates who successfully complete transitional leave. -
11	Customer Service - 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	Offsite Medical Healthcare - Percent of total Adult in Custody (AIC) healthcare encounters that occur offsite.
13	Number of workers compensation time loss days per 100 employees on a fiscal year basis. -

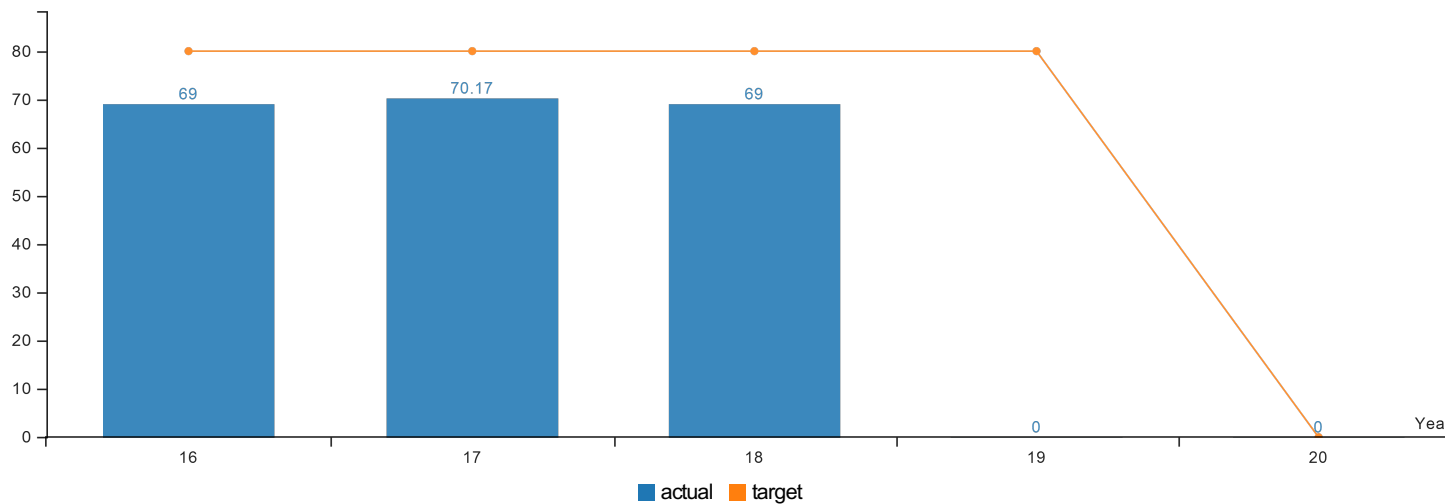
Proposal	Proposed Key Performance Measures (KPMs)
Delete	Oregon Corrections Plan (OCP) Compliance - Percentage of moderate/high-risk released Adults in Custody (AIC) with an identified education, cognitive, or treatment need who successfully completed at least one of the identified need programs before release.
New	Meeting Treatment, Education, and/or Cognitive Programming Needs - Percentage of moderate/high-risk released Adults in Custody (AIC) with an identified education, cognitive, or treatment need who successfully completed at least one of the identified need programs before release.
Delete	Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison. -
New	Recidivism- Percent of offenders: 1. Arrested for a new crime within 3 years of release from a DOC facility to parole/post-prison supervision; 2. Convicted of a new misdemeanor or felony within 3 years of release from a DOC facility to parole/post-prison supervision; AND 3. Incarcerated for a new felony within 3 years of release from a DOC facility to parole/post-prison supervision
Delete	The rate of Class 1 assaults on individual staff per month (rate per 1000 employees). -
New	Staff Assaults - The number of Class 1 assaults on individual staff per year.
Delete	The rate of inmate walk-a-ways from outside work crews per month. -
New	Walk-a-Ways - The number of Adult in Custody (AIC) walk-a-ways from outside work crews per year.
Delete	Number of inmates sanctioned for Level 1 misconducts (monthly average/1,000 inmates). -
New	Adult in Custody (AIC) Misconducts - The number of Adults in Custody (AIC) sanctioned for level 1 misconducts, including Violations Not Responsible (VNR)
Delete	Percent of inmates who successfully complete transitional leave. -
New	Leave Programs - The percentage of Adults in Custody (AIC) who complete transitional leave and non-prison leave (AIP)
Delete	Number of workers compensation time loss days per 100 employees on a fiscal year basis. -
New	OSHA Recordable Rate - Average number of OSHA recordable injuries per 100 employees who work a whole year.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	61.54%	15.38%	23.08%

KPM #1	Measure 17 compliance - Percentage of Adults in Custody (AIC) in compliance with 40-hour work/education requirements of the constitution (M17)
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Compliance with M17					
Actual	69%	70.17%	69%	No Data	No Data
Target	80%	80%	80%	80%	0%

How Are We Doing

The Department did not meet its target for this reporting period, and the percentage of Ballot Measure 17 compliant inmates decreased slightly, from 70% to 69% in 2017-2018. Although not meeting the full 40-hour requirement for compliance, a majority of inmates have engaged in some type of work/education activity. It is becoming difficult to reach the target for a variety of reasons. To work on an outside work crew, inmates must be classified as minimum custody and meet strict criteria to ensure public safety. The Department must also find a balance in prioritizing case management to support work opportunities, treatment, and education – all of which can be part of an inmate’s corrections plan. Oregon Corrections Enterprises (OCE) works in partnership with the Department of Corrections by providing work opportunities that, as much as possible, mirror real world employment experiences.

