DOC 2023-25 Budget Reference Materials

Mission Statement & Statutory Authority

The Oregon Department of Corrections (ODOC) operates under the authority of Oregon Revised Statute (ORS) Chapter 423 and Oregon Administrative Rules 291.001 to 291-208 to:

- Supervise the management and administration of ODOC institutions, parole and probation services, community corrections, and other functions related to state programs for corrections.

- ORS 423.475 modifies the responsibilities through establishment of a partnership agreement with counties, whereby the counties assume responsibility for felony offenders sentenced or sanctioned to a term of incarceration of 12 months or less; plus, those felony offenders on parole, probation, or post-prison supervision. (Subject to the state agreeing to provide adequate funding to the counties for those responsibilities. If a county "opts out" of the agreement, the responsibility for these functions returns to the state. Douglas and Linn Counties made that choice during the 2003-2005 biennium.)

The Oregon Constitution, Article 1, Bill of Rights, establishes the fundamental principles of Oregon's Criminal Justice System:

Section 15. Foundation principles of criminal law. Laws for the punishment of crime shall be founded on these principles: protection of society, personal responsibility, accountability for one's actions, and reformation.

ODOC's **mission** incorporates both the responsibility for public safety, and the constitutional tenets set forth above:

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.

10-Year Strategic Plan

In early 2016, ODOC unveiled its 10-year strategic plan, called Destination 2026, which is a roadmap for ODOC's future that will provide a filter for decision-making and establishing priorities, aligns the ODOC Leadership Team, and results in consistency. It will also help solidify the agency's organizational identity and culture. Destination 2026, while a strategic vision, does not replace our Shared Vision. ODOC's Shared Vision is enduring and aspirational, while Destination 2026 is time-based, tactical, and achievement-oriented with clear targets and tangible strategies. It also does not replace the department's CORE performance measurements. Rather, it aligns with CORE, and this routine work must continue.

In October of 2021, the agency began the process of updating it's 10-year strategic plan. In the almost six years since ODOC began its initial strategic planning, there have been several factors or drivers that have impacted the way it operates. Such factors include the on-going COVID-19 pandemic, a workforce shortage crisis affecting not just the state of Oregon, but nationally, as well as the political and legislative

changes to the public safety system and its perception. ODOCs ability to evaluate and adapt to changes in the environment will provide the framework for ODOCs future and goal setting through 2026.

Destination 2026 – a specific 10-year goal – is for ODOC to create and support a resilient and humane correctional environment that transforms lives through engaged and innovative employees. The agency will continue to measure it's success in reaching its goal by reducing the number of vacant positions, specifically Correctional Officer and Nurse positions. Furthermore, ODOC is committed to continually improving the aspects of humanity and normalization within the correctional system for those in our care and custody, as well as on supervision.

Destination 2026 is broken down into five key areas: people and skills, employee wellness, culture, corrections outcomes, and engagement. For each of these five areas, the agency has defined what success will look like in 10 years and has identified the targeted work the agency will need to complete to achieve the 10-year goal.

PRIDE - People & Skills

- Attract and retain a diverse workforce
- Employees are proud of the agency and have passion for their work
- Employees have access to high quality training and professional development opportunities

STRENGTH - Employee Wellness

- Employees are actively working on at least one goal related to the eight dimensions of wellness
- Employees see measurable improvement in their physical health
- Workplaces actively support a culture of health
- Reduction in overtime has resulted in less stress and greater resilience

RESPECT - Culture

- We value our employees and their families
- Asking for help is seen as a sign of strength
- Decisions are made in timely manner, at the lowest appropriate level
- We believe every interaction is an opportunity for positive change
- We believe the Oregon Way applies to all of us

PROTECT - Corrections Outcomes

- We operate safe and secure workplaces
- No new victims created
- Modern tools, technology, and infrastructure are in place
- We use the least restrictive and least punitive means necessary to create behavior change

SERVE - Re-Entry & Supervision

- Individuals meet the goals of their case plan; gain the skills and resources to transition out of the correctional system
- Evidence-based programs meet criminogenic needs
- AICs and AOS have equitable access to responsive services
- Victims have the opportunity to be meaningfully engaged

To achieve the agencies goals and meet their objectives for success, the agency has embarked on several initiatives. The goals of those initiatives are listed below:

- Attract and retain a diverse workforce
- Ensure AIC housing matches needs
- Reduction in overtime hours
- Reduce the use of restrictive housing

In addition to Destination 2026, ODOC has developed The Oregon Way. The Oregon Way is a philosophical approach to corrections based on security best practices and the belief that normalizing and humanizing the prison environment is beneficial for employees and incarcerated individuals. This innovative approach to incarceration stems from an exploration of and immersion in the Norwegian correctional system. The objectives and outcomes of this program support ODOC's focus on segregation reduction and reform, and the primary goal of keeping both staff and AICs safe.

The work of The Oregon Way was accelerated by the agency's participation in an immersion program with Norwegian Correctional Services starting in 2017. This program, funded by Amend of the University of California San Francisco, and all our valued community partnerships affirm the inextricable relationship staff wellness has with correctional culture change. It is an effort that acknowledges the complex connection between our employees' health and the corrections environment. For us, this culture change endeavor is an amalgamation of our history as a leader in corrections, current best practices from across the nation and globe, and our persistence to reimagine incarceration for the better.

The Oregon Way creates innovative ways to reduce the number of AICs assigned to special housing units and the length of time they spend in these units. Additionally, the program intends to reduce the sense of isolation and idleness while housed in such units by addressing behavior using progressive methods.

Normalizing an individual's environment and experience while incarcerated is believed to help in successful re-entry and ultimately reduce recidivism. Shifting the focus from punitive to a rehabilitative mindset is the foundation of normalization. Creating humane conditions and transition opportunities prepare AICs for a successful incarceration and re-entering society.

Agency Strategic Business Plan

Business Strategy

To accomplish its mission, the Oregon Department of Corrections (ODOC) continues to move forward with its business strategy, the Oregon Accountability Model (OAM). The OAM consists of six separate elements that stand alone, but when combined, provide a foundation for a continuum of success for individuals from the time they enter ODOC doors until the day they release. It is a system that supports both the front and back end of ODOC's business.

1. Transition begins at intake when an individualized case plan is developed for each adult in custody (AIC) that addresses his or her criminal risk factors in order to enhance successful reintegration into the community and reduce recidivism.
2. Staff hold AICs accountable by providing both positive and negative consequences to behavior, by modeling pro-social behavior, and by guiding AICs toward pro-social behavior in concert with their case plans and individualized interventions.
3. AICs prepare for community living through specific interventions related to their case plans, such as work, education, and focused treatment and re-entry programs.
4. AICs have opportunities to develop healthy relationships with their families and children in order to build pro-social community support and break the intergenerational cycle of crime.
5. Transition from incarceration to community is carefully planned and coordinated with AICs, community stakeholders, and community corrections.
6. Supervision in the community – consistent with the case plan and these principles – is essential to reducing recidivism for those released from prison.

Performance Management and Process Improvement

Building on ODOC's business philosophy (the OAM), the agency has completed a full review of agency operations as part of its ongoing strategic planning. From there, ODOC created Correctional Outcomes through Research and Engagement (CORE), which is the agency's performance management system. It allows the agency to identify opportunities to improve and streamline processes, use data to identify constraints, effectively use resources, and, ultimately promote public safety. CORE also provides employees with opportunities to influence and improve the fundamental ways we do business.

CORE is allowing the agency to know how it is doing at every level of the business on an ongoing basis from how it manages contracts, to release planning, to escapes. Through Quarterly Target Reviews (QTRs), the agency monitors where it is in the green (on target), yellow (just off target), and red (significantly off target). For those measures in yellow and red, the agency is employing process improvement efforts in those areas. CORE measurements are noted in each of the program narratives of this document.

CORE is leading to strong outcomes including:

- Increased efficiencies.
- More fact-based/data-driven decisions and actions.
- Improved transparency.
- Enhanced teamwork and collaboration.
- A common language to operate the organization.
- Increased ownership and accountability.

10-Year Strategic Plan

In early 2016, ODOC unveiled its 10-year strategic plan, called Destination 2026, which is a roadmap for ODOC's future that will provide a filter for decision-making and establishing priorities, aligns the ODOC Leadership Team, and results in consistency. It will also help solidify the agency's organizational identity and culture. Destination 2026 – a specific 10-year goal – is for ODOC to become the public safety employer of choice with innovative employees who transform lives.

Destination 2026 is broken down into five key areas: people and skills, employee wellness, culture, corrections outcomes, and re-entry and supervision. For each of these five areas, the agency has defined what success will look like in 10 years and has identified the targeted work the agency will need to complete in order to achieve the 10-year goal. To achieve the agencies goals and meet their objectives for success, the agency has embarked on several initiatives with short-term, or 4-year milestones to measure success. Those goals and objectives are listed below:

Program Descriptions

The operating budget for the Oregon Department of Corrections (ODOC) is organized into six program units for budget presentation. The six program units are (003) – Operations, (004) – Central Administration, (006) – Administrative Services, (009) – Community Corrections, (010) – Health Services, and (011) – Correctional Services. Separate tracking is provided in other program unit narratives for (086) – Debt Service, (088) – Capital Improvement, and (089) – Capital Construction. In addition, the administrator of Oregon Corrections Enterprises reports to the ODOC Director. Although OCE's budget is separate from ODOC's budget, a description of OCE is included at the end of this section.

OREGON DEPARTMENT OF CORRECTIONS

2023-25 Governor's Budget

Central Administration
175 pos. 174.09 FTE

- Office of Communications
- Office of the CFO
- Office of Govt Efficiencies
- Office of Internal Audits
- Office of Inspector General
- Oregon Corrections Enterprises

Operations Division
3,366 pos. 3,331.74 FTE
- Operations Administration
- Chief of Security
  - Transport
- Ops Central Svcs
- Institutions

WCCF	SFFC	PRCF
CCCF	EOCI	DRCI
SRCI	CRCI	OSP
OSCI	TRCI	OSPM
SCI		

Health Services
683 pos. 663.08 FTE
- Medical Services
- Behavioral Health Svcs
- Pharmacy
- Dental Services
- A&D

Administrative Services Division
269 pos. 267.79 FTE
- Info Technology Svcs
- Facility Services
- Distribution Svcs
- HR Operations
  - Recruitment & Career Services
  - Professional Development
  - Employee Relations
  - Labor Relations

Correctional Services Division
237 pos. 235.66 FTE
- Education & Training
- Programs and Services
- Intake
- Re-entry and Release
- AIC & Community Services
- OISC
- Office of Population Mgmt
- Religious & Victim Services
- CCM

Community Corrections
76 pos. 76.00 FTE
- Douglas County
- Linn County
- Interstate Compact

Total Positions: 4,806
FTE: 4,748.36

OREGON DEPARTMENT OF CORRECTIONS
Operations Division Organizational Chart
2023-25 Governor's Budget

Operations Admin
12 pos. 12.00 FTE

Institutions

OSP 482 pos. 481.32 FTE	**OSCI** 218 pos. 218.00 FTE
EOCI 375 pos. 373.06 FTE	**CRCI/SFFC** 151 pos. 151.00 FTE
SRCI 759 pos. 758.79 FTE	**TRCI** 406 pos. 404.56 FTE
SCI/OSPM 98 pos. 98.00 FTE	**WCCF** 92 pos. 92.00 FTE
PRCF 66 pos. 66.00 FTE	**DRCI** 220 pos. 193.05 FTE
CCCF 391 pos. 388.96 FTE	

Ops Div Central Svcs
3 pos. 3.00 FTE

Chief of Security
3 pos. 3.00 FTE

Transport
90 pos. 89.00 FTE
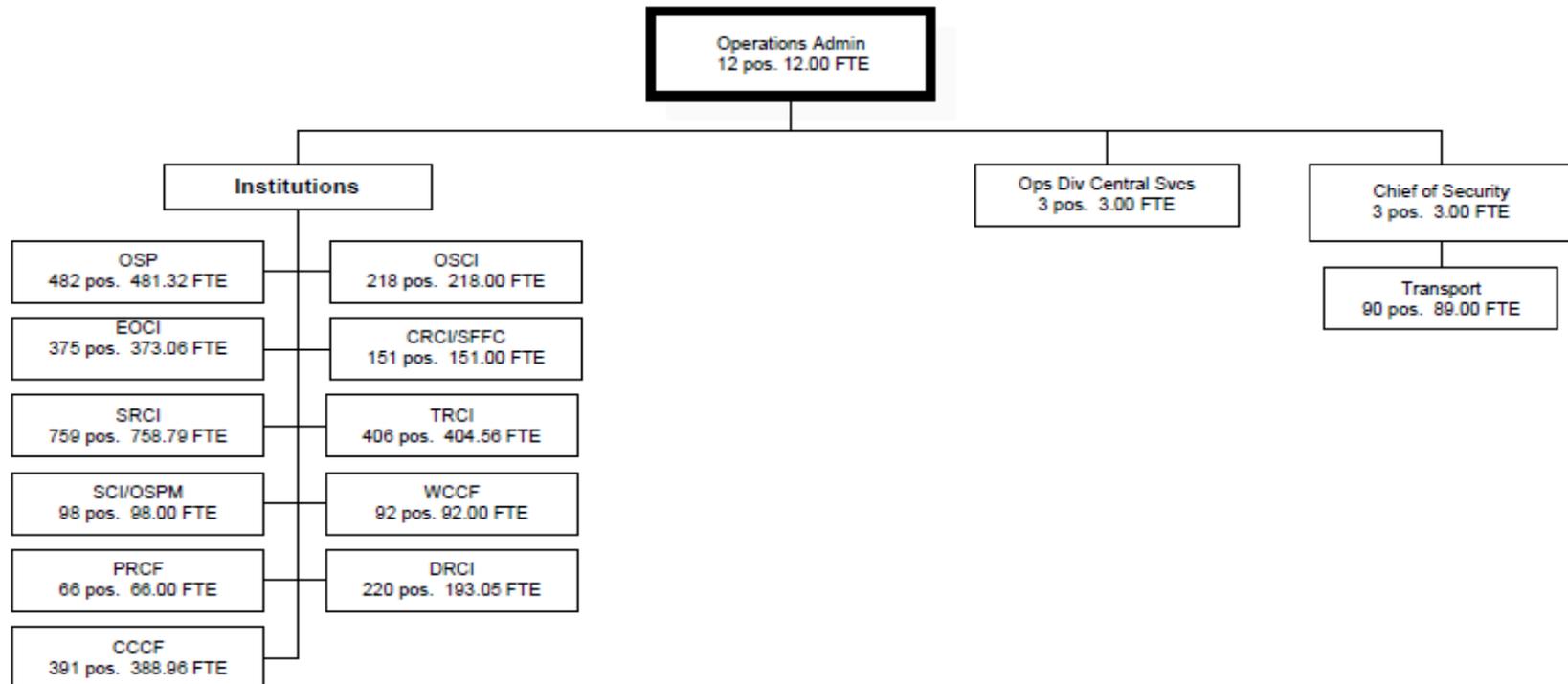
Total Positions: 3,366
FTE: 3,33.74

Operations

The Operations Division is responsible for the overall security, housing, and daily operations for Oregon's incarcerated adult felony population. Anyone who is sentenced as an adult and is under 18 years of age is housed in an Oregon Youth Authority (OYA) facility. The division generally operates under Oregon Revised Statute (ORS) Chapter 179 and ORS Chapter 421. The Operations Division is under the direction of an Assistant Director with four administrative units:

- Institutions
    - Oregon State Penitentiary, Salem (active medium/maximum facility; inactive minimum facility)
    - Oregon State Correctional Institution (OSCI), Salem
    - Santiam Correctional Institution (SCI), Salem
    - Columbia River Correctional Institution (CRCI), Portland
    - South Fork Forest Camp (SFFC), Tillamook
    - Eastern Oregon Correctional Institution (EOCI), Pendleton
    - Coffee Creek Correctional Facility (CCCF), Wilsonville
    - Powder River Correctional Facility (PRCF), Baker City
    - Snake River Correctional Institution (SRCI), Ontario
    - Two Rivers Correctional Institution (TRCI), Umatilla
    - Warner Creek Correctional Facility (WCCF), Lakeview
    - Deer Ridge Correctional Institution (DRCI), Madras (active medium facility operated as a minimum; inactive minimum facility)

- Chief of Security – responsible for institution peer security audits, emergency preparedness, Special Weapons and Tactics (SWAT) teams, Crisis Negotiator Teams, staff deployment, and adult in custody (AIC) transport.

