

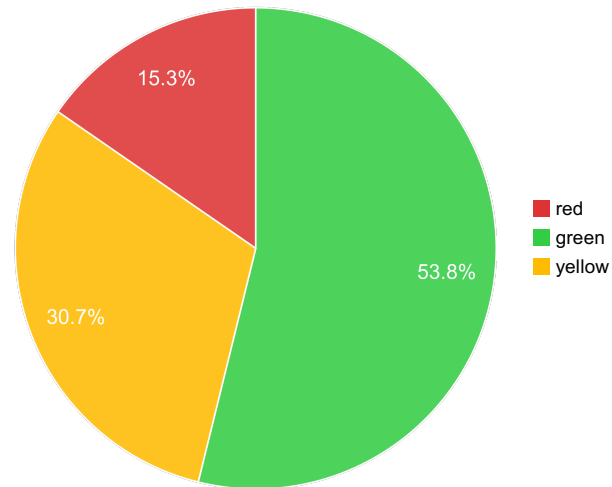
Department of Corrections

Annual Performance Progress Report

Reporting Year 2024

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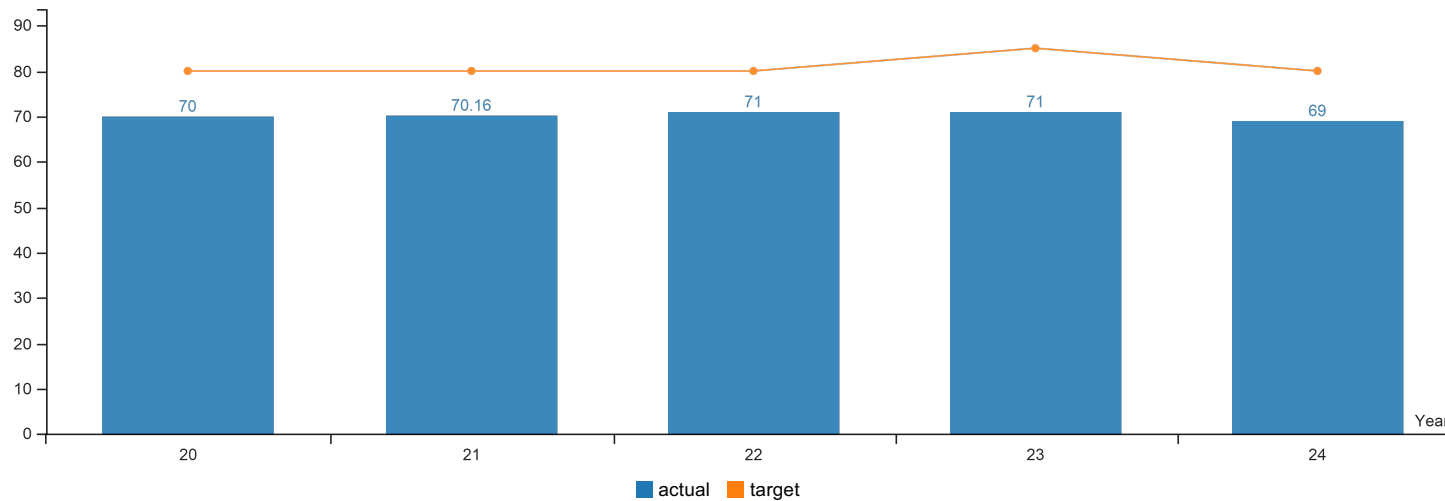
KPM #	Approved Key Performance Measures (KPMs)
1	Measure 17 compliance - Percentage of Adults in Custody (AIC) in compliance with 40-hour work/education requirements of the constitution (M17)
2	Successful Completion of Treatment, Education, and/or Cognitive Programming - Percentage of moderate/high-risk 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.
14	Criminal Assaults - Number of employees charged with or convicted of assault under ORS Chapter 163
15	Use of Force - Number of incidents of excessive use of force
16	Adult in Custody (AIC) and Adult on Supervision (AOS) case plans - Percentage of AICs and AOS meeting the needs identified within their case plans



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	53.85%	30.77%	15.38%

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	2020	2021	2022	2023	2024
Compliance with M17					
Actual	70%	70.16%	71%	71%	69%
Target	80%	80%	80%	85%	80%