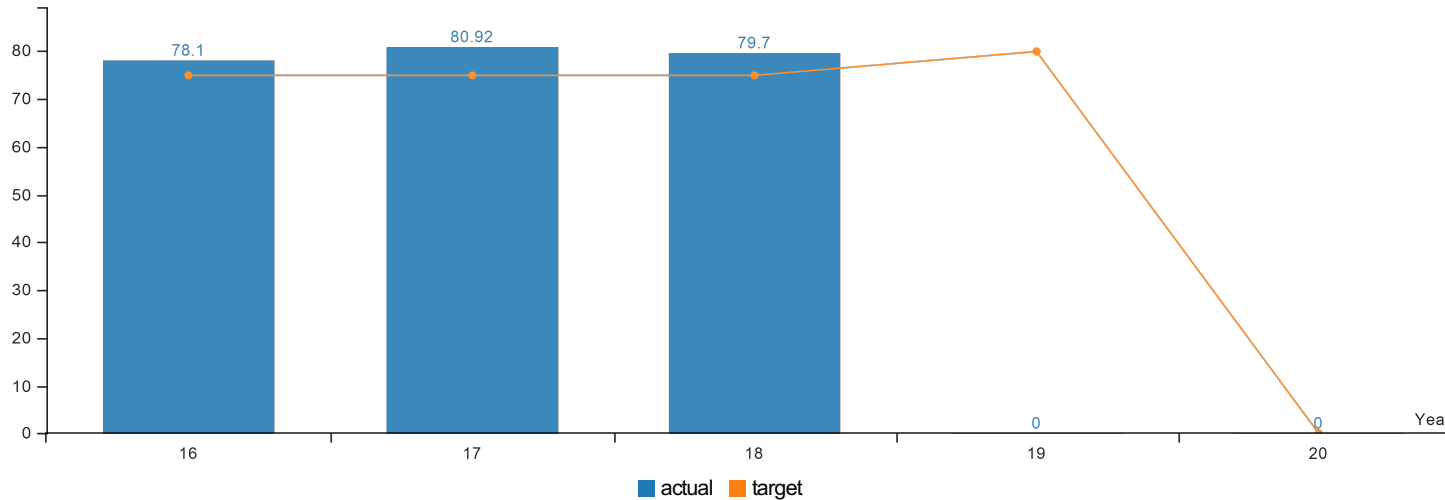
Factors Affecting Results

Institution maintenance, janitorial work, kitchen help, garment factory, and laundry are examples of work that count toward the 40 hour requirement. Programs such as education and alcohol and drug treatment qualify, but also cause conflicts with scheduling and take priority over work program assignments. The average monthly population increased slightly, but the number of exempt inmates and the number of inmate jobs needed to support institution operations remained relatively unchanged. Limited funding for programs will not reach all those in need. The continued restriction of not allowing sex offenders on outside work crews reduces the number of available inmates to work on these types of crews. That being said, outside work crews are limited by the amount of funding that public entities have available to finance those activities. The number of inmates that were used to assist Oregon Department of Forestry in their fire-fighting efforts decreased during 2017-2018 fire season, yet the number of inmate work days for fire-fighting efforts was 7173, an increase of 1925 work days from the previous reporting period. Oregon Corrections Enterprises (OCE) continued to work on expansion of work opportunities offered, yet continued to struggle to fund overtime salaries for correctional officer staffing to support expansion efforts. Despite the difficulties, OCE averaged just over 1,400 inmates participating in its programs, a number similar to the previous reporting period. This number is expected to decrease if OCE cannot sustain the costs of Security overtime. While the two entities add positions every year, the inmate population growth inhibits the Department’s ability to increase the percentage assigned to

qualifying assignments. Previous data suggests that a higher number of inmates in the past were reported in compliance when in fact they did not meet the full 40 hour requirement. Efforts have begun to correct this reporting.

KPM #2	Oregon Corrections Plan (OCP) Compliance - Percentage of moderate/high-risk released Adults in Custody (AIC) with an identified education, cognitive, or treatment need who successfully completed at least one of the identified need programs before release.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
High & Medium Risk Inmates That Receive Prioritized Corrections Plan Program					
Actual	78.10%	80.92%	79.70%	No Data	No Data
Target	75%	75%	75%	80%	0%

How Are We Doing

The agency reports 79.70% of high- and medium-risk inmates released during FY 2018 completed at least one program prioritized on their corrections plan, which represents a small decrease from the 80.92% reported for the 2017 FY.

Factors Affecting Results

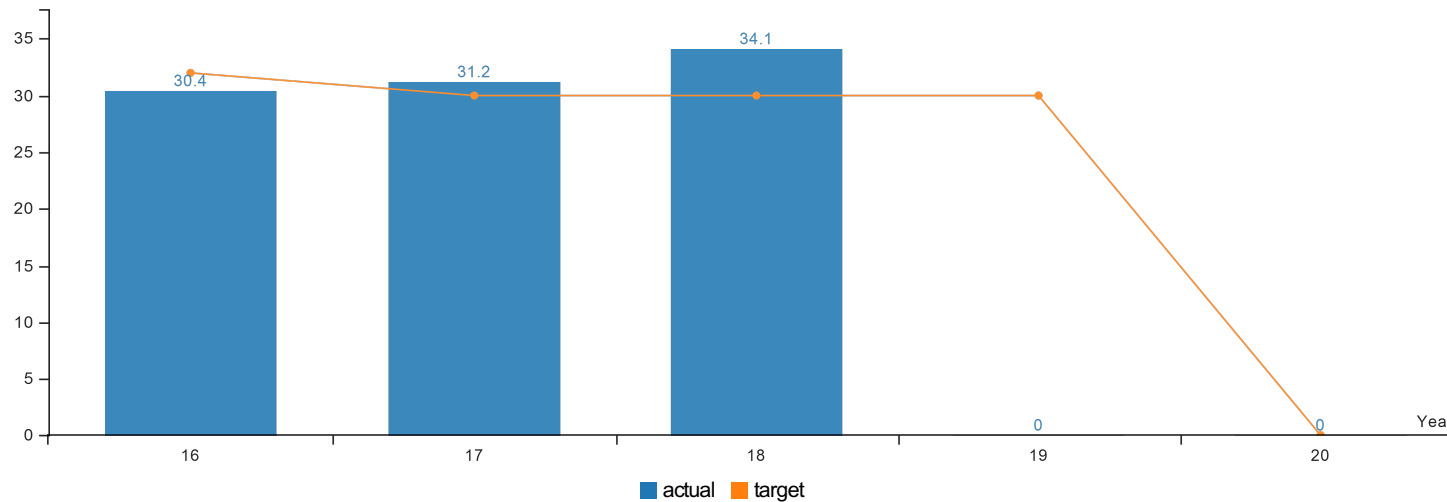
The data compares programs identified on the high/medium-risk inmate corrections plan (Cognitive [COG], Education, and A&D Treatment) against high/medium-risk inmates entering and completing those programs. Particularly for inmates being referred by their counselors to cognitive programming, their corrections plan may not reflect a COG need, but the LS/CMI (men) or WRNA (women) assessment does.

