



# Oregon

Kate Brown, Governor

## Oregon Department of Corrections

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March 22, 2017

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Senator Lew Frederick  
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Representative Jeff Barker  
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Representative John Huffman  
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Representative Carla Piluso  
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Representative Tawna Sanchez  
900 Court St. NE, H-273  
Salem, OR 97301

RE: Responses to questions asked during Ways and Means presentation on March 20, 2017

Dear Ways & Means Public Safety Subcommittee Members,

Thank you for the opportunity to provide information related to the Oregon Department of Corrections (DOC). Below are responses to the questions asked during our presentation to the Ways and Means Public Safety Subcommittee on Monday, March 20, 2017.

**1. Which DOC institutions offer Oregon Corrections Enterprises (OCE) work opportunities?**

OCE offers work opportunities in 10 of DOC's 14 institutions. Please see the attached document from OCE that outlines the work opportunities available at each institution.

**2. What percent of adults in custody will eventually release?**

Out of the 14,607 adults in DOC custody, 93.75 percent will eventually release (this is everyone in DOC custody who has a projected release date). If we included those serving life sentences with the possibility of parole, the number is 98 percent.

There was a question of whether the percentage had been 95 at some point. So, we looked at the data from 2004. On April 1, 2004, out of 12,583 adults in DOC custody, 95 percent would have been released (this is everyone in DOC custody who had a projected release date). If we included those serving life sentences with the possibility of parole, the number would have been 98 percent.

**3. Regarding recidivism (slide 19), is there overlap among the 17% who were re-incarcerated, the 42% who were convicted of a new crime, and the 55% who were arrested for a new crime?**

There is overlap among the three categories. For example, a person has to be convicted in order to be incarcerated, so the 17 percent who were *incarcerated* for a new crime were all *convicted* of a new crime. And, the 42 percent who were convicted includes all of the 17 percent who were re-incarcerated.

The same logic is true for arrest and conviction. However, there are some data limitations in that the arrests only include finger-printed arrests. So, someone could be arrested, but not finger-printed, and then convicted of a crime. These individuals wouldn't be included as a new arrest, but would be included as a new conviction. Keep in mind this is fairly rare and, in general, you have to be arrested and finger-printed in order to later be convicted. So, the 55 percent arrest rate includes almost all of the 42 percent convicted.

**4. What efforts is DOC making in recruiting applicants in communities from which recruitment has typically been difficult?**

The agency has established a dedicated Recruitment Team, including:

- Two recruiters for security positions
- One recruiter for Health Services positions
- One social media recruiter

These recruiters have made great strides in recruiting individuals and guiding applicants through the entire recruitment process: assisting applicants in filling out NEOGOV applications, arranging for institution tours, preparing for the pre-employment background process, and assisting applicants in preparing for interviews. In addition, specifically in communities where we have struggled to recruit, the recruitment team is using Craigslist and social media to reach potential applicants and promote recruiting events.

The Recruitment Team has also developed "One-Day Recruiting Events," which are streamlining a process that historically has taken several weeks to complete. During these events, potential applicants come to a DOC institution where:

- The recruitment team gives a presentation on DOC and the benefits of working for the agency
- Interested individuals immediately (on-site) fill out a NEOGOV application with the assistance of a recruiter

- DOC staff run a background check on applicants to eliminate those with mandatory criminal disqualifiers
- Those qualified take the high school equivalency test.
- Applicants tour the institutions and have the opportunity to ask questions.
- Applicants complete their background packet and in many cases get a first round interview with institution management.

This process has dramatically sped up our hiring process and has increased the number of applicants.

In addition, the DOC Office of Diversity & Inclusion has partnered with the Recruitment Team to accomplish two primary goals:

- Prior to the recruitment of a position or a one-day recruiting event, the Office of Diversity & Inclusion reaches out to stakeholders and liaisons with underrepresented communities to share information regarding the open position or upcoming event.
- The Office of Diversity & Inclusion is identifying various underrepresented communities or job/recruitment events that target these communities, and is making recommendations for the Recruitment Team to participate in these specific events.

