Engage. Innovate. Succeed

Oregon Department of Corrections

Correctional Outcomes through Research and Engagement (CORE)

The Fundamentals Map

January 23,2015

FOUNDATIONS

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

VISION
Improving outcomes through engaged employees and innovative business practices.

VALUES
Integrity and Professionalism
Dignity and Respect
Safety and Wellness
Fact Based Decision Making
Positive Change
Honoring Our History
Stewardship

KEY GOALS

- Safe and Secure Workplace
- Healthy, Engaged and Valued Employees
- Offenders Become Productive Crime-free Citizens
- Innovative, Efficient and Sustainable Business Practices
- Proactive Collaborative Partner

CORE PROCESSES

OPERATING PROCESSES

OP1: Managing Safe Prisons — M. Gower

1. Maintaining secure custody/control
2. Maintaining safety of staff, inmates and others
3. Providing basic needs for inmates
4. Transporting inmates
5. Utilizing staff resources
6. Implementing PREA policy and awareness
7. Managing emergency preparedness
8. Role modeling, redirecting and reinforcing pro-social behavior
9. Providing adequate training for staff, inmates and others
10. Ensuring adherence to directives for staff, inmates and others

OP2: Preparing for Successful Release/Reentry — K. Brockamp

1. Assessing inmate risks and needs
2. Computing sentences
3. Determining appropriate housing for successful case management
4. Developing, managing and adjusting case plans
5. Providing treatment
6. Providing educational and vocational programs
7. Providing spiritual programs and services
8. Providing pro-social programs and opportunities
9. Managing transition and reentry
10. Planning for and releasing from custody

OP3: Managing Inmate Healthcare — M. Gower

1. Providing intake health care
2. Providing ongoing mental health care
3. Providing ongoing medical care
4. Providing ongoing dental care
5. Managing and coordinating offsite care
6. Supporting health care operations
7. Managing the purchase/distribution of medication & supplies
8. Providing health promotion opportunities

OP4: Providing Inmate Work Opportunities — K. Jeske

1. Evaluating inmates upon entry for job readiness
2. Providing job readiness skills, resources and supportive services
3. Providing work experiences
4. Developing partnerships with community and business leaders
5. Connecting inmates to available community work resources
6. Working collaboratively with Community Corrections staff for reentry services

OP5: Connecting Inmates to Family and Community — K. Brockamp

1. Recruiting and managing volunteers
2. Providing opportunities for visitation
3. Providing and managing systems for inmate communication
4. Providing opportunities for mentoring contacts
5. Promoting pro-social supports and connecting to community resources throughout incarceration
6. Expanding enhanced family and community visits
7. Expanding access to outside vocational and educational partners
8. Providing information to families to help navigate through an inmate's incarceration

OP6: Managing Offenders in the Community — J. Stromberg

1. Assessing risk, need and responsivity
2. Developing and managing case plans
3. Prioritizing supervision strategies
4. Referring to appropriate programs
5. Maintaining contact in the community
6. Using appropriate interventions to motivate and hold accountable
7. Managing the Interstate Compact for Adult Offender Supervision

SUPPORTING PROCESSES

SP1: Managing our Workforce — C. Popoff

1. Recruiting and hiring motivated staff
2. Providing training opportunities for professional development
3. Supporting staff wellness
4. Evaluating and responding to employee needs
5. Advancing employee succession and promotion
6. Negotiating and managing collective bargaining agreements
7. Encouraging a culture of inclusion

SP2: Managing and Planning Finances — N. Allen

1. Planning for inmate capacity
2. Planning for capital projects
3. Acquiring funding
4. Managing spending
5. Providing financial information
6. Budgetary data reconciliation
7. Financial management training

SP3: Managing Business Services — B. Cooney

1. Providing IT and communication services
2. Maintaining facilities/managing real property
3. Maintaining security and other building systems
4. Managing warehouse operations and logistics
5. Providing inmate goods and services
6. Purchasing goods and services
7. Accounting for financial transactions
8. Accounting for inmate financial transactions
9. Managing data integrity
10. Paying and managing benefits for employees

SP4: Mitigating Risk — L. Williamson

1. Conducting risk assessments
2. Investigating complaints
3. Managing security threats
4. Protecting due process rights
5. Developing and sharing intelligence
6. Managing rules and policies
7. Preventing and responding to sexual assaults/ harassment
8. Managing litigation and reducing liability
9. Maintaining data integrity
10. Conducting audits and addressing deficiencies