As part of case management, counselors may determine that an inmate's ACRS score needs to be overridden to a higher score based on the LS/CMI or WRNA. If this occurs, the inmate may appropriately complete a program on their corrections plan, but our automation system does not capture the override and deems the inmate as having a low risk to recidivate, which excludes these program completions from the calculation.

We are working to implement solutions to user-created COG program exit codes that negatively impact the COG completion count.

KPM #3	Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison. -
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = negative result



Report Year	2016	2017	2018	2019	2020
Percentage of Offenders Convicted of a Felony within 3 Years of Release					
Actual	30.40%	31.20%	34.10%	No Data	No Data
Target	32%	30%	30%	30%	0%

How Are We Doing

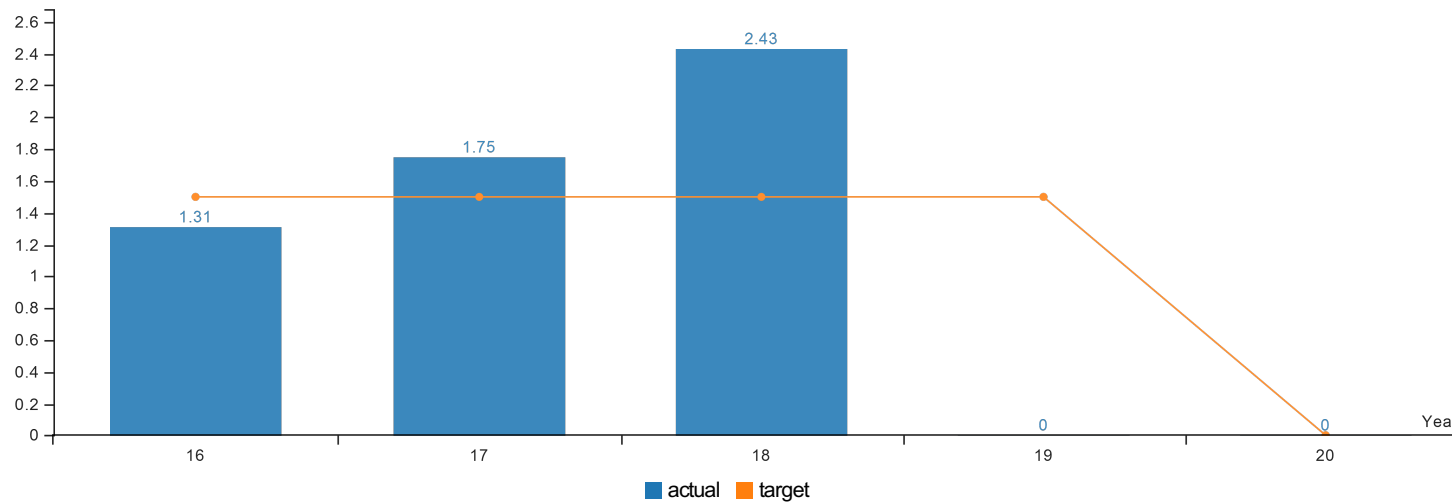
The 2017 calendar year recidivism rate for those released from incarceration to supervision in 2014 is 34.1%. This continues a statewide trend that sees an increase in recidivism and exceeds the target rate of 30%.

Factors Affecting Results

The Department continues to put considerable effort into assessing and developing a comprehensive corrections plan that will address identified risks and needs. This includes use of the Level of Service/Case Management Inventory, a comprehensive measure of risk and need factors, as well as a fully functional case management tool. In the last year, Oregon, both by county community corrections agencies and the Department of Corrections, has begun using the Women's Risk Need Assessment tool which targets the female population. Ongoing system improvements have been made to better target in-prison interventions and to conduct more careful and coordinated release planning. In addition, community corrections agencies, statewide, are working collaboratively with the Department to increase the effective and efficient transition of inmates from prison to community supervision as evidenced by the Short Term Transitional Leave program. The efforts are supportive of the combined commitment to implement and enhance evidence-based practices throughout Oregon's criminal justice system. Combined, these efforts should bolster the success of an inmate's positive re-entry into society.

KPM #4	The rate of Class 1 assaults on individual staff per month (rate per 1000 employees). -
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2016	2017	2018	2019	2020
Rate of Class 1 Assaults on Individual Staff per month, per 1,000 employees.					
Actual	1.31	1.75	2.43	No Data	No Data
Target	1.50	1.50	1.50	1.50	0

How Are We Doing

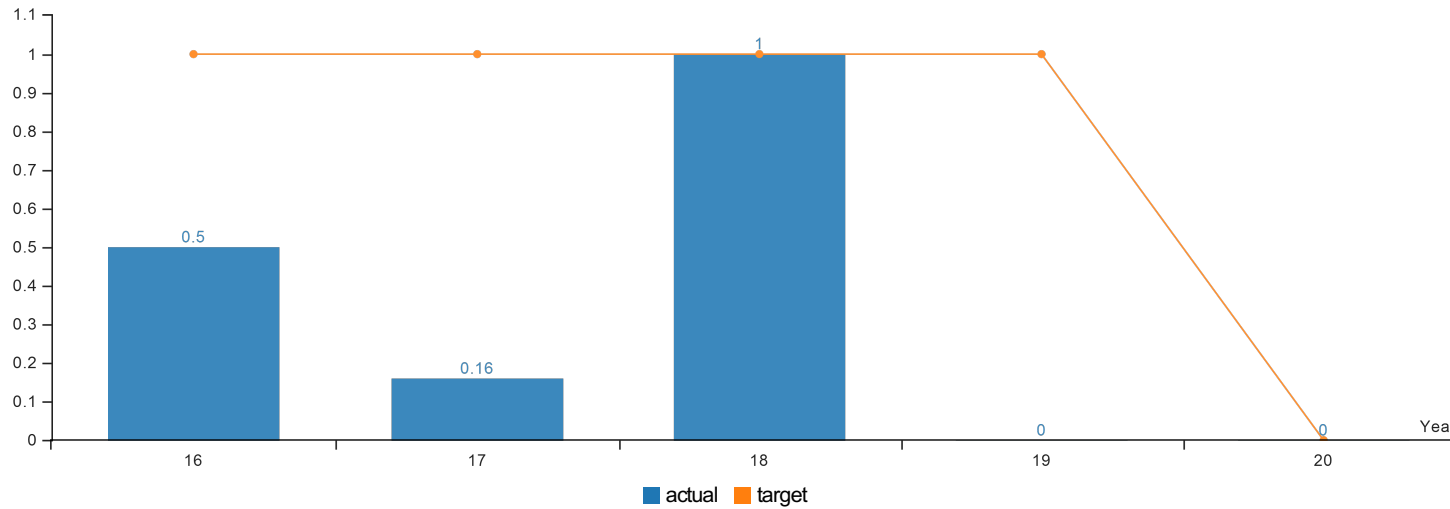
ODOC did not meet the KPM target for the 2018 reporting period. Some of this was anticipated due to a change in how data is entered and calculated that is helping provide more accurate and complete data.