How Are We Doing

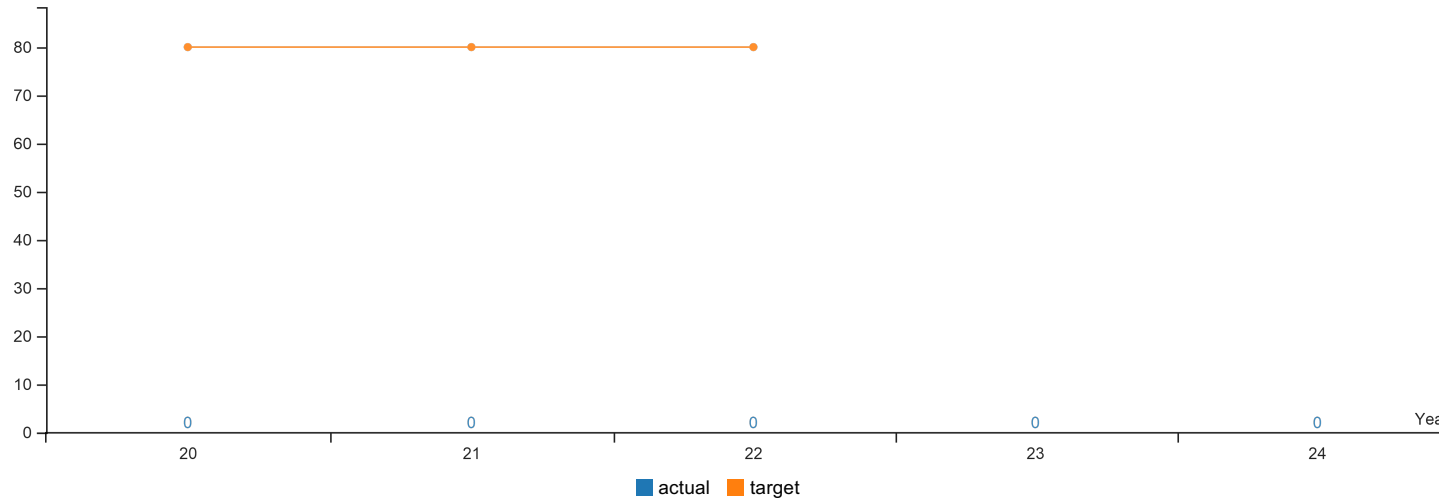
The Department did not meet the target for this reporting period. The percentage of Ballot Measure 17 compliant adults in custody (AICs) dropped from 71% to 69% in 2023-2024. Although not meeting the full 40-hour requirement for compliance, a majority of AICs have engaged in some type of work/education activity. It remains difficult to reach the target for a variety of reasons compounded by staffing limitations. 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, kitchen help, call centers, laundry, and garment, metal, and wood manufacturing 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 provider availability creates conflicts with scheduling. The average AIC population remained relatively stable, while the number of exempt AICs increased slightly and the number of compliant AICs reduced slightly. 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 continued restrictions barring sex offenders from outside work crews reducing the number of AIC available for these crews. OCE continues to work on the expansion of relevant work opportunities offered through public and private partnerships. Similar to the previous reporting period, over 2,200 AICs completed more than 120 hours of OCE training, with approximately 1,350 AICs participating in OCE programs at any given time. While the Department and OCE add positions every year, fluctuation in the AIC population across institutions inhibits the Department’s ability to increase the percentage assigned to qualifying assignments.