These efforts have had a positive impact on our recruitment and hiring practices, and also a positive impact on our efforts to cultivate a qualified and diverse workforce that properly represents our Oregon communities.

**5. If the 15% Reduction Plan includes a reduction of 6,292 adults in custody (AIC) (which is approximately 43% of the inmate population in total), why doesn't that come with an equivalent 43% reduction in the cost of Operations and Health Services budgets?**

The cost of closing an institution is directly related to the custody level and services provided at a facility. For the sake of public safety, the agency first looks to closing minimum-custody facilities, as those adults are already closest to release and do not include the most dangerous and violent offenders. By choosing to close minimum-custody facilities first, this would result in lower fixed and variable costs associated with each individual released.

Minimum facilities generally have the following characteristics:

- Fewer staff per adults in custody, with large dorm units containing only one security post. This means the staff cost reduction isn't as great, proportionately, as the number of individuals being released.
- No medical infirmaries. Intensive medical care is expensive, but minimums do not have infirmaries, so there is no significant cost reduction to health services when a minimum is closed.
- Typically, minimum facilities have a smaller and less secure physical plant, resulting in less fixed cost savings when a minimum is closed relative to the number of individuals released.

- Three of DOC's largest facilities are Snake River Correctional Institution, Two Rivers Correctional Institution, and Deer Ridge Correctional Institution – all on the east side of the state. These three were not slated for closure so the agency would not experience the significant cost of inmate transport and distribution associated with running these very large institutions. While DOC also has facilities in Lakeview, North Bend, and Baker City, the volume of freight (and thus, the number of truck and bus trips) is negligible for those institutions relative to the larger medium prisons.

**6. Would it make sense to centralize adults in custody who are 75 or older?**

As part of our 10-year strategic plan, we will be completing two initiatives that will help us make this determination.

1. Inmate Needs Compiled – This initiative will include a gap analysis to determine the needs of the inmate population compared with the services DOC currently offers to determine what services DOC may need to implement to address those needs (this will include medical, mental health, and programmatic needs).
2. Institution Master Plan – This initiative will analyze programmatic and space needs (taking into account the above-mentioned gap analysis) to predict the agency's future facility needs (both custody and administrative/support) based on the DOC mission. The master plan will outline the optimal route for getting the agency from where it is today to where it needs to be in 5-20 years.

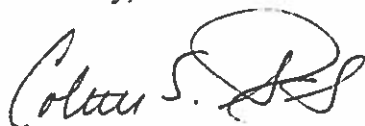
**Additional Follow-Up Items**

In addition, I would like to clarify two points I made during the Agency Overview portion of our presentation.

- We have identified reducing mandatory overtime as one of our top initiatives. Our goal is to reduce mandatory by overtime by 20 percent in the next four years and by 50 percent in the next 10 years.
- We currently have 880 activated temporary/emergency beds, *including* 122 emergency beds for women at Coffee Creek Correctional Facility (CCCF).

Thank you, again, for the opportunity to respond to your questions. I look forward to our continued testimony.

