



# Oregon

Kate Brown, Governor

## Oregon Department of Corrections

Office of the Director  
2575 Center Street NE  
Salem, OR 97301-4667  
Voice: 503-945-0927  
Fax: 503-373-1173



March 24, 2017

Senator Jackie Winters, Co-Chair  
Court St. NE, S-301  
Salem, OR 97301

Senator Lew Frederick  
900 Court St. NE, S-419  
Salem, OR 97301

Representative Jeff Barker  
900 Court St. NE, H-480  
Salem, OR 97301

Representative Carla Piluso  
900 Court St. NE, H-491  
Salem, OR 97301

Representative Duane Stark, Co-Chair  
900 Court St. NE, H-372  
Salem, OR 97301

Senator Elizabeth Steiner Hayward  
900 Court St. NE, S-215  
Salem, OR 97301

Representative John Huffman  
900 Court St. NE, H-483  
Salem, OR 97301

Representative Tawna Sanchez  
900 Court St. NE, H-273  
Salem, OR 97301

RE: Responses to questions asked during Ways and Means presentation on March 22 and 23, 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 Wednesday, March 22, and Thursday, March 23, 2017.

### **1. What is DOC's vacancy rate?**

In a snapshot taken March 22, 2017, DOC had a total of 229 positions vacant across all divisions, 69 of which are security positions.

### **2. What are DOC's issues in recruiting in rural counties and cities?**

We have typically had recruitment difficulty for our facilities located in rural counties (such as Umatilla and Lake Counties). To address these difficulties, we have reallocated our recruiters so that we now have a dedicated recruiter on the eastside of the state and another dedicated recruiter on the westside of the state. In addition, we have hired a full-time recruiter specifically for Health Services positions, which have been particularly difficult to fill on the eastside of the state.

Through this new structure, and with expanded recruitment efforts, including social media, one-day security recruiting events, and more outreach through our Office of Diversity & Inclusion, we are confident we will improve rural recruitment. As an example, as of March 17, 2017, Eastern Oregon Correctional Institution (Pendleton) had filled all their security positions and experienced eight straight days with no mandatory overtime.

**3. DOC has a 50 percent overtime reduction goal; would it be possible to do better?**

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. To begin this work, we have done the following:

- Begun a review of staff deployment plans with each institution. This will form a basis to have clear and informed discussions regarding the post relief factor (the ratio between the number of hours a post must be filled and the number of employee hours available to fill each post) and assignments that directly impact unit and shift schedules.
- Developed an interdisciplinary Mandatory Overtime Committee (which includes representation from both AOCE and AFSCME) to conduct a full-range, bottom-up review of root causes that drive mandatory overtime and develop recommendations for its reduction.

Through this work, we may find that our reduction goals could change. To start, we believe a 20 percent reduction in four years is a realistic goal.

**4. What is the prison-to-prison comparison of overtime?**

Please see the attached document.

**5. What is DOC's turnover rate and why is there a larger turnover rate at Coffee Creek Correctional Facility?**

The following table shows the average turnover rate at each facility for calendar years 2014-15.

Institution	Average Turnover Rate (2014 & 2015)
CCCF (Wilsonville)	13.5%
WCCF (Lakeview)	12.5%
PRCF (Baker City)	12.0%
EOCI (Pendleton)	11.0%
TRCI (Umatilla)	7.2%
SFFC (Tillamook)	6.8%
OSP (Salem)	6.4%
CRCI (Portland)	5.4%
DRCI (Madras)	5.4%
MCCF (Salem)	5.0%
SRCI (Ontario)	4.9%
OSCI (Salem)	4.1%
SCI (Salem)	4.1%
SCCI (North Bend)	3.5%

One of the reasons we suspect the turnover rate is higher at CCCF is that this institution is located in the center of a metropolitan area that is surrounded by many counties (Multnomah, Clackamas, Washington, and Marion). Because of this, there are more work opportunities outside of DOC than in the rural counties where we have facilities. In addition, some security staff will find similar employment at the county level, where they are able to earn more income.