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



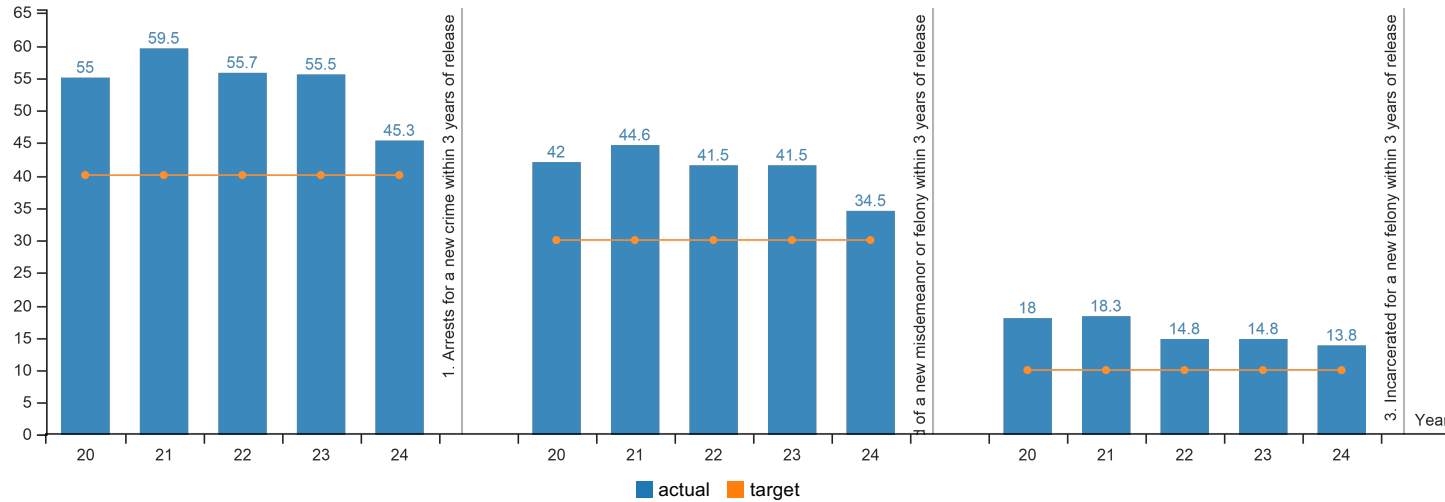
Report Year	2020	2021	2022	2023	2024
High & Medium Risk Inmates That Receive Prioritized Corrections Plan Program					
Actual					
Target	80%	80%	80%		

How Are We Doing

This KPM is being replaced by KPM number 16, as approved in 2022. However, DOC currently does not have a method of calculating either measure, although work is being done to establish the necessary data sources for KPM 16.

Factors Affecting Results

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: Jul 01 - Jun 30



Report Year	2020	2021	2022	2023	2024
1. Arrests for a new crime within 3 years of release					
Actual	55%	59.50%	55.70%	55.50%	45.30%
Target	40%	40%	40%	40%	40%
2. Convicted of a new misdemeanor or felony within 3 years of release					
Actual	42%	44.60%	41.50%	41.50%	34.50%
Target	30%	30%	30%	30%	30%
3. Incarcerated for a new felony within 3 years of release					
Actual	18%	18.30%	14.80%	14.80%	13.80%
Target	10%	10%	10%	10%	10%

How Are We Doing

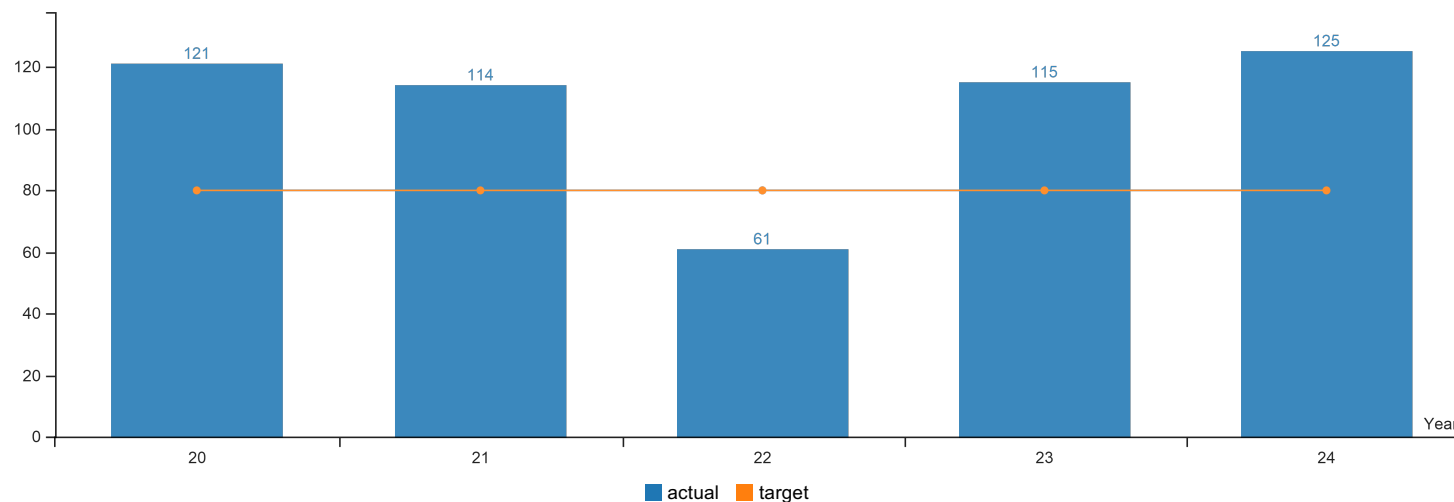
After a steady increase in recidivism, the last couple of years have shown a steady decline. Given the multitude of factors that impact re-arrest, convictions and incarcerations, it is difficult to pinpoint what may be contributing to the sudden drop. Regardless, the measure is headed in the right direction and showing better results.