- Central Services – includes central budget management, automation, policy development, food service administration, and AIC work programs.

- Administration – includes policy oversight and implementation strategies for consistent prison operations.

General Fund appropriations are the primary funding source for the Operations Division, with some Other Funds support from sources such as the AIC Welfare Fund.

2023-25 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$1,050,429,197		
Other Funds	$16,535,834		
Federal Funds	$0		
Total Funds	$1,066,965,031	3,406	3,344.43

2023-25 Governor's Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$957,084,542		
Other Funds	$16,535,385		
Federal Funds	$0		
Total Funds	$973,619,927	3,366	3,331.74

OREGON DEPARTMENT OF CORRECTIONS

Central Administration Organizational Chart

2023-25 Governor's Budget

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                    │   Director's Office  │
                    │  28 pos.  28.00 FTE  │
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| Department Overhead 0 pos. 0.00 FTE | Office of the CFO 74 pos. 73.09 FTE | Office of Government Efficiencies 6 pos. 6.00 FTE | Office of Internal Audits 3 pos. 3.00 FTE | Office of the Inspector General 55 pos. 55.00 FTE | Office of Communications 9 pos. 9.00 FTE |
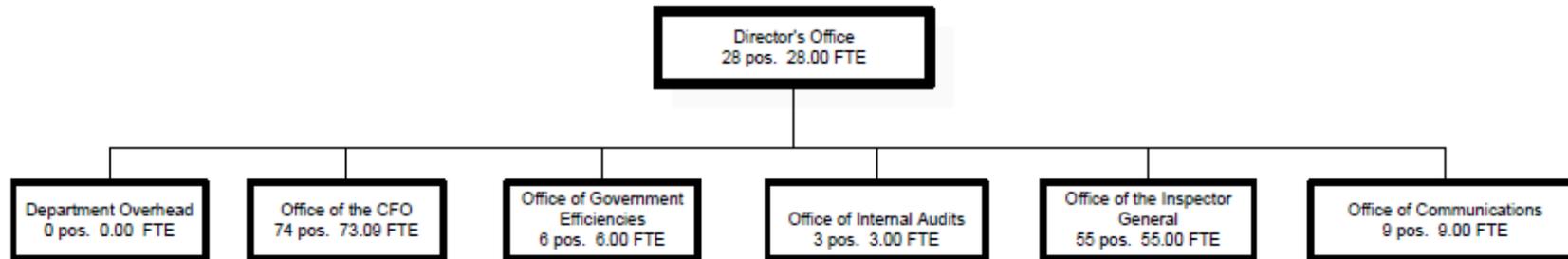
Total Positions: 175
FTE: 174.09

Central Administration

Central Administration includes the Office of the Director, Office of Internal Audits, Office of the Chief Financial Officer, Office of Communications and Government Relations, and the Office of the Inspector General.

Central Administration provides overall leadership to the agency through the Oregon Department of Corrections Executive Team, which is composed of the Director, Deputy Director, Assistant Directors, the Chief Financial Officer, the Inspector General, the Communications and Government Relations Administrator, and the Oregon Corrections Enterprises Administrator. As the agency continues to grow, in size and complexity, greater capacity for planning, coordination across the respective divisions, and more sophisticated administrative practices are necessary. As a result, Central Administration continues to focus on administrative effectiveness, accountability, mitigating risk, and strengthening internal and external communications. Further driving program objectives and services is the continued implementation of the Oregon Accountability Model, Corrections Outcomes through Research and Engagement, The Oregon Way and the agency's
10-year strategic plan.

2023-25 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$149,069,132		
Other Funds	$9,528,132		
Federal Funds	$0		
Total Funds	$158,597,264	200	199.09

2023-25 Governor's Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$130,756,021		
Other Funds	$9,130,532		
Federal Funds	$0		
Total Funds	$139,886,553	175	174.09

OREGON DEPARTMENT OF CORRECTIONS

Administrative Services Division Organizational Chart

2023-25 Governor's Budget

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                    Administrative Svcs Admin
                       4 pos.  4.00 FTE
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Human Resources	Info Technology Svcs	Distribution Services	Facility Services
84 pos. 83.50 FTE	85 pos. 84.63 FTE	64 pos. 63.66 FTE	32 pos. 32.00 FTE
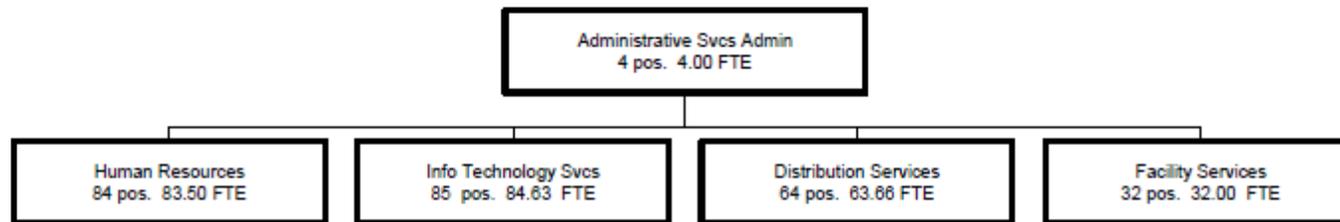
Total Positions: 269
FTE: 267.79

Administrative Services

The Administrative Services Division is the backbone of the Oregon Department of Corrections (ODOC), providing services that are fundamental to its day-to-day operations. Administrative Services includes the following services, which support the foundation upon which ODOC operates safe, secure, and civil institutions aimed at holding offenders accountable and reducing the risk of future criminal behavior.

- Distribution Services – provides primary logistical support for correctional facilities, including managing statewide inventory of expendable and non-expendable goods, food product inventories, and the transport of these goods to the institutions, as well as delivery of other direct care items to adults in custody (AICs) like clothing, hygiene and general sanitation items.
- Facilities Services – administers repair and maintenance programs for existing institutions.
- Information Technology Services – provides central support, management, and maintenance of information technology activities, including computer services, for more than 6,000 users (including community corrections staff in all 36 counties).

In addition, the Administrative Services division has taken on coordination of the department's sustainability efforts, of which there are many, including:

- Expanded recycling programs and the creation of a fully-functional central recycling center;
- Replacing fluorescent lighting with LED lighting;
- Switching to more fuel-efficient vehicles;
- Implementing organic gardening programs to supplement institution menus and provide meaningful work and education to AICs;
- Tracking energy and water conservation efforts, implementing reduction strategies and employee engagement awareness;
- Managing restoration efforts of Savanna Haven and Junction City wetlands;
- Green chemistry and integrated pest management oversight;
- Implementing sustainable job programming for AICs in recycling, beekeeping, sustainable gardening, endangered species rearing, and native plant propagation for habitat restoration;
- Collaboration with stakeholders in the community for restoration efforts of various butterfly and sage grouse habitats; and
- Liaison to Sustainability in Prisons Project Network and various sustainability committees.

2023-25 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$158,858,612		
Other Funds	$38,083,791		
Federal Funds	$0		
Total Funds	$196,942,403	347	345.79

2023-25 Governor's Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$82,973,895		
Other Funds	$38,083,641		
Federal Funds	$0		
Total Funds	$121,057,536	269	267.79

OREGON DEPARTMENT OF CORRECTIONS

Community Corrections Division Organizational Chart

2023-25 Governor's Budget

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               │  Community Corrections Admin │
               │       9 pos.  9.00 FTE       │
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│ Interstate Compact│ │   Linn County    │ │  Douglas County  │
│  4 pos.  4.00 FTE │ │ 31 pos. 31.00 FTE│ │ 32 pos. 32.00 FTE│
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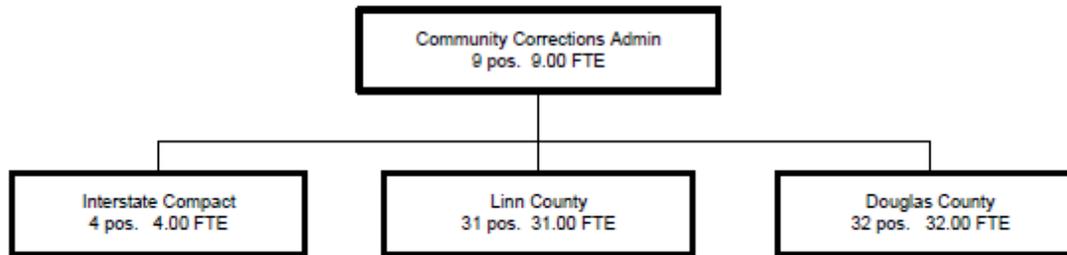
Total Positions: 76
FTE: 76.00

Community Corrections

The Community Corrections Division provides funding for the management and supervision of approximately 20,000 felony and designated person and drug-related misdemeanor adults on supervision sentenced to probation, parole, or post-prison supervision, and those sentenced to 12 months or less of incarceration. Community Corrections supervision, sanctions, and services are provided directly by the state in two counties (Douglas and Linn), or by the counties through intergovernmental agreement with the Oregon Department of Corrections.

This division is responsible for the statewide coordination and oversight of Community Corrections activities at the county level, including monitoring compliance with applicable laws and administrative rules. The program has the statutory responsibility to evaluate Community Corrections policies, to review counties' compliance with intergovernmental agreements, and to offer technical assistance when needed to gain compliance. In addition, the Community Corrections Division provides consultation and technical assistance to local agencies regarding Community Corrections options and effectiveness, facilitates communication, problem-solving among counties, and organizes training activities specific to Community Corrections work.

The Community Corrections Division also:
- Operates the interstate compact program (processing applications for transfer of community supervision to and from other states, as well as prison releases to other states);
- Oversees the department's Short-Term Transitional Leave Program;
- Oversees the Family Sentencing Alternative Pilot Program; and
- Provides inspections, lockups, temporary holds, and juvenile detention facilities in counties and municipalities (except for any facilities that are operated by a sheriff).

2023-25 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$261,850,464		
Other Funds	$6,859,278		
Federal Funds	$0		
Total Funds	$268,709,742	78	78.00

2023-25 Governor's Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$280,422,773		
Other Funds	$6,859,278		
Federal Funds	$0		
Total Funds	$287,282,051	76	76.00

OREGON DEPARTMENT OF CORRECTIONS
Health Services Organizational Chart
2023-25 Governor's Budget

Medical Services 391 pos. 377.86 FTE	Dental Services 63 pos. 58.94 FTE	A&D 1 pos. 1.00 FTE	Behavioral Health Svcs 198 pos. 195.94 FTE	Pharmacy 30 pos. 29.34 FTE
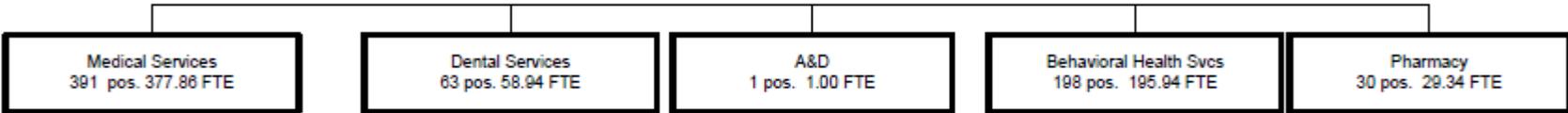
Total Positions: 683
FTE: 663.08

Health Services

The Health Services division provides legally-mandated medical, dental, behavioral health, substance abuse treatment and pharmacy services to over 20,000 patients per year.

In Health Services, we see medical problems like any that exist in the outside community, ranging from major to minor problems and acute illnesses or injuries, to ongoing care for chronic diseases, preventative health care, and end-of-life care. In addition to these primary care services, we also provide some onsite specialty care through contractors. For example, we have two dialysis units, one at our Two Rivers Correctional Institution in Umatilla and another at the Coffee Creek Correctional Facility in Wilsonville. In 2021, we treated an average of 20 dialysis patients per month.

Besides dialysis treatment, we bring in contractors for other specialty care services to reduce offsite medical trips. These include general surgery, ultrasound, physical therapy, cardiology, mammography, orthopedics, audiology, pain management, pulmonology, infectious disease and sleep studies. We continue to pursue contracting with more on-site medical specialties as an alternative to off-site transport of patients.

To accomplish work effectively and efficiently, the department uses a managed care model, which is similar in some ways to a coordinated care model. This managed model of care stresses:

- onsite 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.

Oregon statute mandates that the ODOC shall: "Provide adequate food, clothing, health and medical care, sanitation and security for persons confined." (ORS 423.020 (24)). Medically necessary care is required, which must be provided at a community standard of quality. (Note: The community standard of health care is "generally interpreted as what a group of physicians recognizes as the accepted treatment for a patient with similar medical problems with full ability to pay." (Source: Oregon Dept. of Justice).

We're consistent with the intent of the community coordinated care model by the way we deliver care and how it's coordinated although ODOC uses paper charts compared to an electronic health record in the community.

ODOC maintains a team of clinical professionals that includes Medical Physicians, Psychiatrists, Nurse Practitioners,

Psychiatric Nurse Practitioners, Registered Nurses, Dentists, Licensed & Certified Mental Health Specialists, Pharmacists, and other licensed professionals.