Factors Affecting Results

Two facilities saw a sharp increase in staff assaults from the last reporting period. Many of these staff assaults were committed by adults in custody with mental health issues. The data shows that four adults in custody contributed 14 of the Staff Assaults. The department continues to explore ways to reduce this number from additional out of cell programming to reviewing processes in other states to reduce staff assaults.

KPM #5	The rate of inmate walk-a-ways from outside work crews per month. -
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2016	2017	2018	2019	2020
Rate of Walk-A-Ways from outside Work Crews per Month					
Actual	0.50	0.16	1	No Data	No Data
Target	1	1	1	1	0

How Are We Doing

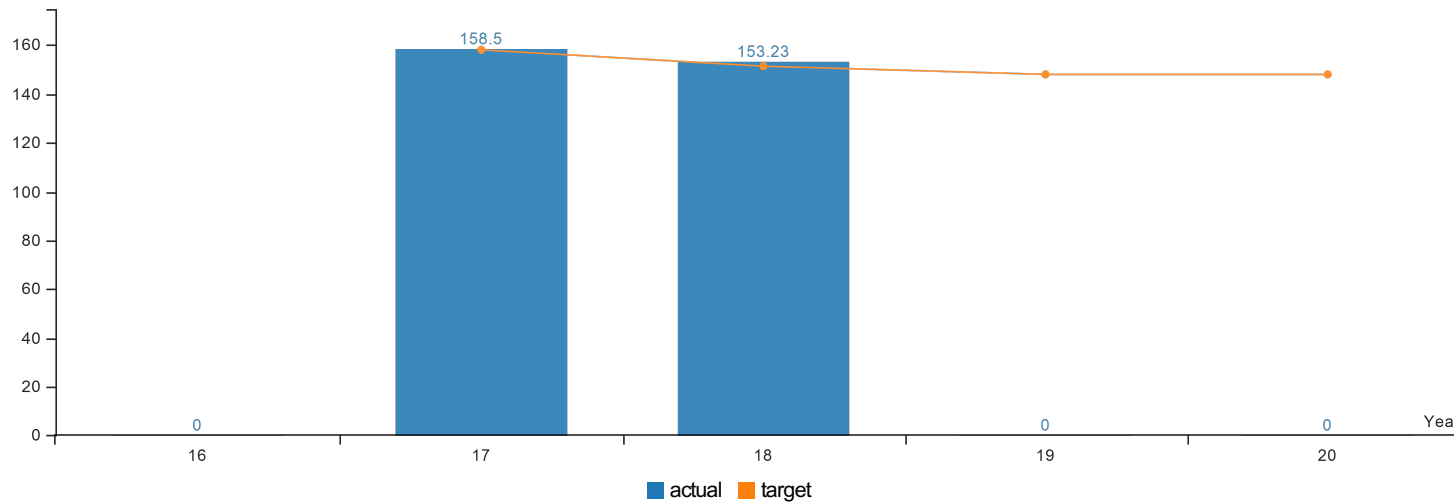
ODOC realizes the criticality of this measure in terms of public safety and customer service to the citizens of Oregon. This measure gives an indication of how well the institutions are functioning with respect to management of the minimum custody inmate work crews. The Department utilizes an automated system to assist in the identification of inmates who are appropriate for outside work crew assignments.

Factors Affecting Results

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

KPM #6	Reduce all Energy Usage - Reduce the annual average electricity, propane, geothermal, diesel and natural gas usage. Measure on a monthly kBtu/square foot basis.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2016	2017	2018	2019	2020
Reduce all Energy Usage					
Actual	No Data	158.50	153.23	No Data	No Data
Target	TBD	158.22	151.49	148.12	148.12

How Are We Doing

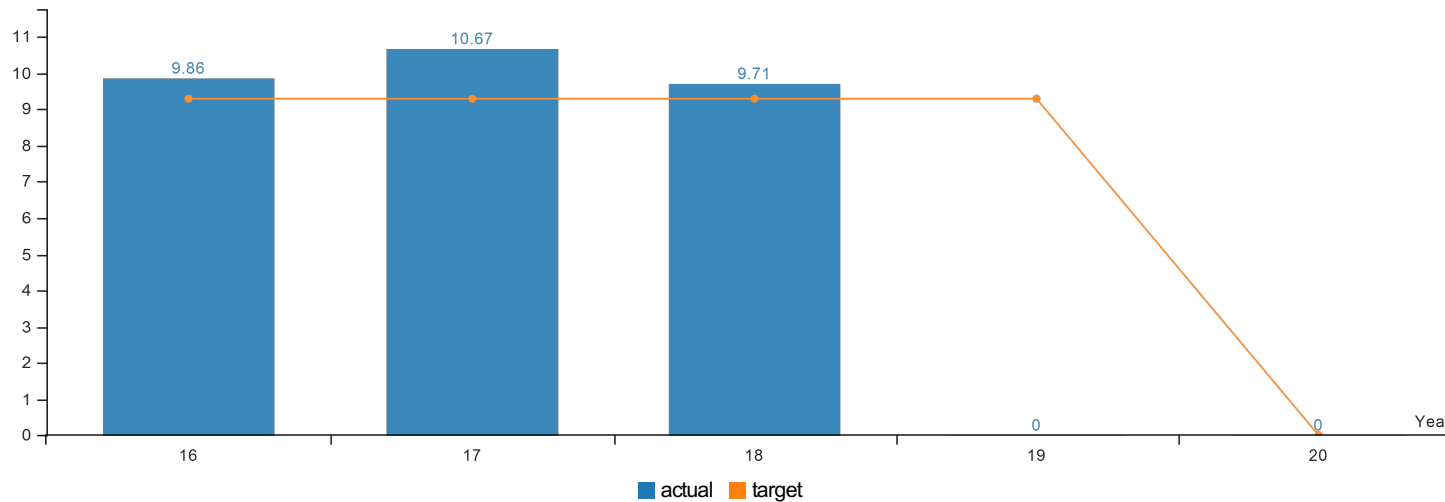
ODOC has a 9% energy savings from 2013 baseline year. Our actual agency target this year is -1.3% to target goal.