**6. Has DOC determined whether its programs are effective?**

DOC utilizes the Correctional Programs Checklist (CPC) – a nationally recognized methodology – for evaluating the effectiveness of our treatment programs. The CPC instrument measures the degree to which a program adheres to the “principles of effective correctional intervention” – those program characteristics that research shows are highly correlated with reducing recidivism. From July 2014 to June 2016, six prison program evaluations were completed; all six programs scored satisfactory.

In addition to the CPC, the department needs regular information regarding programs effectiveness in order to get programs back on track if they are headed off course. Effective programs can quickly become ineffective when there is a significant change within the program, such as a new program manager, new treatment counselor, or a change in curriculum. This is why the department is creating an automated program evaluation tool that will provide a timely way of assessing program effectiveness. This tool will show timely data trends in each of our treatment programs, allowing us to be swift in proactive actions to ensure the best treatment outcomes. This tool is nearly complete and we should have our first official report in June.

**7. Does DOC have a drug-detection machine for incoming mail?**

Our mailrooms currently have access to NIK (drug detection) and XCAT equipment (a handheld device that offers immediate narcotics, explosives, and gunshot residue detection) to detect suspicious incoming mail for drugs.

In July 2016, we tested other equipment designed to detect drugs that may be sent to facilities through the mail. Based on our testing and the cost of the equipment, we determined it was not fully developed or adequately advanced to meet our needs. Since then, the vendor has made advancements in their technology, and we are considering another trial review to re-evaluate the upgraded equipment.

**8. How are those on Short-Term Transitional Leave distributed throughout the state?**

The following is a current snapshot. While not all counties currently have someone on STTL, all counties are participating in the program.

County	STTL Participants
Baker	1
Benton	5
Clackamas	12

Clatsop	2
Columbia	1
Coos	11
Crook	4
Curry	3
Deschutes	8
Douglas	10
Grant	0
Gilliam	0
Harney	0
Hood River	1
Jackson	20
Jefferson	5
Josephine	11
Klamath	13
Lake	1
Lane	40
Lincoln	5
Linn	24
Malheur	0
Marion	48
Morrow	1
Multnomah	61
Polk	4
Sherman	0
Tillamook	1
Umatilla	4
Union	0
Wallowa	0
Wasco	2
Washington	31
Wheeler	0
Yamhill	17
<b>TOTAL</b>	<b>346</b>

**9. What are the reasons people don't successfully complete supervision?**

This outcome measure (Slide 100) captures those who successfully completed supervision and those who were ultimately revoked from supervision. The revocations include those who committed new crimes while on supervision, those who were given new jail or prison sentences, and those who failed to meet their supervision conditions, but who did not receive additional jail time.

Our data system does not break down which conditions are most commonly violated, so we are unable to provide more specific information as to which conditions are violated or not completed that resulted in the revocation.

**10. What percent of those in our custody are making child support payments?**

Currently, we do not have a way of capturing and tracking this data. However, we are working with the DOJ Division of Child Support to conduct a data share.

**11. For the probation re-incarceration rate, how many returned to DOC?**

The following table shows the three-year re-incarceration rate for the three most recent cohorts,0 broken down by jail sentence and prison sentences.

Probation Cohorts	Cohort Size	Number Incarcerated for a New Crime within 3 Years	% Incarcerated	Number Incarcerated for Jail Sentence	% Incarcerated for Jail Sentence	Number Incarcerated for Prison Sentence	% Incarcerated for Prison Sentence
2012 (1 <sup>st</sup> Half)	4,503	539	12.0%	209	38%	336	62%
2012 (2 <sup>nd</sup> Half)	3,899	493	12.6%	201	41%	292	59%
2013 (1 <sup>st</sup> Half)	4,219	545	12.9%	249	45%	296	55%

**12. What is the county-to-county recidivism comparison?**

Please refer to the Criminal Justice Commission’s [website](#), which shows recidivism rates by county.