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. Additionally, the department and county community corrections agencies utilize 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.

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	2020	2021	2022	2023	2024
Staff Assaults					
Actual	121	114	61	115	125
Target	80	80	80	80	80

How Are We Doing

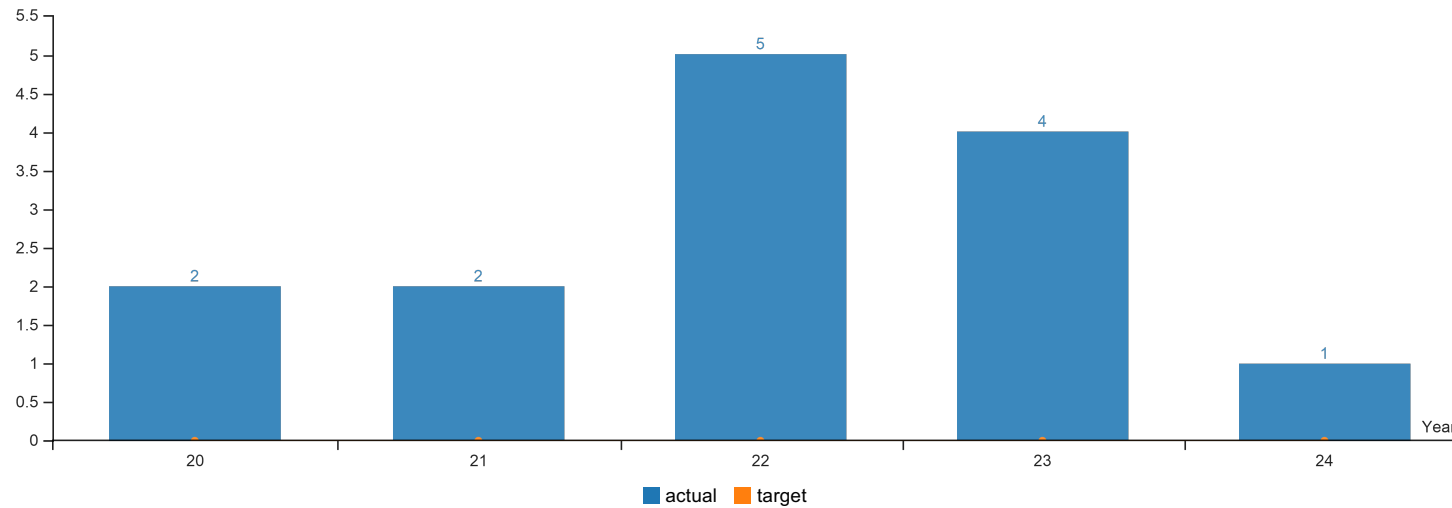
We are over our target by 45 incidents. This number may be subject to correction, as our database transitioned during the last two months of the data-collection period, and we're still catching up with making the statistical information available and accurate in the new system.

Factors Affecting Results

It appears that approximately 85 percent of the incidents were at CCCF or OSP. This relates directly to AICs with a Severe Mental Health diagnosis at both locations, specifically in the Special Housing Units, Behavioral Health Units, and the Mental Health Units.

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	2020	2021	2022	2023	2024
Walk-a-Ways					
Actual	2	2	5	4	1
Target	0	0	0	0	0