Factors Affecting Results

There are only a few sites meeting current target goals since baseline year. Warmer weather (compared to 30-year average weather conditions) is increasing usage. Also, change in OCE operations (longer hours) and change in institution operations amplifies.

KPM #7	Number of inmates sanctioned for Level 1 misconducts (monthly average/1,000 inmates). -
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2016	2017	2018	2019	2020
Number of Inmates Sanctioned for Level 1 Misconduct (monthly average/1,000 inmates)					
Actual	9.86	10.67	9.71	No Data	No Data
Target	9.30	9.30	9.30	9.30	0

How Are We Doing

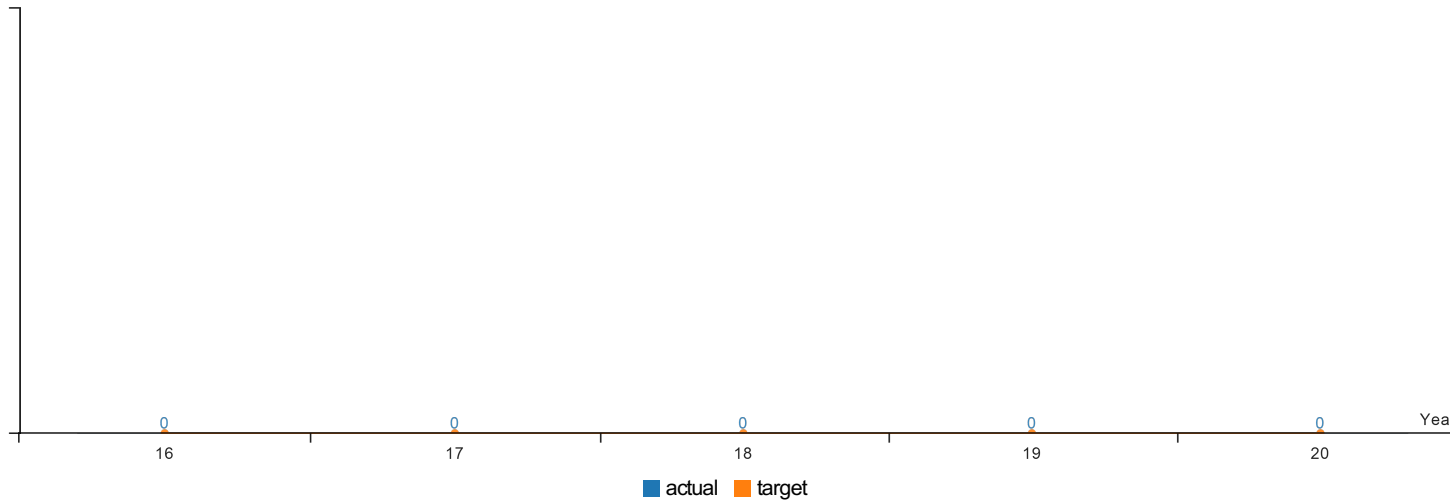
ODOC did not meet the KPM target for the 2018 reporting period however, the number is trending downward from the 2017 report of 10.67. The downward trend suggest the department performing well in its efforts to reduce the number of Level 1 Misconducts.

Factors Affecting Results

A contributing factor to being above the target for Level 1 sanctions is the increase in staff assaults occurring in Mental Health Special Housing (Behavioral Health Unit, Mental Health Infirmary, and Intermediate Care Housing). The department continues to work on a number of areas to review inmate incentives and inmate sanctions and their relationship to Level 1 Misconducts.

KPM #8	Secure Custody Escapes - The number of escapes per year from secure-custody facilities (armed perimeter).
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2016	2017	2018	2019	2020
Annual escapes from secure-custody facilities					
Actual	0	0	0	No Data	No Data
Target	0	0	0	0	0