2023-25 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$436,466,066		
Other Funds	$11,874,190		
Federal Funds	$300,000		
Total Funds	$448,640,256	743	717.95

2023-25 Governor's Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$404,189,007		
Other Funds	$11,874,190		
Federal Funds	$300,000		
Total Funds	$416,363,197	683	663.08

OREGON DEPARTMENT OF CORRECTIONS

Correctional Services Division Organizational Chart
2023-25 Governor's Budget

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                        │ Correctional Services Admin │
                        │      8 pos. 7.58 FTE        │
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Intake	OISC	Population Mgmt	Religious Services	Education & Training	Programs and Services	Re-entry and Release	AIC & Community Services
24 pos. 24.00 FTE	74 pos. 73.50 FTE	8 pos. 8.00 FTE	26 pos. 26.00 FTE	15 pos. 15.00 FTE	35 pos. 35.00 FTE	46 pos. 45.88 FTE	1 pos. 1.00 FTE
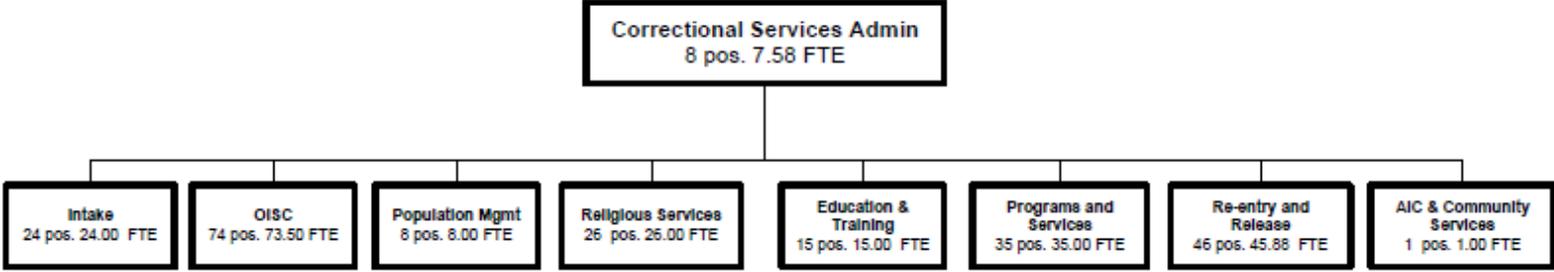
Total Positions: 237
FTE: 235.66

Correctional Services Division

The Correctional Services Division is responsible for carrying out the Oregon Department of Correction's (ODOC's) mission of reducing the risk of future criminal behavior. Operating on the philosophy that transition back to the community begins on "day one" in prison, the division encompasses all the units that are involved with this reentry preparation from the day an individual enters ODOC custody until the day the person leaves.

Correctional Services includes the following units:

- Administration - provides division-wide administrative services such as contract administration, budget planning and oversight, grant monitoring and reporting, project management, performance measurement, process improvement, management of administrative rules and policies, and manages all public records and all requests for same.

- Intake – processes all individuals sentenced to the custody of ODOC, conducts individualized assessments, and collaborates with other ODOC units to develop individualized incarceration case plans.

- Offender Information and Sentence Computation (OISC) – ensures accurate sentence computation, provides sentencing information to law enforcement agencies and the public, maintains all offender records in the state.

- Office of Population Management (OPM) – ensures the efficient movement and housing of all adults in custody (AICs) in Oregon, out-of-state, in other jurisdictions, and supports AIC's with specialized needs like the transgender and intersex population.

- Correctional Case Management (CCM)—maintains high standards of evidence-based case management, placing institutional counselors at the center of collaborative and multi-disciplinary services, tailor-made for AICs based on individual risks, needs, and responsivity factors. Plans, coordinates, and manages the department's behavioral change programs and coordination of efforts to engage the friends, family and children of those incarcerated ensuring alignment with the goals of the Oregon Bill of Rights for Children of Incarcerated Parents.

- Programs and Services – administers statewide programs, services and supports for AICs and the public, including: Victim Services, Visiting Services and Volunteer Services. In addition, oversees the department's institution-based Legal and Library Services ensure all AICs are provided access to law library services, equipment and supplies to prepare and file legal documents with the courts and paroling authorities, as well as access to a variety of leisure reading materials available in the general libraries.

- Education and Training– provides a continuum of education services including Adult Basic Skills Development (Adult Basic Education (ABE), General Educational Development (GED), English as a Second Language (ESL) and college coursework as well as work-based education programs, and apprenticeship training opportunities to AICs living in ODOC facilities.

- Religious Services – provides a wide continuum of faith-based services including worship services, religious activities and religious studies. Provides pastoral counseling and connections to the community all of which serve in rehabilitation and meet

constitutional and legal mandates on free exercise of religion in prisons.

- Reentry and Release – provides education, planning, transition services, and release preparation services to AICs. This unit also collaborates closely with community partners and manages initiatives, projects, and other endeavors concerning successful transition from prison to the community.

2023-25 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$94,537,698		
Other Funds	$2,761,625		
Federal Funds	$0		
Total Funds	$97,299,323	269	266.34

2023-25 Governor's Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$81,634,838		
Other Funds	$2,761,625		
Federal Funds	$0		
Total Funds	$84,396,463	237	235.66

Oregon Corrections Enterprises

Oregon Corrections Enterprises (OCE) is a semi-independent state agency whose administrator reports to the Oregon Department of Corrections (ODOC) Director and is a member of ODOC's Executive Team. The two agencies' missions go together. Established in 1999 through the passage of Ballot Measure 68, OCE plays an important role in carrying out Ballot Measure 17, the constitutional mandate to engage adults in custody (AICs) in meaningful work or job-training programs. OCE does not receive government funds; instead, it is funded through sales of its services and products to the private and public sectors.

The mission of OCE, in partnership with ODOC, is to promote public safety by providing AICs with work and training opportunities in a self-sustaining organization. Working with ODOC, OCE seeks partnerships with other agencies and private organizations to provide work and training programs for AICs that mirror real-world job experiences. OCE work programs offered in eight of the 14 ODOC facilities currently include: metal, wood, and sign fabrication; commercial laundries; contact centers; garment manufacturing; embroidery; printing; mail fulfillment; graphic design; website remediation; and document scanning.

OCE plays an important role in implementing ODOC's Oregon Accountability Model. Through developing positive work ethics and job skills, OCE assists over 2,100 AICs annually in their transition to productive citizens who contribute to society and to their families. OCE is incorporated into ODOC's agency-wide scorecard and has created its own performance management system called TRAIN – Transparent Results to Advance Interactions and New Solutions. During the last two years with the impacts of COVID and commutations OCE has maintained the number of AICs assigned to OCE work assignments while the overall ODOC population has been decreasing.

Agency Initiatives & Accomplishments

The 21-23 biennium was a continuation of several important initiatives that began in the prior biennium and began several new initiatives. The following provides a highlight of several of these initiatives.

- **Employee Wellness –** In 2020 the Agency realigned resources to hire an Administrator of Wellness and Equity. This Administrator is building upon phase 1 and 2 of the wellness initiative and is focused on program and policy implementation that will result in measurable improvements to staff wellbeing. The Administrator is a member of the Agency Leadership Team, reports within the Human Resources structure, and is advised by the Agency Wellness Council. A network of Wellness Teams exists at most of our statewide worksites. The Administrator of Wellness and Equity and the Agency Council ensure alignment with the Governors Executive Order on State Agency Employee Wellness (17-01). The most recent Agency Wellness Plan was submitted in 2020.

  While much of the state workforce began working remotely in March of 2020, most of our workforce could not work remotely. DOC activated it's Agency Operation Command Center (AOC) at the beginning of the COVID-19 pandemic as part of the Incident Command Structure, and we are just now reducing AOC footprint as we work to understand safe corrections operations in an endemic disease model. During the last two years our agency has been hit with other crisis that tested operations, health and safety in unprecedented ways. During the unprecedented fires of 2020 we had to evacuate prisons in the Willamette Valley, causing enormous stress on both those in our custody and the employees responsible for their safety. We were then faced with the task of closing two of our prisons, displacing employees and creating additional stress in already uncertain times.

  The goals we laid out when submitting our plan in March of 2020 were not all accomplished. During of the pandemic we pivoted and invested in wellness in ways we wouldn't have otherwise. Employees carried the wellness mantel through our peer support teams and continuance of agency and local wellness team activities.

  Goals for 2020-2022:

  Goal 1: Rerun the 2016 Employee Survey in 2021
  Goal 2: Implement a Lactation Support Policy by 2021 that requires one accessible and positive lactation space at every location
  Goal 3: Four Correctional Facilities will complete an intensive Diabetes Prevention/Intervention Program
  Goal 4: All ODOC Facilities will have a positive employee breakroom that promotes employee restoration
  Goal 5: All ODOC 24-Hour Facilities will make measurable improvements in healthy food options at all hours
  Goal 6 All ODOC locations will have active and chartered wellness committees with representation on the Agency Wellness Council
  Goal 7: Develop and deliver to every ODOC a two-hour Trauma Informed Care training that focuses on staff self-regulation skills
  Goal 8: Reevaluate Agency Wellness Performance Measures to align with identified priorities

- **Electronic Health Records (EHR) Planning and Implementation** – DOC's work to procure an electronic health record (EHR) system remains vital to the future of healthcare within the organization. Through dedication and hard work, DOC has been able to continue the EHR project through COVID-19. DOC continues to work with its project management team, quality management services contractor, and other agency partners on the project. The EHR Project received approval by the OSCIO office for Stage Gate 1 in January 2017. ODOC received $1.5 million in the 2019-2021 biennial budget for the EHR project, and an additional $18.4 million for the 2021-2023 biennium. At this time, ODOC expects the current funding to be sufficient to implement the EHR system, although the project may need authorization to expend the funds beyond June 30, 2023. As outlined in the Business Case for the project, there are plans for a policy option package request for the 2023-2025 biennial budget for ongoing expenses for operations and maintenance.

  On December 10, 2021 we were approved for Stage Gate 2. The Request for Proposal (RFP) for an EHR was published to Oregon Buys on December 14, 2021. The RFP closed on Feb. 10, 2022 and the contract execution is expected in August 2022. In February 2022 we hired a consultant from North Highland to gather data related to change management risks and challenges. The consultant will support DOC in implementing the Change Management Adoption Plan, which will include a Communication Plan, a Sponsor Roadmap, a Coaching Plan, a Resistance Management Plan, and a Training Plan.

  The EHR project execution is anticipated to begin in August of 2022 with the project closeout by June of 2025.

- **Business Intelligence System Project –** In February 2019, the Data Reporting and Business Intelligence Analysis initiative began and was placed on the Destination 2026 Destination Strategy Map. The Phase 1 was completed in November 2019 and accomplished the following:
  - Assess end-user long-term data reporting and business intelligence needs
  - Determine best practices for data management and reporting
  - Identify potential solution options which might provide opportunities for:
    - Easy-to-use intuitive interfaces for end-users
    - Interactive dashboards and reporting which might be available within the DOC network, on the web, or on mobile devices
    - The ability to visually explore data sets of any size quickly and efficiently while providing business meaning
    - Addressing accuracy and data integrity concerns with the existing 20-year-old Corrections Management Information System (CMIS)
    - Retire the existing CMIS system and establish a new system the Research Unit and IT Services staff could support and maintain with limited and constrained resources

In early February 2021, building upon the work completed in Phase I, the **Business Intelligence System Project** started with a new project team. The new system would replace the existing CMIS and SAS systems and deliver many potential long-term benefits, including:

o Creating a modular and well-designed cloud-based system so business intelligence would become more accessible while keeping dynamic on-demand (ad hoc) capabilities.
o Reducing long-term costs of maintenance and support
o Increasing system uptime and confidence in the reliability of the data
o Using industry standard analytical tools will make system support much easier
o Ease of use for end-users to use interactive dashboards, basic data visuals, and scheduled reports
o Suite of analytical tools for Research Analysts to deliver meaningful business intelligence insights and develop scheduled reports

- **Employee Recruitment & Retention**

  DOC requires a long-term strategy for recruiting and retention of employees. With the ever increasing negative perception of public safety, coupled with the large number of retire eligible employees and a global workforce shortage, DOC is facing an employment crisis. In particular, security and health services positions have been impacted. This systemic problem has resulted in increased overtime (mandatory), which has a negative impact on employee wellness, and contributed to a negative impact on employee morale. Within the agency there have been pockets of good work to address the staffing, recruiting and retaining of employees. This project will be to pull all of this work together and develop a comprehensive strategy.

  Deliverables:
  - Establish CORE metrics
    o Qualitative measures around why people leave DOC
    o Reduce overtime hours
    o Recruitment ROI
    o Health Services on the job training
  - Decrease time to recruit security and nurse positions
  - Improve employee retention
  - Lower vacancy rate
  - Return to higher level/quality of health care
  - Positively impact employee morale

Criteria for 2019-21 Budget Development

The Oregon Department of Corrections (ODOC) mission echoes the Oregon Constitution in that the agency protects public safety, holds offenders accountable, both for their crimes and for their behavior within ODOC institutions, and allows for rehabilitation through programs and services. This combination ultimately contributes to successful reintegration back to society. Throughout the development and evolution of the agency's budget, the department has scrutinized expenditures and administrative costs to ensure it can focus on safety and service delivery to achieve the best possible public safety outcomes. Any budget reduction will result in a reduction of essential service programs.

ODOC's budget is caseload driven and has its basis in the Department of Administrative Services Office of Economic Analysis (OEA) prison population semi-annual forecasts. The COVID-19 pandemic has caused significant volatility in the last four ODOC AIC forecasts. Currently, that volatility results in an error of approximately 200 beds. The pandemic has caused a significant reduction in the number of AICs coming to ODOC custody and commutations have increased releases. So, ODOC has seen an 18 percent reduction in bed need. In 2022 and 2023, AIC intakes are expected to "normalize" and the population is expected to increase by approximately 600 beds. Those forecast increases will show in the October 2022 OEA forecast that will be the basis for the Governor's Balanced Budget, and the April 2023 forecast will inform the Legislatively Adopted Budget caseload for the agency. At this time, the forecast calls for that growth to end by the 2023-25 biennium and for minimal growth during that time.

By statute, Community Corrections must conduct a study every six years to determine actual costs of delivering services prescribed by SB 1145, which transferred responsibility for supervision of offenders with felony conviction sentences of 12 months or less to local counties. The outcome of the actual costs is included in the ARB.

The department continues to utilize the Oregon Accountability Model (OAM) as its business strategy. The principles upon which this model is based are listed in the Agency Strategic/Business Plan section above. In general, the department must hold adults in custody accountable for their behavior and reduce the risk of future criminal behavior when they return to the community. The components of the OAM provide a strategy to carry out the department's mission.

The department recognizes the need to maintain and improve its infrastructure and support functions to effectively support the growing organization. In addition, while not used in developing the budget, CORE (described above) has led to improved efficiencies and cost savings and has aided budget development.

The department also continues to work closely with the Legislature, the Criminal Justice Commission, and other public safety stakeholders to explore practices that can further improve the overall public safety system in Oregon.

Major Information Technology Projects/Initiatives

The Oregon Department of Corrections (ODOC) is putting forth six primary Information Technology related initiatives in the 2023-25 Agency Request Budget. Each of these has a Business Case submitted to the Office of State Chief Information Office. These initiatives are proposed in six separate Policy Option Packages:

- POP 204 – Electronic Health Records
- POP 205 – Staff Deployment System Replacement
- POP 206 – AIC Computer Network Expansion
- POP 209 – Accounting and Inventory System Replacement
- POP 224 – CIS Legacy Modernization Resources
- POP 225 – Computerized Maintenance Management System

Major budget issues for 2021-23

DOC has been plagued in the 2021-23 biennium by multiple budget drivers outside of the agencies control, including high inflation impacting food and utilities, staffing crisis causing high levels of overtime and contracted nurse use, unfunded collective bargaining, and high levels of DOJ need related to Habeas Corpus cases.

Major budget risks for 2023-25

DOC has some structural budget issues. These items are related to past reductions or budgetary issues that were never restored/funded with legislative or court requirements to continue providing the service, inflation issues that have not been funded, and unfunded mandates. Below is a list of those foundational packages.