How Are We Doing

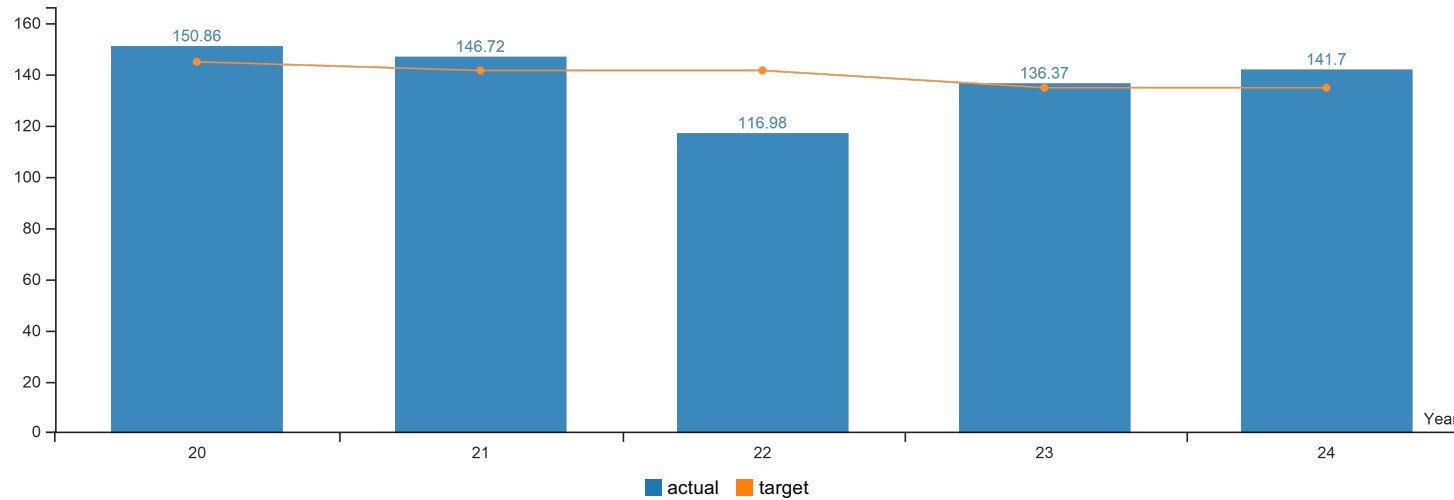
We had a single walk-a-way from our Central Distribution Center. The AIC was out of our custody for approximately 13 minutes.

Factors Affecting Results

Screening and classification reviews continue to be done. There were no indicators in this walk-a-way that would have caused staff to anticipate the incident. The department continues to refine our classification tool to ensure adults in custody are correctly classified and are appropriate for minimum custody facilities.

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	2020	2021	2022	2023	2024
Reduce all Energy Usage					
Actual	150.86	146.72	116.98	136.37	141.70
Target	144.76	141.39	141.39	134.66	134.66

How Are We Doing

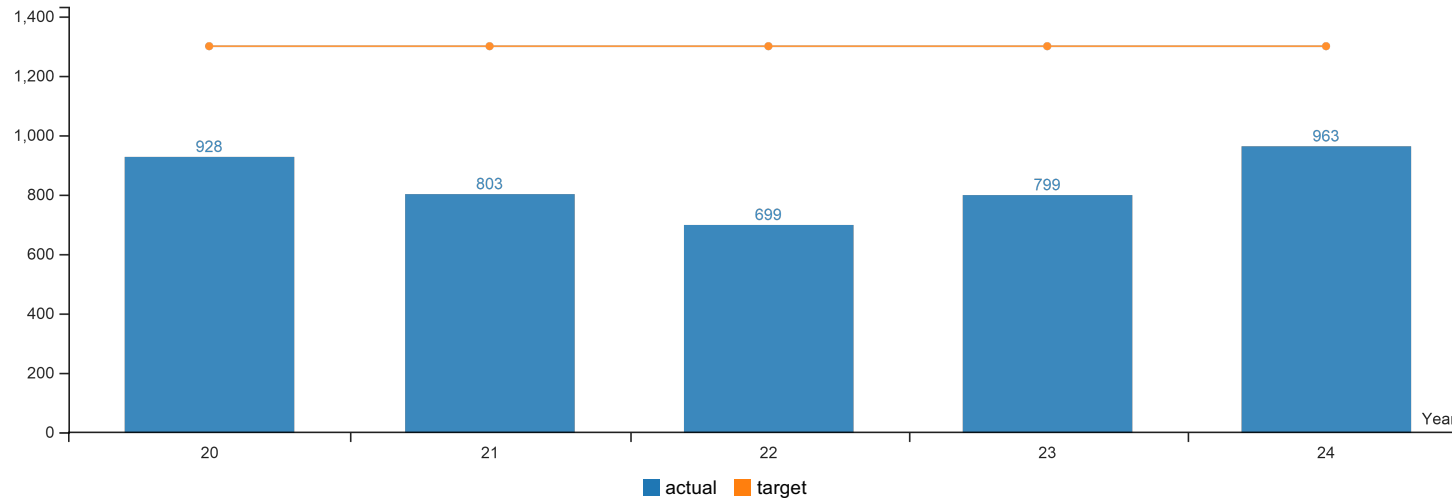
The agency is heading in the right direction in terms of Energy Use Intensity (EUI), for this year is the lowest EUI score the agency has achieved on record.