How Are We Doing

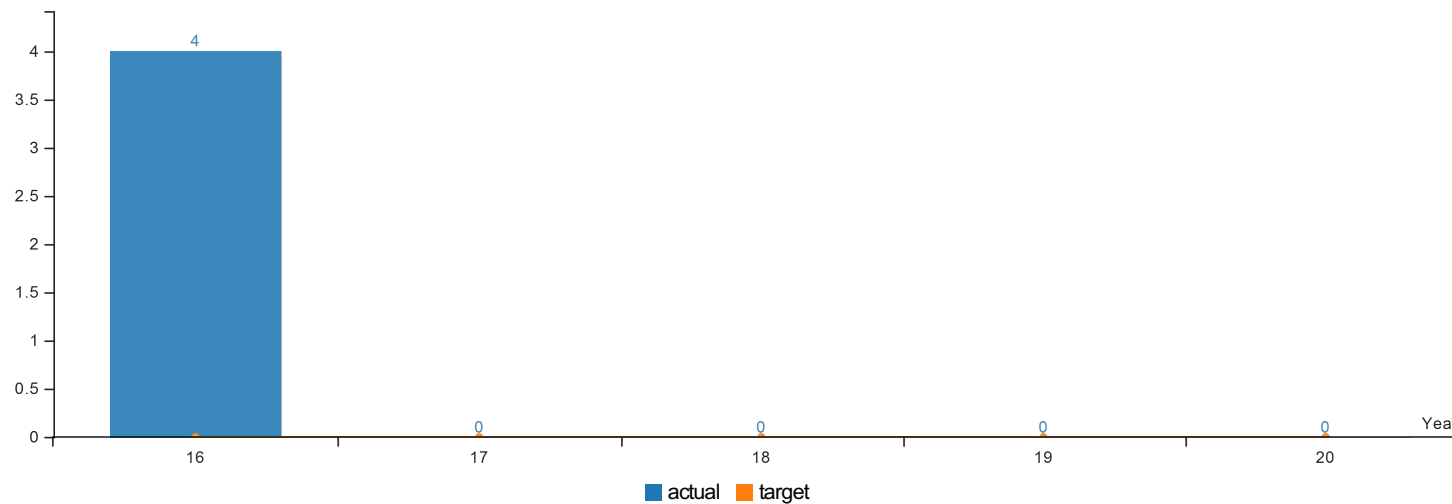
ODOC realizes the criticality of this measure in terms of public safety and customer service to the citizens of Oregon. This performance measure gives an indication of how well the institutions are functioning. It also, is an indicator of the effectiveness of the Oregon Accountability Model (OAM). This model, in part, requires staff to hold offenders accountable by providing both positive and negative consequences to inmate behavior and guiding offenders towards pro-social behavior. Another component of OAM is Correctional Case Management. Through this component the department targets resources to those adults in custody who are most likely to recidivate by including employees in a multi-disciplinary case management approach.

Factors Affecting Results

Each escape is reviewed to identify the causal factors and determine if architectural design, equipment, or staff training needs to be addressed. Protective measures are initiated as identified and needed by these reviews. 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 department's Fugitive Apprehension Unit work together to quickly apprehend escapees. Annual Security Audits are conducted to test and review security practices to guard against breaches in security.

KPM #9	Unarmed Perimeter Escapes - The number of escapes from DOC unarmed perimeter facilities.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2016	2017	2018	2019	2020
The number of escapes from DOC unarmed perimeter facilities					
Actual	4	0	0	No Data	No Data
Target	0	0	0	0	0

How Are We Doing

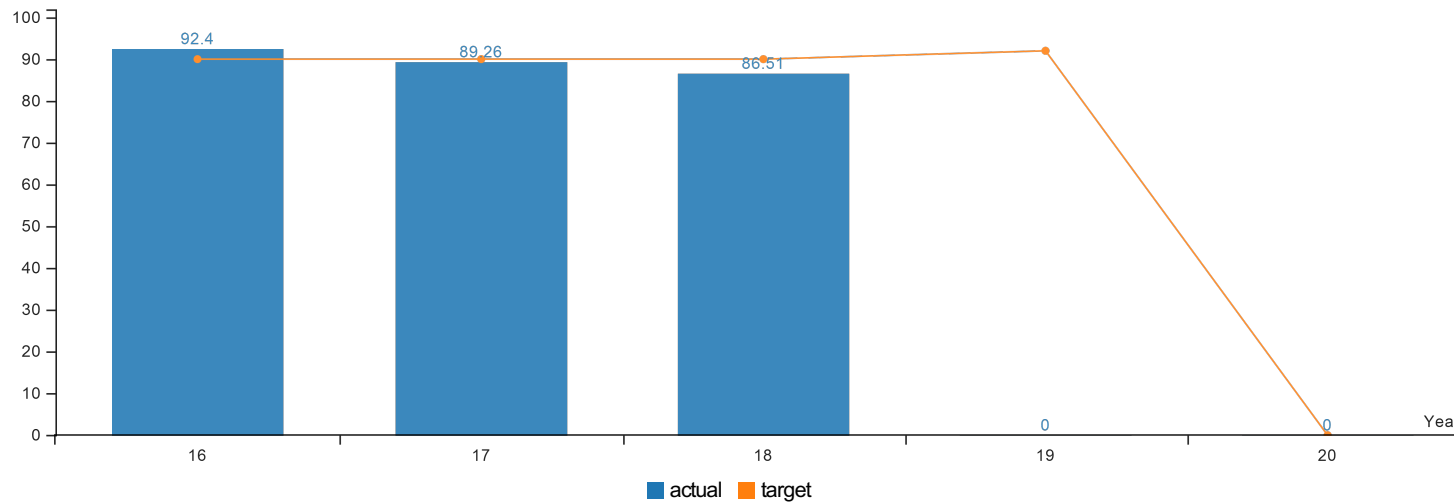
ODOC realizes the criticality of this measure in terms of public safety and customer service to the citizens of Oregon. This performance measure gives an indication of how well the institutions are functioning. There is no such thing as an acceptable escape. The department has approximately 4689 minimum-custody beds. The department continues to refine our classification tools to ensure adults in custody are correctly classified and are appropriate for minimum custody housing.

Factors Affecting Results

Each escape is reviewed to identify the causal factors and determine if architectural design, equipment, or staff training needs to be addressed. Protective measures are initiated as identified and needed by these reviews. 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 department's Fugitive Apprehension Unit work together to quickly apprehend escapees. Annual Security Audits are conducted to test and review security practices to guard against breaches in security.

KPM #10	Percent of inmates who successfully complete transitional leave. -
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Number of Inmates who Successfully Complete Transitional Leave					
Actual	92.40%	89.26%	86.51%	No Data	No Data
Target	90%	90%	90%	92%	0%

How Are We Doing

The Department has seen Short Term Transitional Leave participation rates for the reporting period stabilize at an average rate of 121 per month, or approximately a quarter of the releasing population. DOC continues to review, refine and streamline its internal processes to ensure it is targeting those most appropriate for STTL. This includes development of automation designed to further increase both efficiency and effectiveness of the process, as well as substantially improve both the quality and quantity of data collected and analyzed. Phase I of automation, which significantly enhanced the STTL Designator in CIS, was rolled out in June 2017. This change further improved the agency's ability to efficiently identify eligible offenders based on statute and policy requirements. Phase II of automation, designed in part to greatly enhance the ability for all stakeholders to track individual offender history and current status in STTL, is on track to be in place by late 2018. In addition, DOC continues its focus on developing a solid transition plan that will increase the successful reintegration of inmates into the community.