- Food inflation
- Fuels & Utilities
- Clothing & Personal Supplies
- Habeas Corpus
- M365 Charges
- AIC Platform Ongoing Maintenance
- SCAAP Fund Shift
- Oregon Workers Training & Education Fund
- ARPA limitation Extension
- Gender Responsive Coordinator
- Cell Phone Bill

- Public Safety Policy Advisor

DOC also struggles with a staffing crisis that impacts staff wellness and drives large amounts of overtime. DOC is also impacted by the global supply shortage and staffing crisis in relationship to aging buildings that require regular maintenance and have significant deferred maintenance issues.

To balance the overall state budget a higher than normal vacancy savings reduction and inflation reductions were used. We could be facing additional risk as the agency continues to hire against vacant positions to reduce overtime needs. The inflation reduction will add to the foundational issues listed above.

Enabling Legislation:

DOC is seeking two legislative bills to implement the Governor's budget as detailed below.
1. SB 211: This legislation removes the sunset date and allow us to continue providing training for basic certification of correctional officers. DPSST will continue to conduct periodic audits of the training to ensure compliance.
2. HB 3275: Historically, the state only funded felony supervision. In recent years, certain misdemeanors have started being funded such as drug and domestic violence cases. Current law prohibits counties who opt out from returning responsibility for misdemeanor supervision to DOC. This bill cleans up that language and allows DOC to supervise ALL funded cases and not just the felonies if a county should elect to opt out.

COVID-19, Natural Disasters, and other Emergency Issues:

DOC has encountered a number of emergency issue over the past couple of years including COVID-19, Wildfires forcing institution evacuations, and winter storms. A number of these issues were eligible for FEMA reimbursement. Below is the detail of what we have applied to FEMA for related to reimbursements. Funds related to past biennium can not be applied to this biennium and will be reverted to the general fund, funds related to this biennium that don't arrive until after this biennium will also be reverted to the general fund.

OREGON DEPARTMENT OF CORRECTIONS
FEMA CLAIMS SINCE JULY 1, 2020
STATUS AS OF 02-24-2023

	SUBMITTED	ANTICIPATED REVENUE FOR CLAIMS SUBMITTED* EXPECTED REIMBURSEMENT	REVENUE TO REVERT TO DAS (PRIOR BIEN)	REVENUE FOR 21-23 BIEN - BUDGET OFFSET	ACTUAL REVENUES RECEIVED ON CLAIMS TO DATE REVENUE COLLECTED TO DATE	REVENUE TO REVERT TO DAS (PRIOR BIEN)	REVENUE FOR 21-23 BIEN - BUDGET OFFSET	OUTSTANDING REVENUES OWED FOR CLAIMS SUBMITTED REVENUE NOT YET COLLECTED	REVENUE TO REVERT TO DAS (PRIOR BIEN)	REVENUE FOR 21-23 BIEN - BUDGET OFFSET
2020 WILDLAND FIRE EVACUATIONS CLAIM (COMPLETED):										
Evacuation Costs	$ 955,674.84	$ 716,756.13		$ 716,756.13	$ 716,756.13		$ 716,756.13	$ -		
Administration of Claims	$ 47,783.75	$ 31,647.46	$ 30,340.62	$ 1,306.84	$ 31,647.46	$ 30,340.62	$ 1,306.84	$ -		
	$ 1,003,458.59	$ 748,403.59	$ 30,340.62	$ 718,062.97	$ 748,403.59	$ 30,340.62	$ 718,062.97	$ -	$ -	$ -
FEB 2021 ICE STORM CLAIMS (missing 15% reimbursement):										
Emergency Work	$ 108,908.65	$ 98,017.79	$ 98,017.79		$ 81,681.49	$ 81,681.49		$ 16,336.30	$ 16,336.30	
Debris Removal	$ 106,071.61	$ 95,550.31	$ 82,681.39	$ 12,868.92	$ 79,625.25	$ 68,901.15	$ 10,724.10	$ 15,925.06	$ 13,780.23	$ 2,144.82
Administration of Claims	$ 10,753.78	$ 10,753.78	$ 513.33	$ 10,240.45	$ 10,753.78	$ 513.33	$ 10,240.45	$ -		
	$ 225,734.04	$ 204,321.88	$ 181,212.51	$ 23,109.37	$ 172,060.52	$ 151,095.97	$ 20,964.55	$ 32,261.36	$ 30,116.53	$ 2,144.82
COVID SUBMITTED TO DATE (actuals):										
Vaccine Clinics	$ 7,836.33	$ 7,834.32	$ 7,834.32		$ 7,834.32	$ 7,834.32		$ -		
Outside Medical Costs 3/2020 thru 6/2022	$ 5,880,797.31	$ 5,880,797.31	$ 4,794,621.04	$ 1,086,176.27	$ 5,860,630.97	$ 4,794,621.04	$ 1,066,009.93	$ 20,166.34		$ 20,166.34
Force Account Labor & Equipment 3/2020 thru 6/2022	$ 2,458,470.04	$ 2,458,470.04	$ 2,055,742.66	$ 402,727.38				$ 2,458,470.04	$ 2,055,742.66	$ 402,727.38
PRAS 3/2020 thru 6/2022	$ 14,167.40	$ 14,167.40	$ 11,405.86	$ 2,761.54				$ 14,167.40	$ 11,405.86	$ 2,761.54
Services & Supplies 3/2020 thru 6/2022	$ 4,306,692.15	$ 4,306,692.15	$ 3,151,089.95	$ 1,155,602.20				$ 4,306,692.15	$ 3,151,089.95	$ 1,155,602.20
Items of questionable eligibility 3/2020 thru 12/2020	$ 113,537.47	$ 113,537.47	$ 113,537.47					$ 113,537.47	$ 113,537.47	
	$ 12,781,500.70	$ 12,781,500.70	$ 10,134,231.30	$ 2,647,267.39	$ 5,868,465.29	$ 4,802,455.36	$ 1,066,009.93	$ 6,913,033.40	$ 5,331,775.94	$ 1,581,257.46
COVID ACTUALS SUBMITTED TO DATE FOR 90% REIMBURSEMENT:										
Outside Medical Costs 7/2022 thru 9/2022	$ 99,529.35	$ 89,576.42		$ 89,576.42			$ -	$ 89,576.42		$ 89,576.42
Outside Medical Costs 10/2022 thru 12/2022	$ 18,125.11	$ 16,312.60		$ 16,312.60			$ -	$ 16,312.60		$ 16,312.60
Force Account Labor 7/2022 thru 9/2022	$ 91,991.28	$ 82,871.95		$ 82,871.95			$ -	$ 82,871.95		$ 82,871.95
PRAS 07/2022 thru 12/2022	$ 2,963.16	$ 2,666.84		$ 2,666.84			$ -	$ 2,666.84		$ 2,666.84
	$ 212,608.90	$ 191,427.81	$ -	$ 191,427.81	$ -	$ -	$ -	$ 191,427.81	$ -	$ 191,427.81
TOTAL FOR REIMBURSEMENT @ BOTH 100% & 90% REIMBURSEMENT	$ 14,223,302.23	$ 13,925,653.98	$ 10,345,784.43	$ 3,579,867.54	$ 6,788,929.40	$ 4,983,891.95	$ 1,805,037.45	$ 7,136,722.57	$ 5,361,892.47	$ 1,774,830.09
COVID TO BE SUBMITTED for 90% reimbursement rate:										
Outside Medical Costs 01/2023 thru 05/11/2023	TBD									
Force Account Labor & Equipment 10/2022 thru 5/11/2023	TBD									
Services & Supplies 07/2022 thru 05/11/2023	TBD									
PRAS 01/2023 thru 05/11/2023										

2023-25 Governor's Budget Build:

	General Fund	Other Funds	Federal Funds	Total Funds		Positions	FTE
2023-25 Governor's Budget Build							
2023-25 Current Service Level							
	$ 2,127,692,664	$ 44,951,455	$ 5,171,280	$ 2,177,815,399		4,760	4,702.36
Pkg 070: Elimination of SCAAP Funding							
	$ -	$ -	$ (4,871,280)	$ (4,871,280)		-	-
Pkg 090: Elimination of Health Services Above Standard Inflation							
	$ (2,470,537)	$ -	$ -	$ (2,470,537)		-	-
Pkg 091: Vacancy Savings Increase							
	$ (99,414,798)	$ -	$ -	$ (99,414,798)		-	-
Pkg 092: Statewide DOJ Adjustments							
	$ (294,258)	$ (620)	$ -	$ (294,878)		-	-
Pkg 093: Statewide DAS Charge Adjustments							
	$ 1,637,985	$ -	$ -	$ 1,637,985		-	-
Pkg 110: ARPA Limitation Extension							
	$ 39,205,052	$ -	$ -	$ 39,205,052		-	-
Pkg 204: Electronic Health Records							
	$ 5,896,997	$ -	$ -	$ 5,896,997		9	9.00
Pkg 207: Deferred Maintenance & Capital Renewal							
	$ -	$ 70,695,000	$ -	$ 70,695,000		-	-
Pkg 210: Substance Use Disorder							
	$ 8,713,552	$ -	$ -	$ 8,713,552		33	33.00
Pkg 214: Cameras							
	$ 2,129,855	$ 8,615,000	$ -	$ 10,744,855		-	-
Pkg 223: Pharmacy Structure							
	$ -	$ -	$ -	$ -		4	4.00
Pkg 226: Wireless Communication System							
	$ 1,949,376	$ 13,070,000	$ -	$ 15,019,376		-	-
Pgk 228: Transport Headquarters							
	$ 563,444	$ 7,265,000	$ -	$ 7,828,444		-	-
2023-25 Package Totals							
	$ (81,288,384)	$ 138,849,432	$ (4,871,280)	$ 52,689,768		46	46.00
2023-25 Governor's Budget							
	$ 2,046,404,280	$ 183,800,887	$ 300,000	$ 2,230,505,167		4,806	4,748.36

Department of Corrections (DOC)

2023 - 2025 Biennium

				Detail of Reductions to 2023-25 Current Service Level Budget											
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)		**Agency**	**SCR or Activity Initials**	**Program Unit/Activity Description**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**Used in Gov. Budget Yes / No**	**Impact of Reduction on Services and Outcomes**
Dept	**Prgm/ Div**														
DOC	All	29100	SCR003, 004,	5% Reduction of GF	100,578,516						$ 100,578,516	593	294.47	N/A	To achieve approximately a 5% reduction we would need to close Oregon State Penitentary July 1, 2024. This would require laying off all staff and releasing all AICs from the institution. Releasing approximately 1,800 AICs into the community and eliminating 593 jobs in the community.
DOC	All	29100	SCR003, 004,	10% Reduction of GF	100,578,516						$ 100,578,516		294.47	N/A	The total savings of this reduciton includes the above reduciton to meet the aproximately 10% reduction target. To achieve approximately a 10% reduction we would need to close Oregon State Penitentary July 1, 2023. This would require laying off all staff and releasing all AICs from the institution. Releasing approximately 1,800 AICs into the community and eliminating 593 jobs in the community.
DOC	All	29100	SCR003, 004,	15% Reduction of GF	115,963,537						$ 115,963,537	426	422.99	N/A	The total savings of this reduciton includes the above reduciton to meet the 15% reduction target. To achieve the final 5% of a 15% reduction we would need to close Eastern Oregon Correctional Institution Novement 1, 2023. This would require laying off all staff and releasing all AICs from the institution. Releasing approximately 1,400 AICs into the community and eliminating 426 jobs in the community.
											$ -				
DOC	Com Co	29100	SCR009	5% Reduction of CFA			259,862				$ 259,862	0	0.00	N/A	These reductions would result in reductions to investments in county A&D treatment programming and/or juvenile and adult correctional programs as well as dollars used for the operation of juvenile and adult correctional facilities.
DOC	Com Co	29100	SCR009	10% Reduction of CFA			259,862				$ 259,862	0	0.00	N/A	To acheive a 10% reduction would require this cut as well as the above cut. These reductions would result in reductions to investments in county A&D treatment programming and/or juvenile and adult correctional programs as well as dollars used for the operation of juvenile and adult correctional facilities.

Department of Corrections (DOC)

2023 - 2025 Biennium

				Detail of Reductions to 2023-25 Current Service Level Budget											
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)		Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes
Dept	Prgm/ Div														
DOC	Com Co	29100	SCR009	15% Reduction of CFA			259,862				$ 259,862	0	0.00	N/A	To achieve a 15% reducitoin would require this cut as well as the above cuts. These reductions would result in reductions to investments in county A&D treatment programming and/or juvenile and adult correctional programs as well as dollars used for the operation of juvenile and adult correctional facilities.
											$ -				
					317,120,569	-	779,586	-	-	-	$ 317,900,155	1,019	1,011.92		

Target Difference $ 317,900,155

Department of Corrections

Vacant Position Information

Agency Initial	SCR	DCR	Pos No	Position Class Comp	Position Title	Pos Type	GF Fund Split	LF Fund Split	OF Fund Split	FF Fund Split	FTE	2023-25 GF PS Total	2023-25 LF PS Total	2023-25 OF PS Total	2023-25 FF PS Total	2023-25 Total Bien PS BUDGET	Vacant Date	Position eliminated in GRB? Y/N	Reason for vacancy
DOC	011	011-03-01-00000	302001	0107	Administrative Specialist 1	PP	1	0	0	0	0.5	85,746				85,746	5/1/2019		Change Job
DOC	011	011-11-05-00000	9512170	0107	Administrative Specialist 1	PF	1	0	0	0	1	171,494				171,494	11/1/2021		Change Job
DOC	011	011-03-01-00000	122001	0107	Administrative Specialist 1	PF	1	0	0	0	1	171,715				171,715	3/1/2021		Change Job
DOC	011	011-03-01-00000	9702502	0107	Administrative Specialist 1	PF	1	0	0	0	1	171,494				171,494	6/30/2020		Termination
DOC	004	004-19-01-00000	9500005	0108	Administrative Specialist 2	PF	1	0	0	0	1	183,979				183,979	12/15/2021		Change Job
DOC	009	009-03-02-00000	1900021	0108	Administrative Specialist 2	PF	1	0	0	0	1	183,979				183,979			Create Position: Pending Budget Approval
DOC	009	009-03-01-00000	1700135	6787	Adult Parole/Probation Officer	PF	1	0	0	0	1	248,760				248,760	11/1/2021		Change Job
DOC	009	009-03-02-00000	315024	6787	Adult Parole/Probation Officer	PF	1	0	0	0	1	248,760				248,760	10/11/2021		Change Job
DOC	009	009-03-01-00000	514005	6787	Adult Parole/Probation Officer	PF	1	0	0	0	1	248,760				248,760	6/20/2019		Termination
DOC	009	009-03-01-00000	514012	6787	Adult Parole/Probation Officer	PF	1	0	0	0	1	248,760				248,760	11/15/2019		Termination
DOC	010	010-05-57-00000	8700518	7065	Behavioral Health (ODOC) Manager 1	PF	1	0	0	0	1	287,597				287,597	8/1/2021		Change Job
DOC	010	010-01-55-00000	1900308	6128	Certified Medication Aide	PP	1	0	0	0	0.16	26,756				26,756			Create Position: Pending Budget Approval
DOC	003	003-60-60-00000	8900087	6776	Correctional Corporal	PF	1	0	0	0	1	201,966				201,966	7/18/2021		Change Job
DOC	003	003-60-60-00000	6000719	6776	Correctional Corporal	PF	1	0	0	0	1	201,966				201,966	7/25/2021		Change Job
DOC	003	003-60-60-00000	6000721	6776	Correctional Corporal	PF	1	0	0	0	1	201,966				201,966	7/25/2021		Change Job
DOC	004	004-19-05-00000	700653	1519	Correctional Hearings Officer	PF	1	0	0	0	1	258,602				258,602	6/30/2020		Termination
DOC	003	003-60-60-00000	9700803	6775	Correctional Officer	PF	1	0	0	0	1	194,954				194,954	9/12/2021		Change Job
DOC	003	003-45-60-00000	1900117	6775	Correctional Officer	PF	1	0	0	0	1	194,954				194,954	5/17/2021		Termination
DOC	003	003-60-60-00000	8900045	6775	Correctional Officer	PF	1	0	0	0	1	194,954				194,954	11/27/2021		Termination
DOC	003	003-22-60-00000	8900802	6775	Correctional Officer	PF	1	0	0	0	1	194,954				194,954	2/7/2021		Change Job
DOC	003	003-60-60-00000	8700003	6775	Correctional Officer	PF	1	0	0	0	1	194,954				194,954	12/5/2021		Termination
DOC	003	003-35-17-00000	500202	6775	Correctional Officer	PF	0	0	1	0	1			194,954		194,954	10/24/2020		Change Job
DOC	003	003-60-60-00000	2100488	6775	Correctional Officer	PF	1	0	0	0	1	194,954				194,954			Create Position: Pending Budget Approval
DOC	003	003-60-60-00000	2100487	6775	Correctional Officer	PF	1	0	0	0	1	194,954				194,954			Create Position: Pending Budget Approval
DOC	003	003-60-60-00000	2100489	6775	Correctional Officer	PF	1	0	0	0	1	194,954				194,954			Create Position: Pending Budget Approval
DOC	003	003-45-60-00000	1900174	6775	Correctional Officer	PF	0	0	1	0	1			194,954		194,954			Create Position: Pending Budget Approval
DOC	003	003-45-60-00000	9902159	6777	Correctional Sergeant	PF	1	0	0	0	1	217,470				217,470	10/30/2021		Termination
DOC	010	010-01-55-00000	1900357	7514	Corrections Physician Specialist	PF	1	0	0	0	1	605,128				605,128			Create Position: Pending Budget Approval
DOC	010	010-01-40-00000	9512427	7514	Corrections Physician Specialist	PF	1	0	0	0	1	605,128				605,128	4/24/2020		Termination