Factors Affecting Results

The primary factors affecting the agency's EUI are AIC population, system upgrades, and energy conservation efforts. Energy conservation efforts are ongoing and have been effective, but aging building envelopes are not conducive for standard energy efficiencies. Therefore, aging facilities will continue to hinder the agency's progress on reducing energy usage.

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	2020	2021	2022	2023	2024
Adult in Custody (AIC) Misconducts					
Actual	928	803	699	799	963
Target	1,300	1,300	1,300	1,300	1,300

How Are We Doing

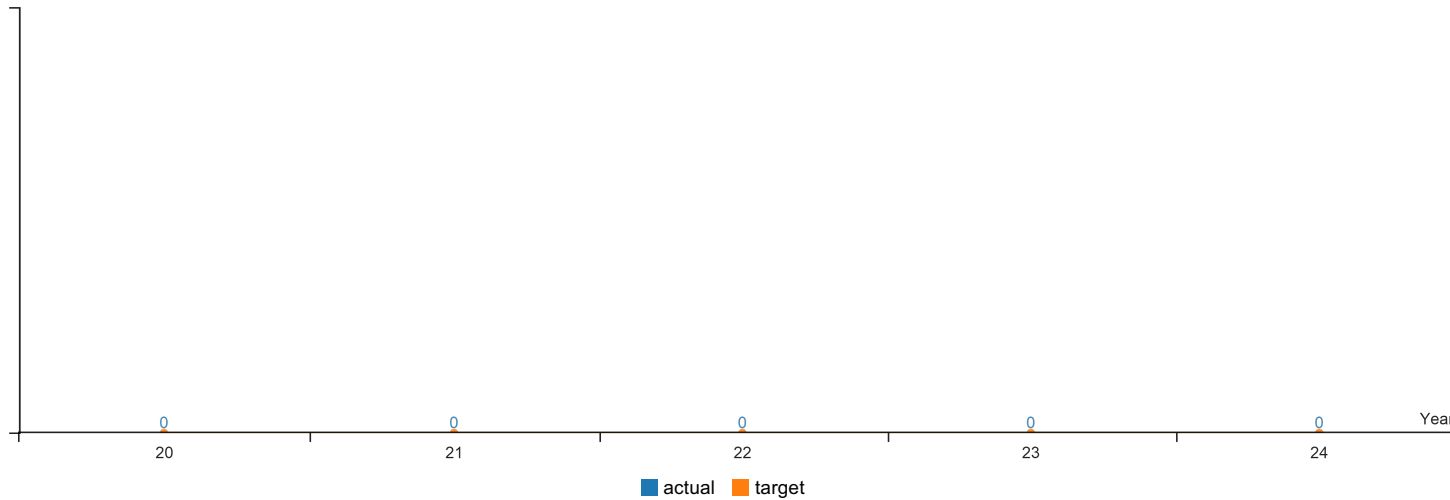
We are under our target by 337.

Factors Affecting Results

The use of the Oregon Way and a focus on managing AIC behavior through de-escalating skills, lower levels of accountability including the use of short-term cell-ins, education, and better modeling. In addition, institutions utilize resource teams to work with our most difficult-to-manage mental health AICs.

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



Report Year	2020	2021	2022	2023	2024
Annual escapes from secure-custody facilities					
Actual	0	0	0	0	0
Target	0	0	0	0	0