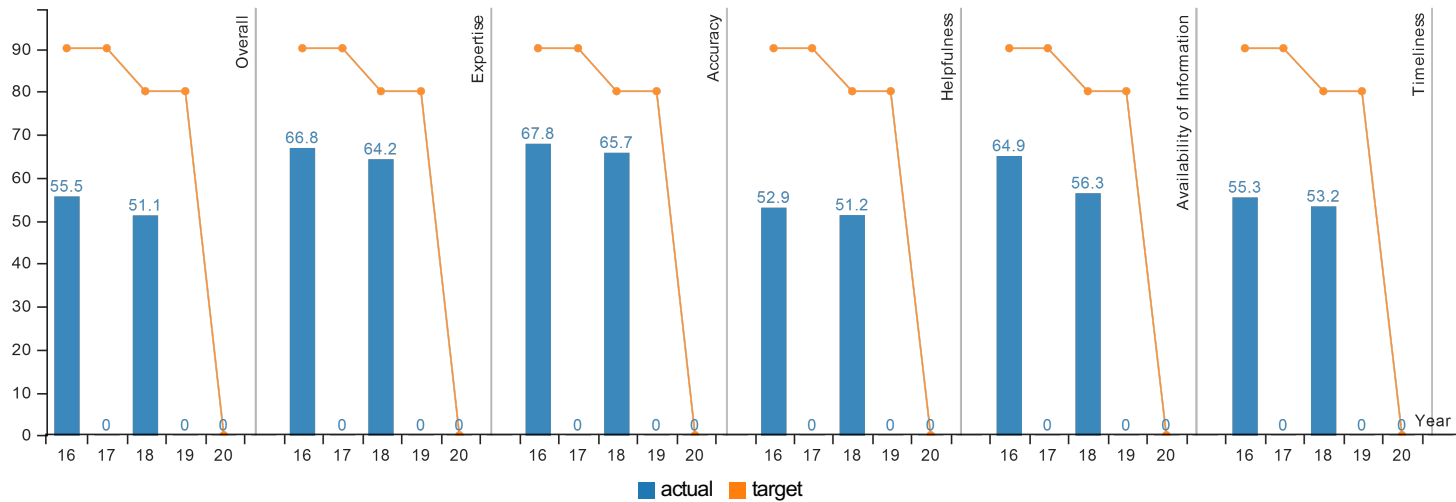
The 2018 transitional leave completion rate for this reporting period (July 2017-June 2018) decreased by 2.75% from the 2017 report which was calculated based on calendar year (January 2017-December 2017). The 2018 report results are 3.49% below the target of 90%. With the 2015-2017 closure of 106 residential level alcohol and drug treatment program beds and 25 out-patient treatment program beds, we are continuing to manage providing AIP and non-AIP treatment with fewer slots available for the DOC population.

Factors Affecting Results

As noted above, some of the differences in the 2017 and 2018 results may be a function of the decision to change the reporting period from calendar year to fiscal year. That said, during 2016 the standards for successful completion of STTL while in the community were tightened up in an effort to maintain program integrity and public safety. Although the result was a slight increase in STTL failures during 2017, the decision to do so was evidence of the agency's commitment to continually review and refine its internal processes in an effort to both ensure only those most appropriate

for transitional leave participate in the program, and prioritize public safety. During this reporting period, the STTL success rate actually increased slightly to 89.92% from the prior period's rate of 88.56%. Since AIP is a program with an intensive community supervision component, the standards can be higher than for those participating in STTL.

KPM #11	Customer Service - 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.
	Data Collection Period: Jan 01 - Jan 01



Report Year	2016	2017	2018	2019	2020
Overall					
Actual	55.50%	No Data	51.10%	No Data	No Data
Target	90%	90%	80%	80%	0%
Expertise					
Actual	66.80%	No Data	64.20%	No Data	No Data
Target	90%	90%	80%	80%	0%
Accuracy					
Actual	67.80%	No Data	65.70%	No Data	No Data
Target	90%	90%	80%	80%	0%
Helpfulness					
Actual	52.90%	No Data	51.20%	No Data	No Data
Target	90%	90%	80%	80%	0%
Availability of Information					
Actual	64.90%	No Data	56.30%	No Data	No Data
Target	90%	90%	80%	80%	0%
Timeliness					
Actual	55.30%	No Data	53.20%	No Data	No Data
Target	90%	90%	80%	80%	0%

How Are We Doing

The Agency reports good or excellent ratings from visitors as follows: Timeliness: 53.2%; Accuracy: 65.7%; Helpfulness: 51.2%; Expertise: 64.2%; Availability of Information: 56.3%; Overall Service: 51.1%. This is in comparison to the following ratings in 2016: Timeliness: 55.3% (-2.1%); Accuracy: 67.8% (-2.1%); Helpfulness: 52.9% (-1.7%); Expertise: 66.8% (-2.6%); Availability of Information: 64.9% (-8.6%); Overall Service: 55.5% (-4.4%). Virtually the same number of people participated in the survey in 2018 (317) as in 2016 (316).