SP5: Engaging Stakeholders and Partners — E. Craig

1. Communicating with employees
2. Managing media relations
3. Working with elected officials
4. Communicating with and informing stakeholders
5. Responding to public records requests
6. Participating in councils and committees
7. Partnering with local communities
8. Coordinating events and recognitions

SP 6: Utilizing Data and Research — G. Raney-Eatherly

1. Providing data to inform decision making
2. Developing and refining risk assessments
3. Administering and developing the data warehouse
4. Conducting research studies and present findings/recommendations
5. Evaluating program effectiveness
6. Managing projects
7. Participate in the implementation of research findings/recommendations
8. Evaluating external research proposals

PROCESS MEASURES

OP1:
a. Group disturbances
b. Inmate Grievances
c. Inmate misconduct
d. PREA incidents (inmates)
e. PREA incidents (staff)
f. PREA standards
g. Security standards
h. Inmate assaults
i. Use of force

OP2:
a. Education
b. A&D treatment
c. Cognitive treatment
d. Cognitive/A&D treatment
e. Housing
f. PO reach-In's
g. Birth certificates & social security cards
h. Work history
i. Religious services

OP3:
a. Offsite medical health care
b. Continuous Quality Improvement (CQI)
c. BHS coordination of care management
d. Clinical licensure
e. Pharmacy
f,. Inmate blood pressure
g. Inmate cholesterol
h. Inmate blood sugar
i. Parole/release medications
j. Health empowerment

OP4:
a. Providing DOC work experiences
b. Providing OCE work experiences
c. Providing DOC/OCE work experiences
d. Evaluating inmates upon entry for job readiness
e. Providing community work experiences
f. Providing job readiness skills, resources and supportive services

OP5:
a. All Inmate visits
b. Friends and family visits
c. Volunteer
d. Parenting programs
e. Family functions
f. Telmate phone contacts
g. Inmates using Telmate

OP6:
a. Assessments
b. Caseplans
c. Employment
d. Treatment participation
e. Restitution
f. Community service completion

SP1:
a. Workers compensation
b. Wellness activities
c. Hiring
d. Annual Training
e. Labor relations

SP2:
a. Forecast accuracy
b. Projections
c. LFO fiscal impact statements

SP3:
a. BTU usage
b. IT service response time
c. Work order efficiency
d. Recycling
e. Canteen Sales
f. Canteen Net Income
g. Purchasing
h. Electronic Inmate deposits
i. Number of payroll overpayments
j. Amount of payroll overpayments
k. Inmate goods (Food)
l. Inmate goods (Supplies)
m. Inmate goods (Apparel)
n. Transportation expense

SP4:
a. Tort claims compared to actual lawsuits (Inmate)
b. Tort claims (Inmate)
c. Lawsuit costs (Inmate)
d. PREA response time
e. PREA audits
f. Security audits
g. Internal audits
h. Audit deficiencies

SP5:
a. News coverage
b. Legislative requests
c. DOC general information inquires
d. DOC internet
e. Employee communication
f. Public records requests

SP6:
a. Data warehouse days
b. Data warehouse hits
c. Warehouse users
d. Research studies

OUTCOME MEASURES / MEASURE OWNER

Measure	Owner
OM 1: Staff Safety	L. Williamson
OM 2: Healthy Staff	C. Popoff
OM 3: Employee Engagement	B. Cooney
OM 4: Community Supervision Success	J. Stromberg
OM 5: Recidivism	J. Stromberg
OM 6: Diversity in the Workplace	G. Sims
OM 7: Population Management	K. Brockamp
OM 8: Case Plan Adherence	K. Brockamp
OM 9: Inmate Safety	L. Williamson
OM 10: Public Safety	M. Gower
OM 11: Inmate Jobs	K. Jeske
OM 12: Inmate Health	M. Gower
OM 13: Financial Management	N. Allen
OM 14: Partner and Customer Satisfaction	L. Craig

KEY PERFORMANCE MEASURES

- KPM 1: Measure 17 Compliance
- KPM 2: Completed Corrections Plan
- KPM 3: Recidivism
- KPM 4: Staff Assaults
- KPM 5: Walk-a-Ways
- KPM 6: Natural Gas Usage
- KPM 7: Level 1 Misconducts
- KPM 8: Secure-Custody Escapes
- KPM 9: Unarmed Perimeter Escapes
- KPM 10: Transitional Leave
- KPM 11: Customer Service
- KPM 12: Inmate Offsite Healthcare
- KPM 13: Time Loss Days