How Are We Doing

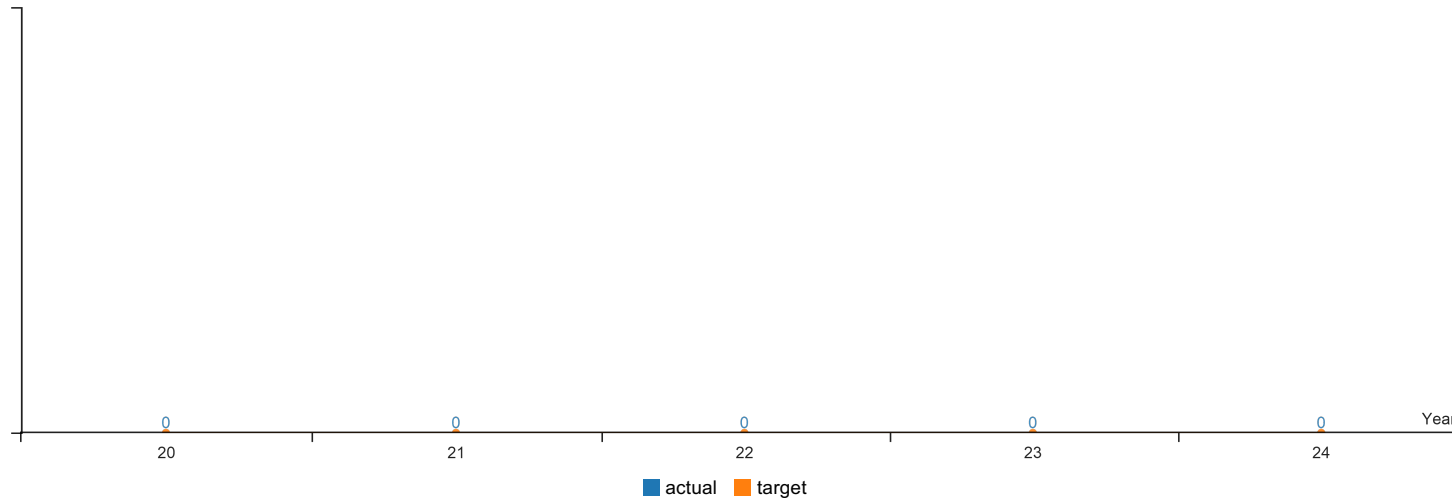
We had zero secure-custody escapes.

Factors Affecting Results

Security practices, secure perimeters, frequent self-audits, and equipment maintenance work together to maintain the in-custody status of AICs across the state.

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	2020	2021	2022	2023	2024
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

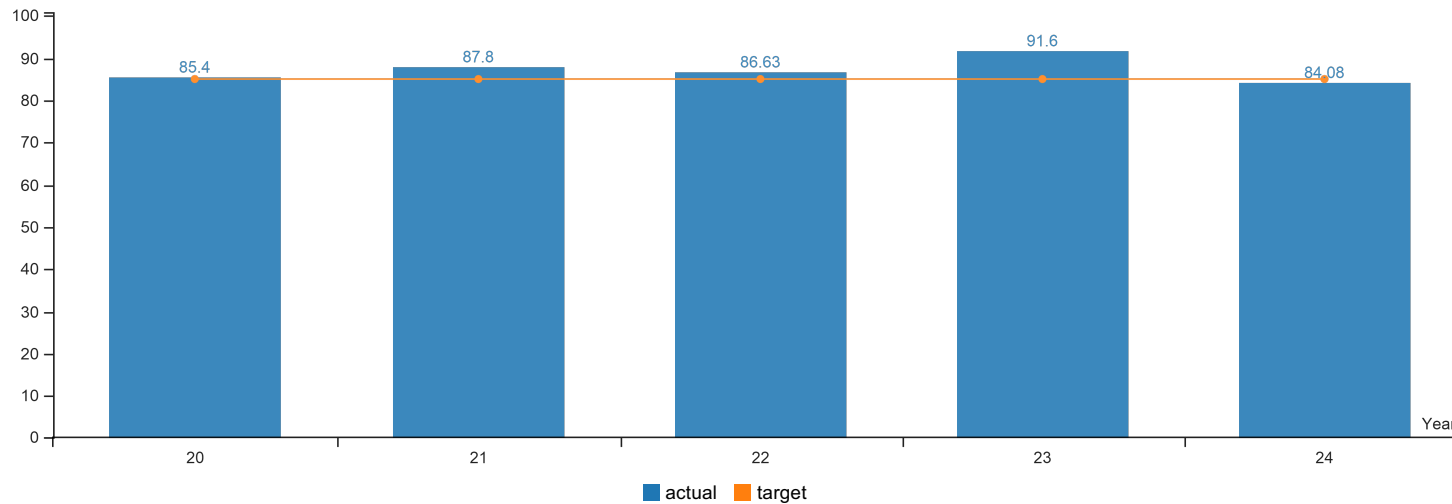
We met the target Number of zero. Our performance measure will indicate how well our institutions are functioning. The department continues to refine our classification tools to ensure adults in custody are correctly classified and are appropriate for minimum custody housing.

Factors Affecting Results

Annual Security Audits are conducted to test and review our security practices to guard against breaches in security. We also continue to refine classification tools to ensure adults in custody are correctly classified and are appropriate for minimum custody housing.

