



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
Valuing Employee Wellness
Engaging Employees
Operating Safe Prisons
Implementing Innovative Business Practices
Preparing Offenders for Reentry
Partnering with Our Stakeholders

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



Oregon Department of Corrections

The Fundamentals Map

November 1, 2016

FOUNDATIONS

KEY GOALS

CORE PROCESSES

PROCESS OWNER SUB PROCESSES

PROCESS MEASURES

OUTCOME MEASURES

MEASURE OWNER KEY PERFORMANCE MEASURES

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

OPERATING PROCESSES | **SUPPORTING PROCESSES**



M. Gower	H. Steward	J. DaFoe	K. Jeske	H. Steward	J. Stromberg	D. Borello	S. Robbins	D. Borello	C. Prins	E. Craig	G. Raney-Eatherly
<ol style="list-style-type: none"> Maintaining secure custody/control Maintaining safety of staff, inmates and others Providing basic needs for inmates Transporting inmates Utilizing staff resources Managing PREA policy and awareness Managing emergency preparedness Role modeling, redirecting and reinforcing pro-social behavior Providing adequate training for staff, inmates and others Ensuring adherence to directives for staff, inmates and others 	<ol style="list-style-type: none"> Assessing inmate risks and needs Computing sentences Determining appropriate housing for successful case management Developing, managing and adjusting case plans Providing treatment Providing educational and vocational programs Providing spiritual programs and services Providing pro-social programs and opportunities Managing transition and reentry Planning for and releasing from custody 	<ol style="list-style-type: none"> Providing intake health care Providing ongoing mental health care Providing ongoing medical care Providing ongoing dental care Managing and coordinating offsite care Supporting health care operations Managing the purchase/distribution of medication and supplies Providing health promotion opportunities 	<ol style="list-style-type: none"> Evaluating inmates upon entry for job readiness Providing job readiness skills, resources and supportive services Providing work experiences Developing partnerships with community and business leaders Connecting inmates to available community work resources Working collaboratively with Community Corrections staff for reentry services 	<ol style="list-style-type: none"> Recruiting and managing volunteers Providing opportunities for visitation Providing and managing systems for inmate communication Providing opportunities for mentoring contacts Promoting pro-social supports and connecting to community resources throughout incarceration Expanding enhanced family and community visits Expanding access to outside vocational and educational partners Providing information to families to help navigate through an inmate's incarceration 	<ol style="list-style-type: none"> Assessing risk, need and responsivity Developing and managing case plans Prioritizing supervision strategies Referring to appropriate programs Maintaining contact in the community Using appropriate interventions to motivate and hold accountable Managing the Interstate Compact for Adult Offender Supervision 	<ol style="list-style-type: none"> Recruiting and hiring motivated staff Providing training opportunities for professional development Supporting staff wellness Evaluating and responding to employee needs Advancing employee succession and promotion Negotiating and managing collective bargaining agreements Encouraging a culture of inclusion 	<ol style="list-style-type: none"> Managing financial transactions Managing resources Providing financial information Acquiring and aligning resources Ensuring financial regulatory compliance Managing contracts 	<ol style="list-style-type: none"> Providing IT and communication services Maintaining facilities/managing real property Maintaining security and other building systems Managing warehouse operations and logistics Providing inmate goods Managing environmental impact and sustainability 	<ol style="list-style-type: none"> Conducting risk assessments Investigating complaints Managing security threats Protecting due process rights Developing and sharing intelligence Managing rules and policies Preventing and responding to sexual assaults/ harassment Managing litigation and reducing liability Maintaining data integrity Conducting audits and addressing deficiencies 	<ol style="list-style-type: none"> Communicating with employees Managing media relations Cultivating stakeholder relationships Promoting positive correctional outcomes Responding to public records requests Participating in councils and committees Partnering with local communities 	<ol style="list-style-type: none"> Aligning Agency Strategies Utilizing Data and Research Reviewing Performance Improving Processes Managing Projects Supporting Change

<ol style="list-style-type: none"> Inmate group disturbances Inmate grievance or discrimination complaints Inmate misconduct Inmate assaults 	<ol style="list-style-type: none"> Education Treatment Behavioral Change Programs Housing at release Birth certificates and social security cards Work assignment history 	<ol style="list-style-type: none"> Offsite medical health care Continuous Quality Improvement (CQI) BHS coordination of care management Chronic Disease Management Parole/release medications 	<ol style="list-style-type: none"> Providing DOC work experiences Providing OCE work experiences Providing work experiences for inmates Providing community work experiences Providing job readiness skills, resources and supportive services 	<ol style="list-style-type: none"> Volunteers Inmate family and community connections within (1) year of release All inmate family and community connections 	<ol style="list-style-type: none"> Assessments, Linn and Douglas Case plans, Linn and Douglas Employment, Statewide Restitution collection, Linn and Douglas 	<ol style="list-style-type: none"> Workers compensation Wellness activities Hiring (Trial Service) Annual training Labor relations 	<ol style="list-style-type: none"> Number of payroll overpayments Amount of payroll overpayments 	<ol style="list-style-type: none"> BTU usage IT service response time Work order efficiency Recycling Canteen sales Canteen net income Transportation expense Utility usage Cost per day per inmate 	<ol style="list-style-type: none"> Tort claims compared to actual lawsuits (Inmate) Tort claims (Inmate) Litigation Tort claim costs (Inmate) PREA audits Security audits Internal audits 	<ol style="list-style-type: none"> News coverage Legislative requests DOC general information inquires Employee communication Public records requests 	<ol style="list-style-type: none"> Range and targets Process measures Outcome measures Project effectiveness
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C. Prins | D. Borello | D. Borello | J. Stromberg | J. Stromberg | G. Sims | H. Steward | H. Steward | C. Prins | M. Gower | K. Jeske | M. Gower | S. Robbins | L. Craig