Agency Initial	SCR	DCR	Pos No	Position Class Comp	Position Title	Pos Type	GF Fund Split	LF Fund Split	OF Fund Split	FF Fund Split	FTE	2023-25 GF PS Total	2023-25 LF PS Total	2023-25 OF PS Total	2023-25 FF PS Total	2023-25 Total Bien PS BUDGET	Vacant Date	Position eliminated in GRB? Y/N	Reason for vacancy
DOC	010	010-01-01-00000	9902440	7514	Corrections Physician Specialist	PF	1	0	0	0	1	605,128				605,128	12/3/2020		Change Job
DOC	010	010-02-80-00000	2100563	6394	Dental Assistant 2	PF	1	0	0	0	1	191,055				191,055			Create Position: Pending Budget Approval
DOC	010	010-02-01-00000	2100553	7510	Dentist	PF	1	0	0	0	1	519,033				519,033			Create Position: Pending Budget Approval
DOC	010	010-02-55-00000	500239	7510	Dentist	PF	1	0	0	0	1	519,033				519,033	12/31/2020		Termination
DOC	004	004-11-01-00000	2100353	5237	Department of Corrections Inspector 1	PF	0	0	1	0	1			198,224		198,224			Create Position: Pending Budget Approval
DOC	004	004-19-02-00000	900282	5238	Department of Corrections Inspector 2	PF	1	0	0	0	1	239,137				239,137	7/1/2020		Change Job
DOC	004	004-19-02-00000	7108031	5238	Department of Corrections Inspector 2	PF	1	0	0	0	1	239,137				239,137	7/1/2020		Change Job
DOC	004	004-19-02-00000	8913128	5238	Department of Corrections Inspector 2	PF	1	0	0	0	1	239,137				239,137	7/1/2020		Change Job
DOC	011	011-10-01-00000	8900322	0118	Executive Support Specialist 1	PF	1	0	0	0	1	171,494				171,494	12/1/2021		Change Job
DOC	003	003-65-60-00000	700265	0118	Executive Support Specialist 1	PF	1	0	0	0	1	171,494				171,494	10/15/2021		Termination
DOC	003	003-55-03-00000	8913001	0118	Executive Support Specialist 1	PF	1	0	0	0	1	171,494				171,494	10/1/2019		Change Job
DOC	003	003-55-08-00000	100439	4033	Facility Energy Technician 2	PF	1	0	0	0	1	205,205				205,205	3/28/2019		Termination
DOC	003	003-65-08-00000	700324	4034	Facility Energy Technician 3	PF	1	0	0	0	1	239,137				239,137	7/14/2020		End Additional Job
DOC	010	010-01-80-00000	9500187	7863	Health Care Services (ODOC) Manager 3	PF	1	0	0	0	1	257,627				257,627	11/1/2021		Change Job
DOC	010	010-01-55-00000	9912064	7863	Health Care Services (ODOC) Manager 3	PF	1	0	0	0	1	257,627				257,627	11/1/2021		Change Job
DOC	010	010-01-55-00000	8911012	6138	Health Services Technician	PF	1	0	0	0	1	191,055				191,055	12/30/2019		Change Job
DOC	010	010-01-55-00000	100097	6138	Health Services Technician	PF	1	0	0	0	1	191,055				191,055	10/11/2020		Termination
DOC	010	010-01-58-00000	500017	6214	Institution Registered Nurse	PF	1	0	0	0	1	283,855				283,855	11/15/2021		Termination
DOC	010	010-01-60-00000	2100556	6214	Institution Registered Nurse	PF	1	0	0	0	1	283,855				283,855			Create Position: Pending Budget Approval
DOC	010	010-01-60-00000	6000650	6214	Institution Registered Nurse	PF	1	0	0	0	1	283,855				283,855	11/10/2021		Termination
DOC	010	010-01-55-00000	2100558	6214	Institution Registered Nurse	PF	1	0	0	0	1	283,855				283,855			Create Position: Pending Budget Approval
DOC	010	010-01-55-00000	100111	6214	Institution Registered Nurse	PF	1	0	0	0	1	283,855				283,855	11/11/2021		Termination
DOC	010	010-01-60-00000	2100555	6214	Institution Registered Nurse	PF	1	0	0	0	1	283,855				283,855			Create Position: Pending Budget Approval
DOC	010	010-01-60-00000	2100557	6214	Institution Registered Nurse	PF	1	0	0	0	1	283,855				283,855			Create Position: Pending Budget Approval
DOC	010	010-01-55-00000	2100559	6214	Institution Registered Nurse	PF	1	0	0	0	1	283,855				283,855			Create Position: Pending Budget Approval
DOC	010	010-01-55-00000	1100494	6214	Institution Registered Nurse	PF	1	0	0	0	1	283,855				283,855	12/10/2021		Termination

Agency Initial	SCR	DCR	Pos No	Position Class Comp	Position Title	Pos Type	GF Fund Split	LF Fund Split	OF Fund Split	FF Fund Split	FTE	2023-25 GF PS Total	2023-25 LF PS Total	2023-25 OF PS Total	2023-25 FF PS Total	2023-25 Total Bien PS BUDGET	Vacant Date	Position eliminated in GRB? Y/N	Reason for vacancy
DOC	010	010-01-65-00000	1100500	6214	Institution Registered Nurse	PF	1	0	0	0	1	283,855				283,855	7/11/2021		Termination
DOC	010	010-01-55-00000	300958	6214	Institution Registered Nurse	PF	1	0	0	0	1	283,855				283,855	12/1/2021		Termination
DOC	010	010-01-45-00000	9902445	6214	Institution Registered Nurse	PP	1	0	0	0	0.8	228,432				228,432	11/5/2021		Termination
DOC	010	010-01-55-00000	100123	6214	Institution Registered Nurse	PF	1	0	0	0	1	283,855				283,855	7/15/2021		Termination
DOC	010	010-01-45-00000	2100548	6214	Institution Registered Nurse	PF	1	0	0	0	1	283,855				283,855			Create Position: Pending Budget Approval
DOC	010	010-01-30-00000	8700514	6241	Nurse Manager	PF	1	0	0	0	1	331,026				331,026	10/19/2021		Change Job
DOC	010	010-01-58-00000	9512433	6255	Nurse Practitioner	PF	1	0	0	0	1	330,271				330,271	7/29/2021		Termination
DOC	010	010-01-60-00000	9512432	6255	Nurse Practitioner	PF	1	0	0	0	1	330,271				330,271	9/10/2020		Termination
DOC	011	011-11-05-00000	8911100	0103	Office Specialist 1	PF	1	0	0	0	1	142,500				142,500	1/4/2021		Change Job
DOC	006	006-04-01-00000	8904009	0103	Office Specialist 1	PF	1	0	0	0	1	142,500				142,500	8/23/2021		Change Job
DOC	006	006-04-01-00000	9900079	0104	Office Specialist 2	PF	1	0	0	0	1	160,236				160,236	11/15/2019		Termination
DOC	011	011-11-04-00000	500220	0104	Office Specialist 2	PF	1	0	0	0	1	160,236				160,236	7/31/2021		Termination
DOC	011	011-06-01-00000	100129	0104	Office Specialist 2	PF	1	0	0	0	1	160,236				160,236	12/9/2019		Change Job
DOC	010	010-01-30-00000	2008	0104	Office Specialist 2	PF	1	0	0	0	1	160,644				160,644	12/12/2019		Termination
DOC	003	003-65-01-00000	700257	0104	Office Specialist 2	PF	1	0	0	0	1	160,236				160,236	11/1/2021		Change Job
DOC	010	010-01-01-00000	2100554	0104	Office Specialist 2	PF	1	0	0	0	1	160,236				160,236			Create Position: Pending Budget Approval
DOC	011	011-11-05-00000	100414	0104	Office Specialist 2	PF	1	0	0	0	1	160,236				160,236	8/2/2021		Change Job
DOC	011	011-01-01-00000	1900411	0871	Operations & Policy Analyst 2	PF	1	0	0	0	1	248,697				248,697	3/1/2020		Change Job
DOC	010	010-08-01-00000	700196	6385	Pharmacy Clerk/Pharmacy Technician 1	PP	1	0	0	0	0.34	51,278				51,278	8/6/2021		Change Job
DOC	010	010-08-01-00000	9702524	6386	Pharmacy Technician 2	PF	1	0	0	0	1	155,047				155,047	12/7/2021		Termination
DOC	004	004-16-08-00000	9500361	0437	Procurement & Contract Specialist 2	PF	1	0	0	0	1	248,697				248,697	7/1/2021		Change Job
DOC	010	010-01-55-00000	100108	6348	Radiologic Technologist	PF	1	0	0	0	1	183,979				183,979	10/31/2021		Termination
											-								
Total						**Pos**	**GF**	**LF**	**OF**	**FF**	**FTE**	**GF**	**LF**	**OF**	**FF**	**AF**			
						77	**74**	**0**	**3**	**0**	**74.80**	**17,742,379**	**0**	**588,132**	**0**	**18,330,511**			

Corrections, Department of

Annual Performance Progress Report

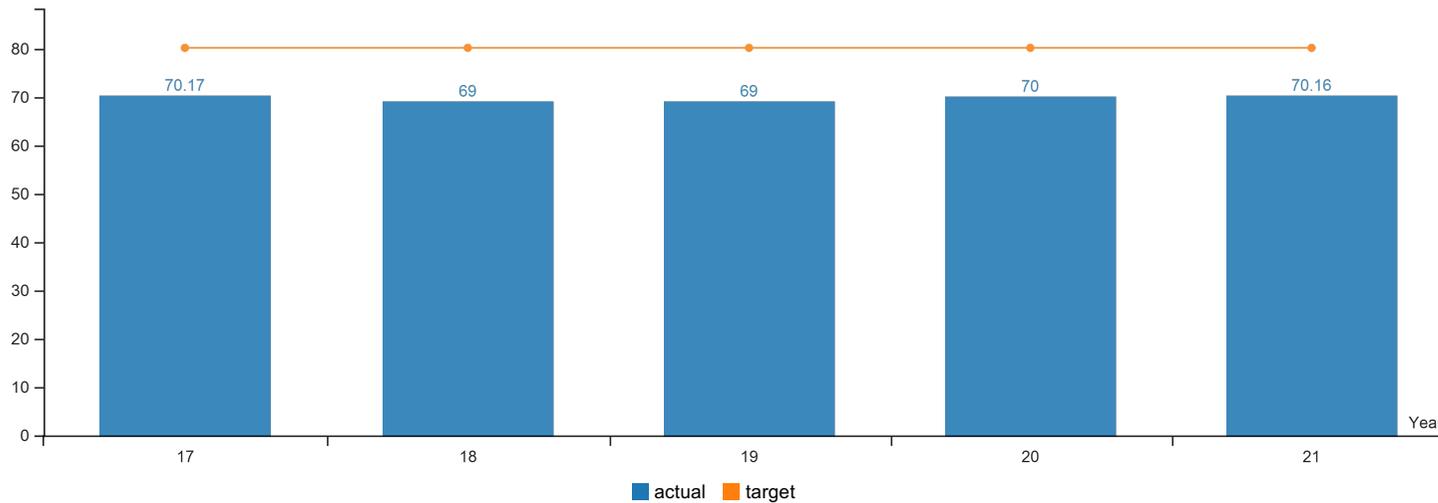Reporting Year 2021

Published: 9/17/2021 8:39:08 AM

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	Successful Completion of Treatment, Education, and/or Cognitive Programming - 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	Recidivism - Percent of offenders: 1. Arrested for a new crime within 3 years of release from a facility to parole/post-prison supervision; 2. Convicted of a new misdemeanor or felony within 3 years of release from a facility to parole/post-prison supervision; AND 3. Incarcerated for a new felony within 3 years of release from a facility to parole/post-prison supervision
4	Staff Assaults - The number of Class 1 assaults on individual staff per year.
5	Walk-a-Ways - The number of Adult in Custody (AIC) walk-a-ways from outside work crews per year.
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	Adult in Custody (AIC) Misconducts - The number of Adults in Custody (AIC) sanctioned for level 1 misconducts, including Violations Not Responsible (VNR)
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	Leave Programs - The percentage of Adults in Custody (AIC) who complete transitional leave and non-prison leave (AIP)
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	OSHA Recordable Rate - Average number of OSHA recordable injuries per 100 employees who work a whole year.
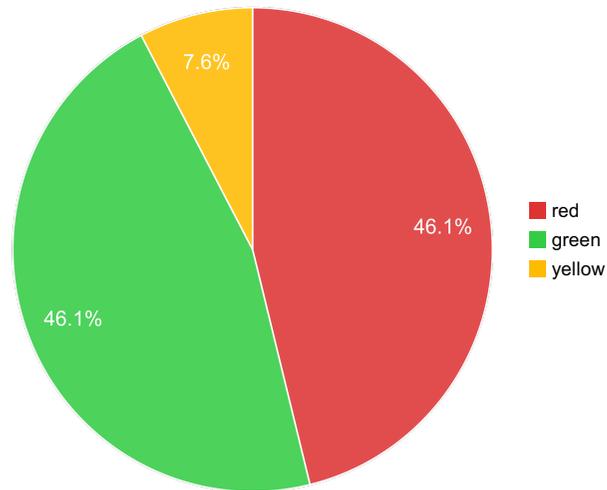
Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	46.15%	7.69%	46.15%

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	2017	2018	2019	2020	2021
Compliance with M17					
Actual	70.17%	69%	69%	70%	70.16%
Target	80%	80%	80%	80%	80%

How Are We Doing

The Department did not meet the target for this reporting period. The percentage of Ballot Measure 17 compliant adults in custody (AICs) increased slightly to 70.16% in 2020-2021. Although not meeting the full 40-hour requirement for compliance, a majority of AICs have engaged in some type of work/education activity. It remains difficult to reach the target for a variety of reasons compounded by COVID -19 quarantines, wildfire evacuations, and commutations. To work on an outside work crew, AICs 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 AIC'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, laundry, manufacturing, and call centers are examples of work counting toward the 40 hour requirement. Qualified programs like education and treatment for alcohol and drug addictions take priority over work program assignments and create conflicts with scheduling. The average AIC population decreased through the year, while the number of compliant AICs remained steady. Impacts from COVID related quarantines, work program suspensions through OCE, and evacuations due to wildfires impact these numbers. However, the number of AIC jobs needed to support institution operations remained relatively unchanged. Limited funding for programs and staff support will not allow us to reach all those in need. Outside work crews are limited by the amount of funding public entities have available to finance those activities, coupled with commutations and continued restrictions barring sex offenders from outside work crews reduces the number of AIC available for these crews. OCE continues to work on expansion of work opportunities offered, yet continues to struggle to fund overtime salaries for correctional officer staffing to support expansion efforts. Despite the difficulties, OCE averaged just over 1,400 AIC participating in its programs, a number similar to the previous reporting period. While the Department and OCE add positions every year, fluctuation in the AIC population inhibits the Department's ability to increase the percentage assigned to qualifying assignments.