**13. What is our involvement with CCOs, and how are we getting people enrolled in OHP/ACA?**

We consulted four counties and the Oregon Association of Community Corrections Directors to get a better understanding of the relationship between community corrections and CCOs. There are many different points in time and opportunities for those on supervision to sign up and access available benefits. Some examples include counties having staff located in the jails who visit offenders in parole offices to provide education and assistance with enrollment. Other counties have embedded language in their contracts with treatment providers to include this as part of the treatment process. Parole Officers also have received training on what questions to ask of those under their supervision regarding enrollment and where to refer them if they haven’t enrolled already. And, others are continuing to look for opportunities to partner directly with CCOs to ensure this population is receiving access.

**14. What certifications are available through DOC’s sustainability programs?**

***Sustainable Gardening Classes***

This program is offered in all 12 DOC institutions through Lettuce Grow (non-profit) and the Oregon State University (OSU) extension office. Adults in custody must complete a sustainable gardening course (which is tracked by the OSU extension office) in order to take and pass the final

exam to earn a Certificate of Home Horticulture. Once released, individuals can go on to become certified Master Gardeners when they complete 30 hours of volunteer service in the community (which is tracked by Lettuce Grow).

Certificates issued:

- 2013 – 140
- 2014 – 187
- 2015 – 147
- 2016 – 191

### ***Greenhouse Management***

This is an 8-10 week basic course in greenhouse management instructed by Lettuce Grow. Volunteers teach structural and mechanical aspects of the greenhouse environment; compare greenhouse systems with regard to styles, frames, covers, benches, mechanical controls, lighting, irrigation, and fertilization; and focus on management practices in production greenhouses for irrigation and fertilization that result in high-quality plant material. Adults in custody receive a certificate of completion.

Certificates issued:

- 2014 – 8
- 2015 – 25
- 2016 – 38

### ***Seeds to Supper***

Seeds to Supper is a partnership with the Oregon Food Bank (OFB) and is currently offered at eight DOC facilities. This is a hands-on, five-week course that focuses on the cultivation, harvest, and preparation of food crops. Adults in custody receive a certificate of completion.

Certificates issued:

- 2012 – 25
- 2013 – 60
- 2014 – 65
- 2015 – 69
- 2016 – 90

### ***Roots of Success***

Roots of Success is a job readiness program that strengthens academic skills, further promotes sustainable practices inside DOC facilities, prepares adults in custody to work in a green economy upon re-entry, and helps improve overall environmental conditions. The curriculum consists of ten modules, all of which integrate classroom discussion with videos, visuals, group activities, oral presentations, and hands-on activities designed to stimulate student engagement and retention. Adults in custody receive a certificate of completion (193 certificates issued to date).

***Beekeeper Apprenticeship***

Since April 2014, women in custody have installed three bee colonies at Coffee Creek Correctional Facility (CCCF) in Wilsonville. The new beekeepers were selected from a large pool of applicants based on their excellent performance and interest in the project. They have enjoyed classroom time and frequent visits to the hives, where each of them perform inspections and updates in hive management journals. Each participant is currently pursuing her apprentice certification in the Washington State Master Beekeeper program. Afterward, many plan to apply to earn the journeyman certification in Oregon.

Powder River Correctional Facility in Baker City started their beekeeper program in April 2015, and Snake River Correctional Institution in Ontario began their beekeeper program in May 2016.

To date, here are the apprentice beekeeper totals:

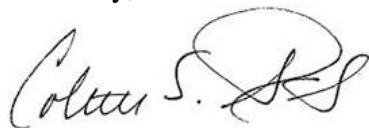
- o 2014 CCCF – 10 apprentices
- o 2015 CCCF – 8 apprentices
- o 2016 CCCF – 9 apprentices
  
- o 2015 PRCF – 8 apprentices
- o 2016 PRCF – 3 apprentices

***Green Chemistry***

Effective March 1, 2015, DOC transitioned to be compliant with the DAS Green Procurement Policy ([107-009-0080-PO](#)) for green chemistry janitorial chemicals. The purpose of the policy is to revise state procurement practices, reduce toxic chemicals of concern in products procured by state agencies and in our case used by adults in custody and staff. As part of this change, DOC is providing industry-recognized green certificate training for adults in custody (to date, 190 have been trained).

Thank you, again, for the opportunity to respond to your questions.

Sincerely,



Colette S. Peters  
Director