Sincerely,

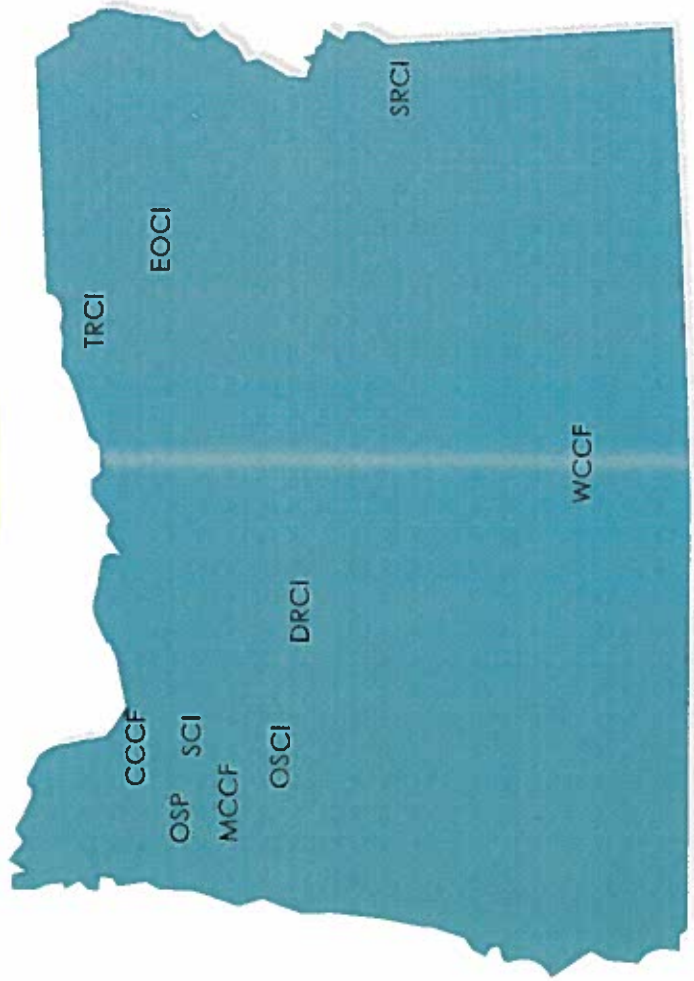


Colette S. Peters  
Director

# Year of Challenges and Opportunities

Prison industries have existed in some form in Oregon for over 150 years. Created in 2000 in response to measure 17 legislation, and now in its 16th year operating as a self-sustaining semi-independent state agency, OCE experienced what most businesses experience occasionally – challenges coupled with opportunities. In 2015, OCE lost a major laundry contract to an out-of-state company, but a coincidental retirement and transfer resulted in no staff layoffs. OCE also lost two contact center customers, but the almost instant increase in demand by our other customers resulted in no staff layoffs. The lull in wood manufacturing was balanced by the increase in metal manufacturing. Finally, several new companies approached OCE with opportunities to form partnerships. While OCE started the year with many challenges, the strategic decisions and preparations over the last two years, combined with returning customers and new opportunities presented throughout this past year, hint at a possible record-breaking period next year.

In 2016, an average of 1,320 adults in custody from 10 correctional institutions across the state participated in OCE work programs on a daily basis.



## Coffee Creek Correctional Facility (CCCF), Wilsonville

	2
	4
	25
	36

- Scanning
- Sewing
- Contact Center
- CRC-CAD + Textiles

## Oregon State Penitentiary (OSP), Salem

	291
	103
	15
	44
	73

- Laundry
- Contact Center
- Computer-Aided Drafting
- Metal Fabrication
- Wood Fabrication

## Deer Ridge Correctional Institution (DRCI), Madras

	12
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- Laundry

## Santiam Correctional Institution (SCI), Salem

	1
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- Administration

## Eastern Oregon Correctional Institution (EOCI), Umatilla

	21
	58
	6
	78

- Laundry
- Garment Factory
- Embroidery
- Contact Center

## Snake River Correctional Institution (SRCI), Ontario

	23
	19
	127

- Laundry
- Sign Fabrication
- Contact Center

## Mill Creek Correctional Facility (MCCF), Salem

	9
	44
	8

- Metal Fabrication
- Laundry Sort
- Warehouse

## Two Rivers Correctional Institution (TRCI), Umatilla

	135
	8
	30

- Laundry
- Upholstery
- Wood Fabrication

## Oregon State Correctional Institution (OSCI), Salem

	27
	56
	14

- Contact Center
- Print Services
- Mail Fulfillment

## Warner Creek Correctional Facility (WCCF), Lakeview

	43
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- Contact Center