The Department will continue to evaluate future job market trends and offer work and programming opportunities to provide the skills necessary for AICs to obtain employment in industries where there is projected growth for job openings. Staff will continue to develop community relationships and innovative ways of supplying work crews for the needs of local communities (e.g., host agency crews, etc.) in support of Ballot Measure 17. The Department has initiated teams to evaluate and identify the root causes of compliance issues at local institutions and will use its findings to identify additional opportunities for improvement within current programs. Oregon Corrections Enterprises continues to expand its Business Strategy Team through its Advisory Council to work with business and community leaders. Their goal is to establish new work opportunities as well as grow Ballot Measure 17 compliant work programs across the state.

KPM #2	Successful Completion of Treatment, Education, and/or Cognitive Programming - 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
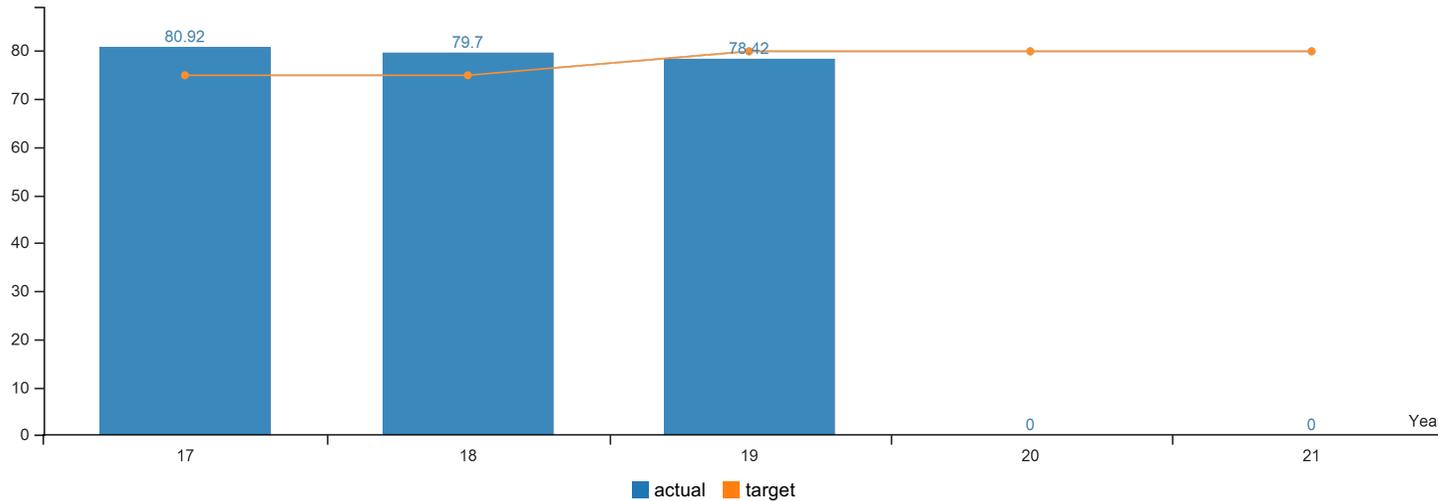
Report Year	2017	2018	2019	2020	2021
High & Medium Risk Inmates That Receive Prioritized Corrections Plan Program					
Actual	80.92%	79.70%	78.42%		
Target	75%	75%	80%	80%	80%

How Are We Doing

While DOC believes it was successful in pivoting and finding ways to overcome barriers, the impacts of COVID-19 operational restrictions and the 2020 wildfire evacuations each had a significant impact on this measure. In addition, in the past this measure has been based on a consistent, single pool of the releasing population that was defined based on their risk to recidivate (Automated Criminal Risk Score [ACRS]). However, based on legislation recognizing substance use disorder (SUD) as a chronic disease, DOC Health Services has moved closer to a chronic disease model for SUD treatment program eligibility, which does not include the risk to recidivate as an eligibility factor. Therefore, there is no longer a constant population pool from which to calculate this three-part measure because it is currently based on releasing AICs with a medium- to high-risk to recidivate.

This makes it impossible for DOC to report out on this measure as currently structured. We intend to submit a request to the Legislature to request modification of this measure. We believe this will provide more meaningful data from which to base future business decisions.

Factors Affecting Results

- The COVID-19 pandemic has had significant impacts on this measure. Many programs were initially paused to prevent the possible spread of the disease between contractors providing services and the adults in custody (AICs). When programs were allowed to resume, in-person class sizes were restricted by CDC guidelines for indoor group sizes and social distancing requirements. In addition, DOC's attempts to isolate institutions to prevent the spread of COVID-19 also hindered our ability to relocate AICs to institutions with treatment programs.
- The 2020 wildfire evacuations disrupted programming, which affected AICs' ability to successfully complete programs they had begun.

As mentioned previously, DOC worked continuously with its contractors to find ways to safely continue programming in modified formats, class sizes, etc.; but the cumulative impacts of COVID-19 and

wildfire evacuations had significant impacts on program completions. In addition, due to programmatic changes, DOC can no longer accurately pull the data for this measure as currently defined; and we will be requesting permission from the Legislature to revise KPM #2 to reflect current program eligibility criteria.

KPM #3	Recidivism - Percent of offenders: 1. Arrested for a new crime within 3 years of release from a facility to parole/post-prison supervision; 2. Convicted of a new misdemeanor or felony within 3 years of release from a facility to parole/post-prison supervision; AND 3. Incarcerated for a new felony within 3 years of release from a facility to parole/post-prison supervision
	Data Collection Period: Jan 01 - Dec 31
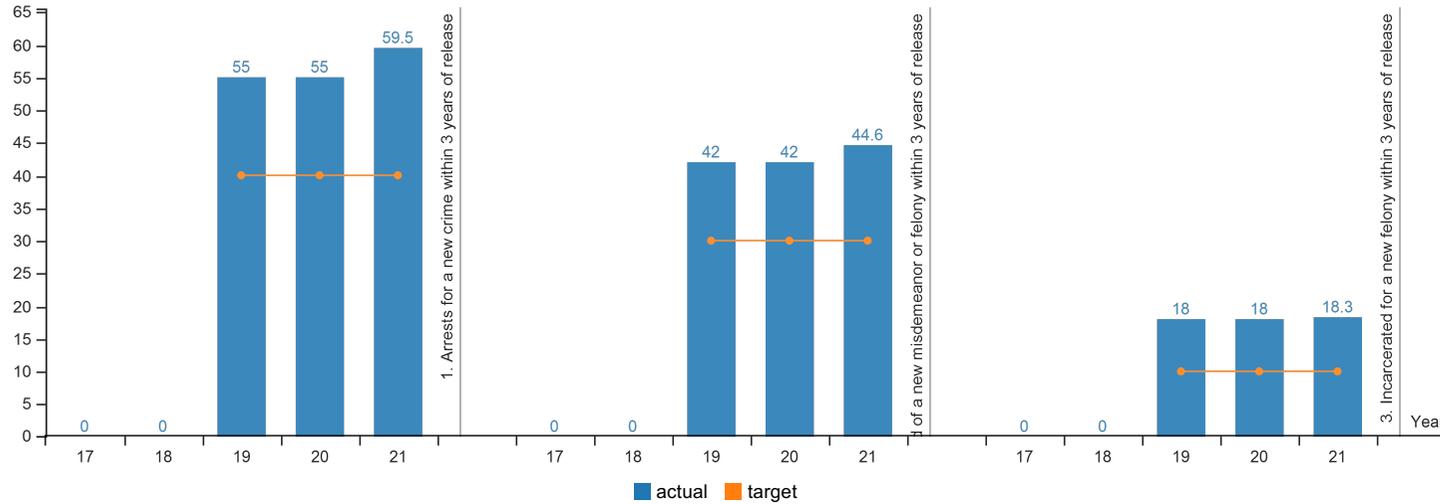
Report Year	2017	2018	2019	2020	2021
1. Arrests for a new crime within 3 years of release					
Actual			55%	55%	59.50%
Target			40%	40%	40%
2. Convicted of a new misdemeanor or felony within 3 years of release					
Actual			42%	42%	44.60%
Target			30%	30%	30%
3. Incarcerated for a new felony within 3 years of release					
Actual			18%	18%	18.30%
Target			10%	10%	10%

How Are We Doing

Since the passage of HB 3194 (2013), which significantly expanded Oregon's recidivism definition, the rates of those arrested for a new crime within 3 years of release; those convicted of a new crime; and those incarcerated for a new felony have increased slightly. These exceed the target rates for each measure. Please note that during this data collection period, the Criminal Justice Commission (CJC) has corrected the definition of the Parole/PPS cohort to include those released from incarceration onto leave status.

Factors Affecting Results

The Department and county community corrections agencies put considerable effort into assessing AICs and developing a comprehensive corrections plan that will address identified risks and needs. This includes use of the Level of Service/Case Management Inventory (LS/CMI), a measure of risk and need factors, as well as a fully functional case management tool. In addition, in recent years the department and county community corrections agencies have begun using the Women's Risk Need Assessment (WRNA) tool which targets identification of risks and needs correlated with 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 continue to work collaboratively with the department to enhance the effective and efficient transition of AICs from prison to our communities. Such efforts are centered on a

commitment to implement and enhance evidence-based practices throughout Oregon's criminal justice system.

The department continues to target interventions and resources on those at highest risk to commit new crimes as well as focus on the preparation and transition of AICs back into the community with the goal of reducing future criminal behavior. However, it is recognized that in addition to our efforts, there are many factors impacting recidivism, to include individual local county practices.

KPM #4	Staff Assaults - The number of Class 1 assaults on individual staff per year.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = negative result
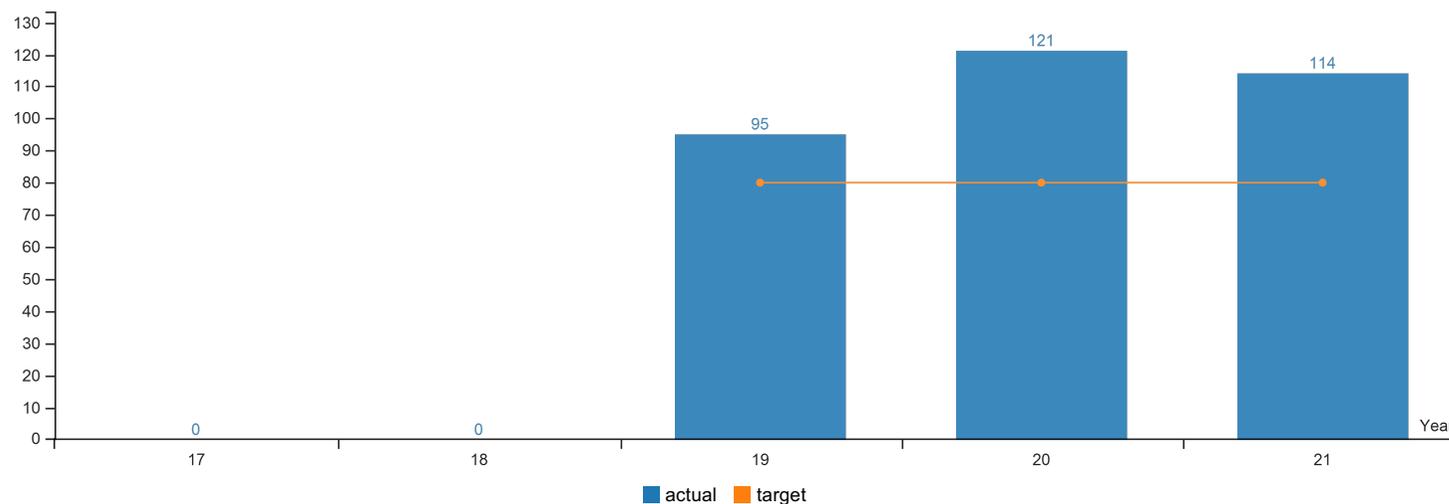
Report Year	2017	2018	2019	2020	2021
Staff Assaults					
Actual			95	121	114
Target			80	80	80

How Are We Doing

 A careful review of each incident determined that in 27 separate incidents, staff assaults were mischaracterized or were duplicated entries. In the mischaracterized incidents, the assaults should have been designated as class 2 Staff Assaults. The reason for this large discrepancy is a training issue. In order to be considered a class 1 Staff Assault, the assault has to either involve a body fluid being caused to come into contact with staff, or, in the case of a physical assault, the staff must suffer physical injury, which is defined as "impairment of physical condition or substantial pain." In the miscategorized reports, there was no report of physical impairment or substantial pain. When these incidents are eliminated from the count, the actual number of class 1 Staff Assaults was 76, which is under our target. Of these 76 staff assaulted, 43 were physical assaults (24 of which had injuries requiring treatment at local the local ER), 24 involved body fluids where no exposure to mucous membrane occurred, and 9 involved body fluids where exposure to mucous membrane occurred.

While one staff assault involved a homemade knife and caused significant, life threatening injuries, most staff assaults resulted in minimal injuries to staff involved. When properly categorized, we are within our target numbers. Body fluid assaults are difficult to manage as they often involve mental health AICs and there is a difficult balance between limiting the ability of AIC's to have access to assault staff with body fluids and meeting the needs of the mental health treatment and ensuring isolation is minimized.