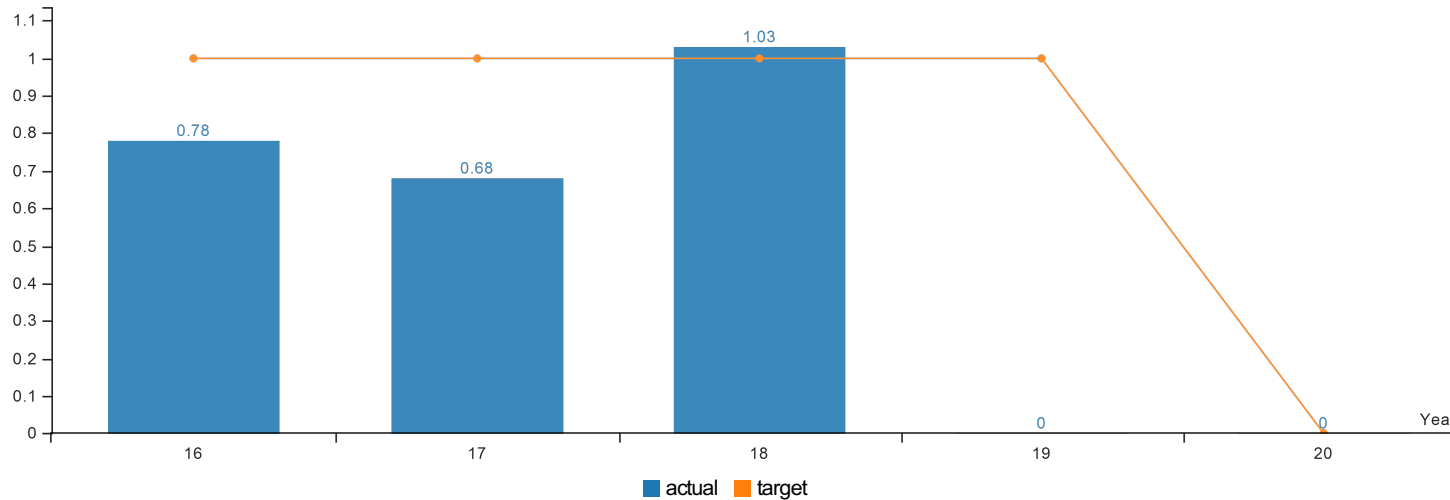
Factors Affecting Results

This biennial measure is advertised through visiting rooms, social media, and the Agency website. Participants must use personal devices to complete the online survey over a three-month period. The survey collects limited personal information to encourage the participant to be candid when responding. For these reasons, we have no way of knowing if the same people are completing the survey every two years nor do we have ways to confirm their visiting location, frequency, or status.

Visitation in a prison can be inherently stressful and emotional and it is assumed that those visiting generally dislike the visiting process. Security staff in visiting posts rotate every six months, making it more challenging to adjust and sustain customer service norms. Nevertheless, the Agency chose this customer service measure, anticipating the target of 80% would be difficult to achieve, because this stakeholder group is very important to us.

KPM #12	Offsite Medical Healthcare - Percent of total Adult in Custody (AIC) healthcare encounters that occur offsite.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2016	2017	2018	2019	2020
Percent of Total Inmate Offsite Encounters					
Actual	0.78	0.68	1.03	No Data	No Data
Target	1	1	1	1	0

How Are We Doing

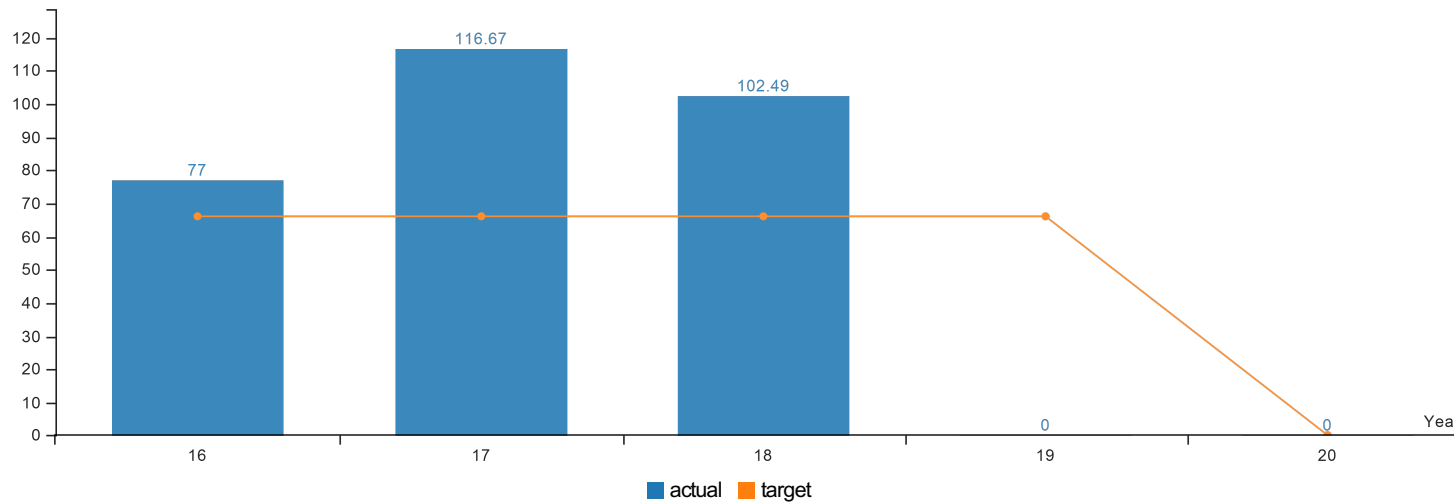
We again met our goal for this period. We started a workgroup to look at how we collect statistics for encounters to achieve even higher accuracy in our data. Onsite clinics in our institutions help us to provide care inside institutions versus sending patients outside the secured institutions. The dialysis center at CCCF continues to be very favorable for the return on investment to the Agency.

Factors Affecting Results

Due to a number of critical staffing needs two of our institutions were not able to complete the data request required for this year's report. Although we are 0.03 over we believe the actual number is closer to 0.80. We continue to provide comprehensive services inside our institutions and we continue to recruit offsite providers to perform clinics inside institutions. We have also continued our offsite hospital trip case management program with RNs following inpatient stays in hospitals. This program allows us to receive our patients back from the hospital as soon as possible to infirmary level care when necessary, avoiding lengthy hospital stays.

KPM #13	Number of workers compensation time loss days per 100 employees on a fiscal year basis. -
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2016	2017	2018	2019	2020
Number of Workers Comp Time Loss Days per 100 Employees					
Actual	77	116.67	102.49	No Data	No Data
Target	66.15	66.15	66.15	66.15	0

How Are We Doing

We've learned that since this measure was chosen years ago, it has not always been calculated consistently or accurately. For the past 4 years, however, we are certain we have gathered and analyzed the data properly; results before then are not reliable. However, we are doing much better than these numbers indicate. Our OSHA Recordable and OSHA DART Rates have been well below national averages for prisons during the same period, and trending better each year. We will seek legislative approval to change this KPM to the OSHA-Recordable rate, a nationally-recognized standard and much better measure of work related injuries and illnesses.

Factors Affecting Results