Factors Affecting Results

All but 17 of the assaults occurred in a Special Housing Unit and mental health issues was a major contributing factor. Will work with Institution management staff to ensure the proper assessment of staff assaults to ensure they are categorized correctly in the future.

KPM #5	Walk-a-Ways - The number of Adult in Custody (AIC) walk-a-ways from outside work crews per year.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = negative result
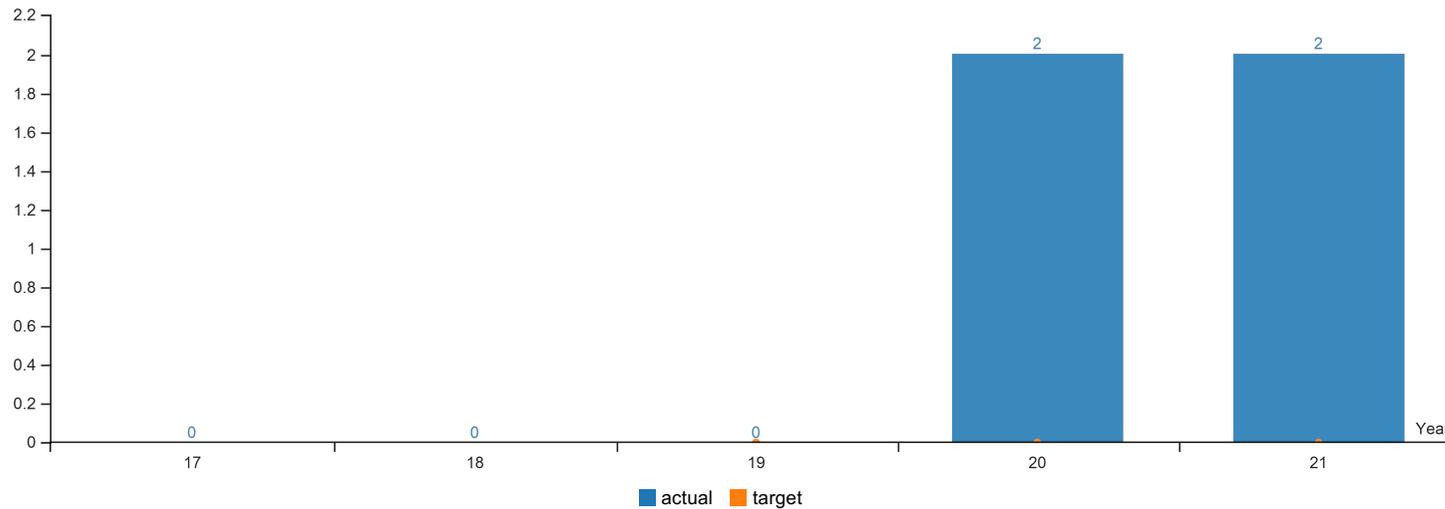
Report Year	2017	2018	2019	2020	2021
Walk-a-Ways					
Actual			0	2	2
Target			0	0	0

How Are We Doing

ODOC realizes the importance 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 adults in custody 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. There were no indicators in either Walk Away that would have caused staff to anticipate an incident. ODOC had 2 AICs walk away from a work crew during our reporting period. ODOC reviews each case to determine causal factors and applies corrective measures to assist in preventing future walk aways. The department continues to refine our classification tool to ensure adults in custody are correctly classified and are appropriate for minimum custody institutions.

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
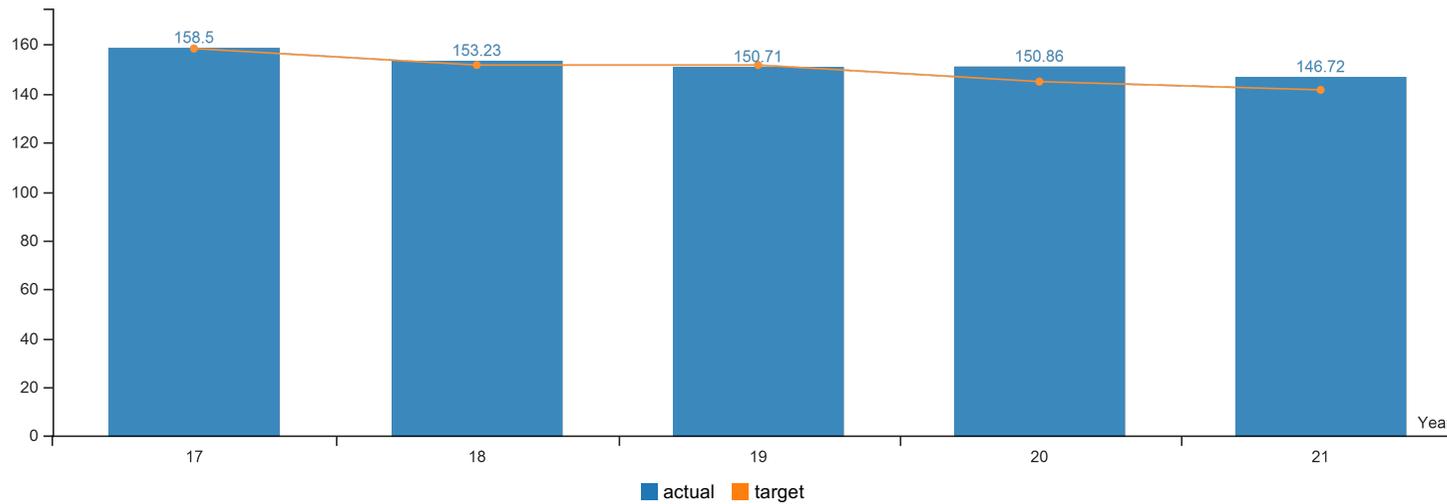
Report Year	2017	2018	2019	2020	2021
Reduce all Energy Usage					
Actual	158.50	153.23	150.71	150.86	146.72
Target	158.22	151.49	151.49	144.76	141.39

How Are We Doing

ODOC is at 11.4% energy reduction towards the 20% goal (compared to 2013 baseline year).

Factors Affecting Results

There are five sites meeting current target goals since baseline year. Almost all buildings have made a positive reduction in energy since Baseline year even though they may not be meeting our target goal. Climate changes in weather (compared to 30-year average weather conditions) and the Covid-19 pandemic continue to impact energy usage. Our agency continues to work on improving education and awareness for employees and Adults in Custody engagement around behavior practices that effect energy usage. ODOC did not have Sustainability Manager/Coordinator actively working for several months of this fiscal year due to the previous Manager working with the Agency Operations Center (AOC) and then moving on to a different job and the person currently in this position is still learning the job.

KPM #7	Adult in Custody (AIC) Misconducts - The number of Adults in Custody (AIC) sanctioned for level 1 misconducts, including Violations Not Responsible (VNR)
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = negative result
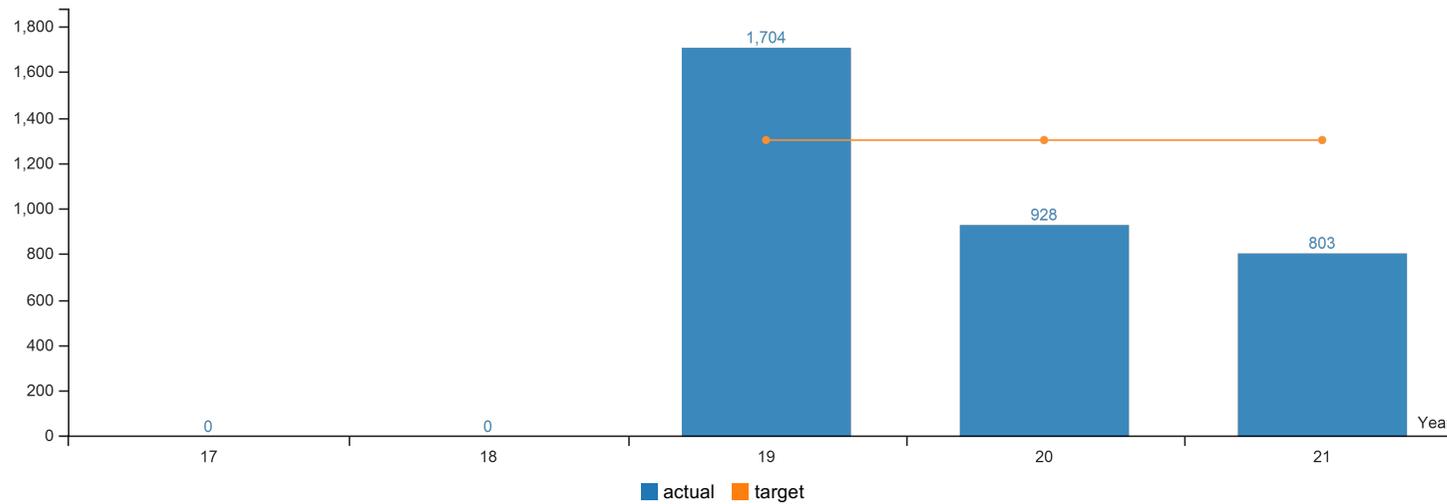
Report Year	2017	2018	2019	2020	2021
Adult in Custody (AIC) Misconducts					
Actual			1,704	928	803
Target			1,300	1,300	1,300

How Are We Doing

ODOC realized a significant decrease in AIC misconducts for the 2021 reporting period. There were 125 fewer misconducts issued during the reporting period compared to the previous year. This is a two-year trend that saw a reduction of 901 misconducts from the 2019 reporting period. This is a reduction of 52.88% over two years.

Factors Affecting Results

The DOC has invested significant energy into the Oregon Way and a focus on managing AIC behavior through lower levels of accountability including the use of short-term cell-ins, more teaching and better role modeling. We are pleased and proud of the work we have done in reducing this key performance measure. The DOC continues to see a significant value in better, pro-social interactions with AICs which help shape their behavior without the use of formal discipline.

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
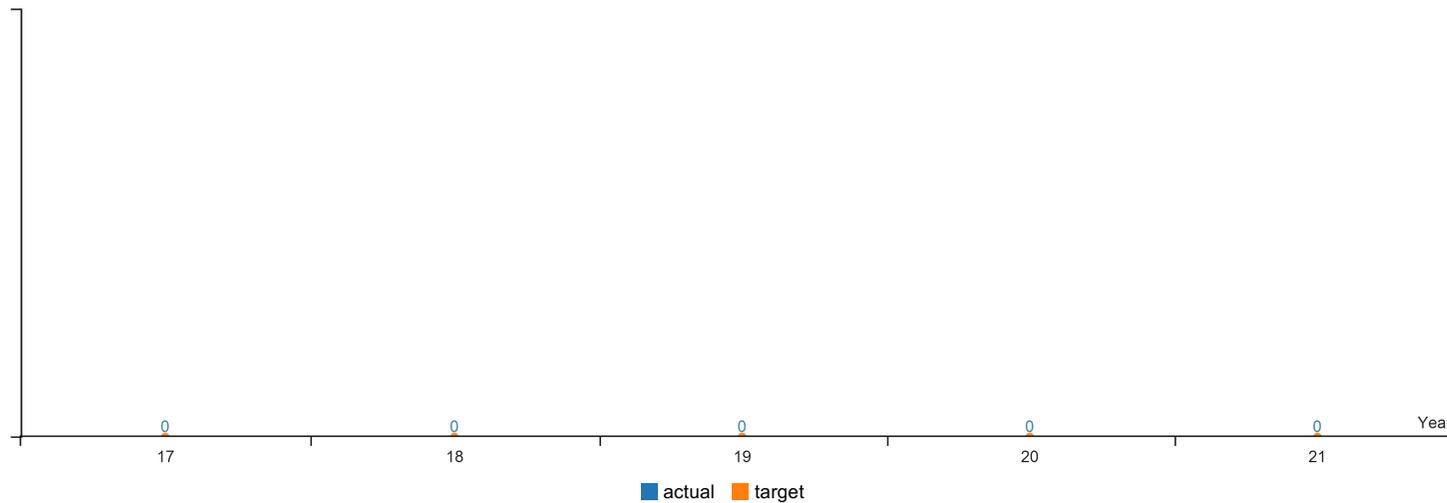
actual ▪ target

Report Year	2017	2018	2019	2020	2021
Annual escapes from secure-custody facilities					
Actual	0	0	0	0	0
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 adults in custody 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 Special Investigations Unit work together to quickly apprehend escapees. Annual Security Audits are conducted to test and review security practices to guard against breaches in security.

Although the Department is proud of the work we have don't to reduce the risk of escapes from secure custody, we continue to focus on security audits with the express purpose of making our institutions safer and ensure no weaknesses in our secure perimeters exist that can be taken advantage of by AICs. The effort to reduce complacency is an ongoing effort.

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
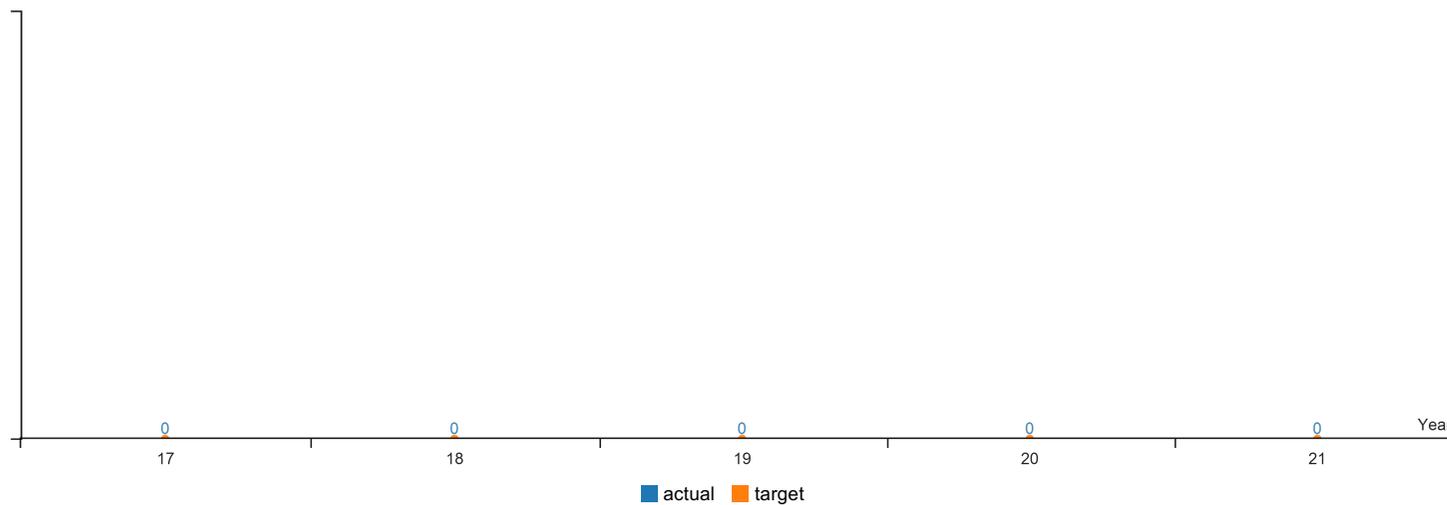
Report Year	2017	2018	2019	2020	2021
The number of escapes from DOC unarmed perimeter facilities					
Actual	0	0	0	0	0
Target	0	0	0	0	0

How Are We Doing

We met our target for this reporting year. 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 2,600 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 Special Investigations Unit work together to quickly apprehend escapees. Annual Security Audits are conducted to test and review security practices to guard against breaches in security.

When an escape does occur from an unarmed facility, the incident is reviewed to identify causal factors, deficiencies, and determine a course of action. ODOC will continue to hold staff to this high standard. The department continues to refine our classification tool to ensure adults in custody are correctly classified as minimum custody and are appropriate for minimum custody institutions.

KPM #10	Leave Programs - The percentage of Adults in Custody (AIC) who complete transitional leave and non-prison leave (AIP)
	Data Collection Period: Jan 01 - Dec 31

Upward Trend = positive result
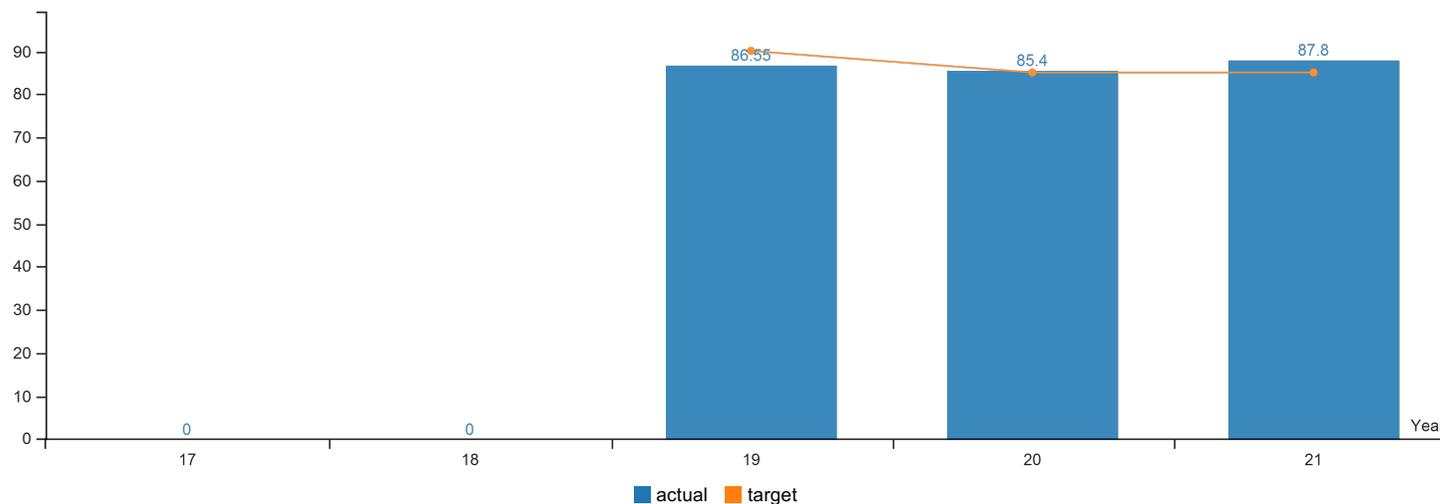
Report Year	2017	2018	2019	2020	2021
Leave Programs					
Actual			86.55%	85.40%	87.80%
Target			90%	85%	85%

How Are We Doing

This KPM reflects the performance of two varieties of DOC transitional leave programs: Non-Prison Leave associated with the Alternative Incarceration Programs (AIP), and Short-Term Transitional Leave (STTL). The Oregon Department of Corrections offers 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 targeted at criminogenic risks, 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 non-prison leave of up to 90 days, for a total minimum program length of 270 days. During the institutional phase, these programs provide 14 hours of structured and regimented routine every day for a minimum of 180 days. Adults in Custody (AIC) who are eligible to participate in AIP are screened through the multidisciplinary Treatment Assignment Screening Committee to determine the most appropriate program to meet the AICs' needs.

The Department also offers STTL of up to 120 days to AICs who are *not* enrolled in an Alternative Incarceration Program. As with AIP Non-Prison Leave, AICs must meet the statutory and department policy requirements to be approved for Short-Term Transitional Leave. Regardless of whether it is Non-Prison Leave or Short-Term Transitional Leave, offenders are closely monitored for compliance with their transition plans while in the community. The higher the percentage of successful completions, the greater the success.

For the 2020-21 reporting period, the transitional leave completion rate for STTL increased (86.24%) when compared with the 2019-20 reporting period. The completion rate for AIP Non-Prison Leave also increased (92.68%) when compared with the 2019-20 reporting period. Short-Term Transitional Leave participation rates for this reporting period decreased from an average of 127 per month in 2019-2020, to an average of 103 per month, representing approximately one fifth of the monthly releasing population. The primary reason for this drop in participation is the increased use of commutations during the 2020-21 reporting period. A key barrier to increasing participation rates for all transitional leave programs continues to be inadequate housing in the community. An additional barrier to increasing AIP transitional leave participation, is limited treatment program bed space, which must be used for both AIP and non-AIP participants.

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 was completed in 2017 and Phase II, which was designed to greatly enhance efficiency and the ability for all stakeholders to track individual offender history and current STTL status, rolled out September 2019. Work on Phase III, aimed at greatly improving data collection efficiency as well as quality and quantity of program data, is still underway. In addition to automation efforts, DOC continues its focus on developing solid transition plans that will increase the successful reintegration of all AICs, into the community.

Factors Affecting Results

As stated above, overall transitional leave participant numbers are down as a result of the increased use of commutations during the reporting period, as both programs pull from the same pool of participants. The increase in successful completion rates during the reporting period is largely a function of the impact COVID restrictions have had on supervision practices.

High standards remain in place for those AICs granted Non-Prison or Short-Term Transitional Leave. Statutorily eligible AICs who have not met Department policy requirements are not granted leave, which is one of the primary reasons success rates of offenders on leave continues to be high. Approved transitional housing continues to be a problem for some AICs who are completing the in-prison portion of AIP or releasing onto STTL from a substance use disorder (SUD) program. This problem was only compounded by COVID impacts. When AICs complete the in-prison portion of the programs and do not have approved housing in their community, they are returned to general population until their release date. The SUD programs try to keep them engaged in some level of day-treatment until they release, but that is not always possible.

| 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
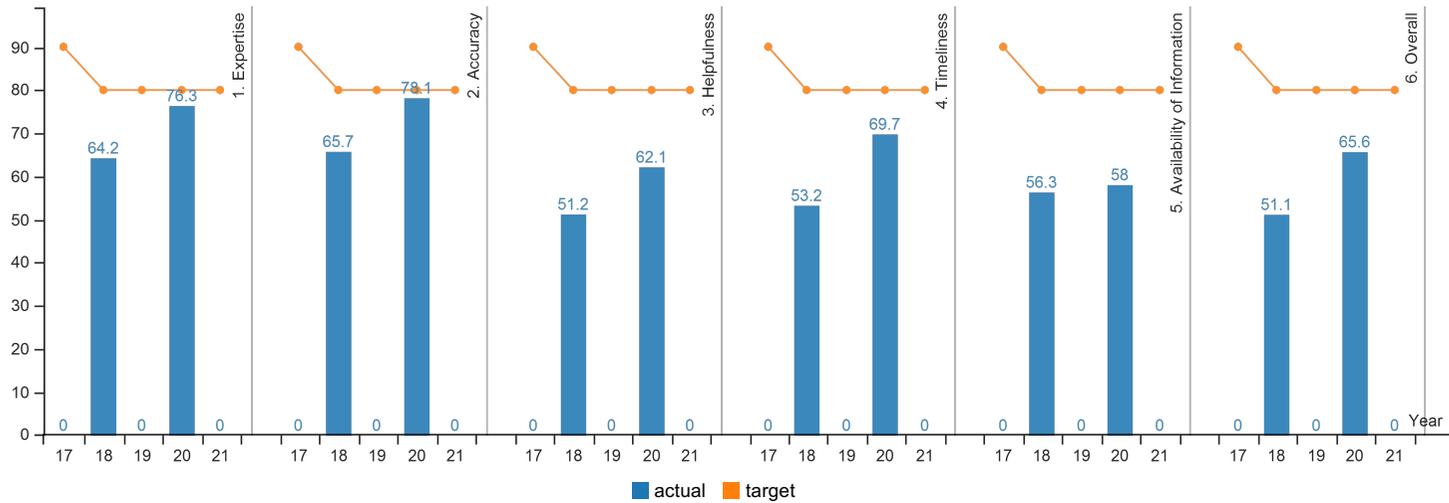
Report Year	2017	2018	2019	2020	2021
1. Expertise					
Actual		64.20%		76.30%	
Target	90%	80%	80%	80%	80%
2. Accuracy					
Actual		65.70%		78.10%	
Target	90%	80%	80%	80%	80%
3. Helpfulness					
Actual		51.20%		62.10%	
Target	90%	80%	80%	80%	80%
4. Timeliness					
Actual		53.20%		69.70%	
Target	90%	80%	80%	80%	80%
5. Availability of Information					
Actual		56.30%		58%	
Target	90%	80%	80%	80%	80%
6. Overall					
Actual		51.10%		65.60%	
Target	90%	80%	80%	80%	80%

How Are We Doing

Factors Affecting Results

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
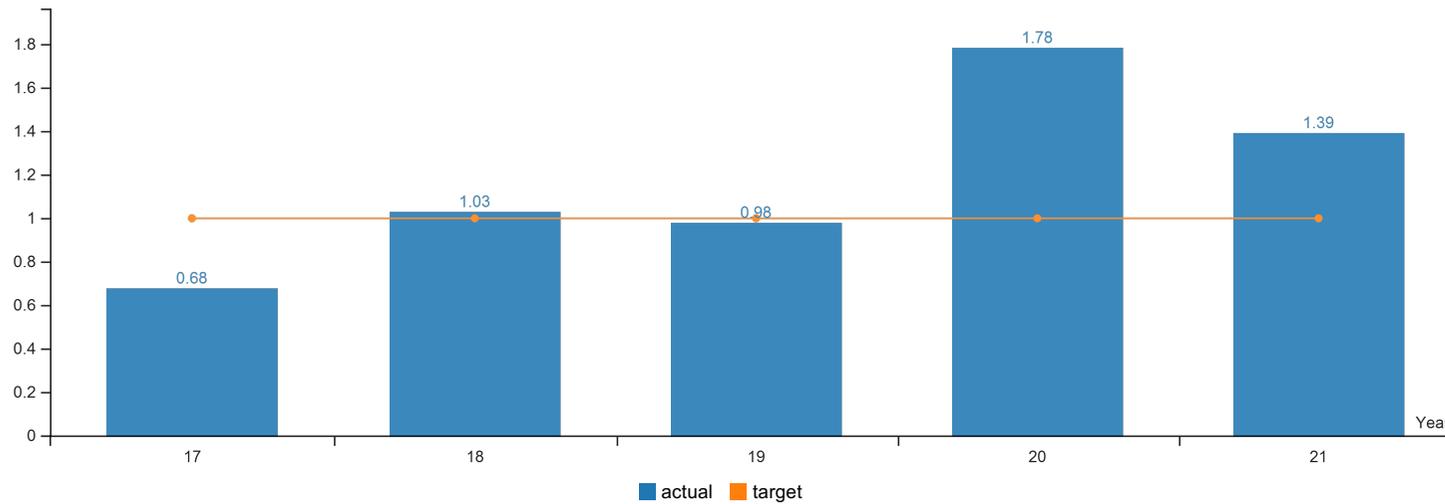
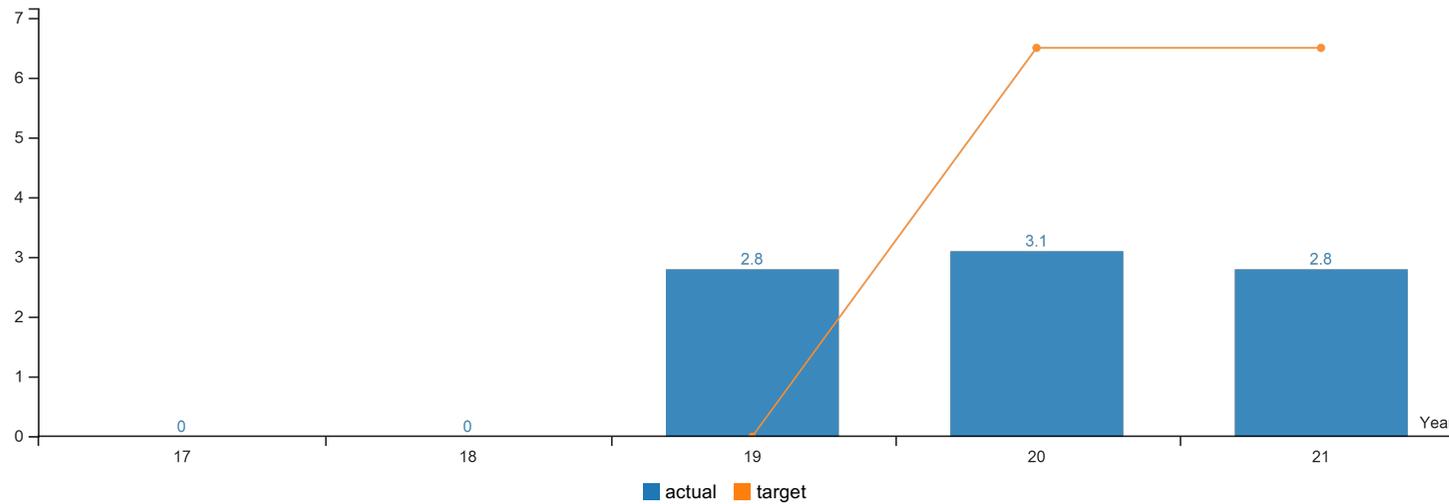| Report Year	2017	2018	2019	2020	2021
Percent of Total Inmate Offsite Encouters					
Actual	0.68%	1.03%	0.98%	1.78%	1.39%
Target	1%	1%	1%	1%	1%

How Are We Doing

Health Services is tired. The COVID-19 pandemic has highlighted the fact that we are lacking a relief factor for many of our healthcare positions, which has caused earlier than normal burnout for several of our institutions. Despite not having adequate staffing coverage the Health Service team has gone above and beyond to provide healthcare at or above community standards.

Factors Affecting Results

Health Services saw a 22% decrease in the offsite versus onsite healthcare ratio within our institutions. While this shows movement toward our target, it is not necessarily reflective of positive changes with this measure. The COVID-19 pandemic has increased the volume of care provided to the patients within the facilities. We have experienced staffing impacts because of the pandemic resulting in less staff availability at the institutions. It should also be noted that the data is likely skewed because of significant delays for routine or non-urgent offsite care. Much like our communities, these delays are a result of offsite providers limiting services and availability. We also have limitations as a result of transportation limitations at some institutions.

KPM #13	OSHA Recordable Rate - Average number of OSHA recordable injuries per 100 employees who work a whole year.
	Data Collection Period: Jan 01 - Dec 31

Upward Trend = negative result

Report Year	2017	2018	2019	2020	2021
OSHA Recordable Rate					
Actual			2.80	3.10	2.80
Target			0	6.50	6.50

How Are We Doing

During the lat year, our staff were injured approximately 40% of the rate of prisons in the United States. The federal standard is 6.3, as you can see DOC is significantly lower.

Factors Affecting Results