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	2020	2021	2022	2023	2024
Leave Programs					
Actual	85.40%	87.80%	86.63%	91.60%	84.08%
Target	85%	85%	85%	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 Program (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 Non-Prison Leave or Short-Term Transitional Leave, participants 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 2023-2024 reporting period, the transitional leave completion rate for STTL decreased slightly (82.54%) when compared with the 2022-2023 reporting period (83.9%). The completion rate for

AIP Non-Prison Leave during 2023-2024 decreased (89%) when compared with the completion rate during the 2022-2023 reporting period (92.2%).

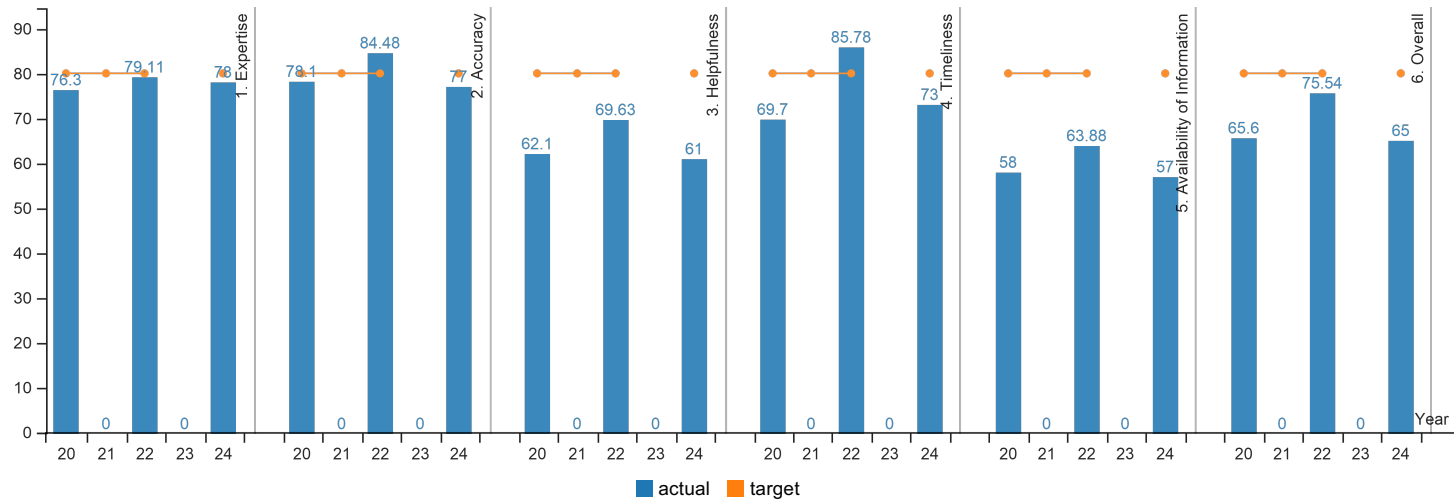
Short-Term Transitional Leave participation rates for this reporting period increased from an average of 91.6 per month in 2022-2023, to an average of 103.6 per month, representing approximately one fifth of the monthly releasing population. A significant reason for the increase in participation back to pre-covid levels was the impact of COVID ending and housing becoming more available. A consistent 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. Phase III, aimed to greatly improving data collection efficiency as well as quality and quantity of program data, was completed in April 2024. 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 have returned to pre-covid levels as a result less restrictions for private and county-based housing. The decrease in successful completion rates during the reporting period was minimal and difficult to report to one factor.

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: Aug 08 - Sep 09



Report Year	2020	2021	2022	2023	2024
1. Expertise					
Actual	76.30%		79.11%		78%
Target	80%	80%	80%		80%
2. Accuracy					
Actual	78.10%		84.48%		77%
Target	80%	80%	80%		80%
3. Helpfulness					
Actual	62.10%		69.63%		61%
Target	80%	80%	80%		80%
4. Timeliness					
Actual	69.70%		85.78%		73%
Target	80%	80%	80%		80%
5. Availability of Information					
Actual	58%		63.88%		57%
Target	80%	80%	80%		80%
6. Overall					
Actual	65.60%		75.54%		65%
Target	80%	80%	80%		80%

How Are We Doing

In the previous reporting period (2022), we received 809 responses. In this reporting period (2024), we received a total of 719 responses. The visitors that responded to our survey rated the agency as “good” or “excellent” in the following visiting customer-service categories.

	2024	2022	2020	Change
Timeliness	73%	86%	70%	-13%
Accuracy	77%	85%	78%	-8%
Helpfulness	61%	70%	62%	-9%
Expertise	78%	79%	76%	-1%
Availability of Information	57%	64%	58%	-7%
Overall Service	65%	76%	66%	-11%

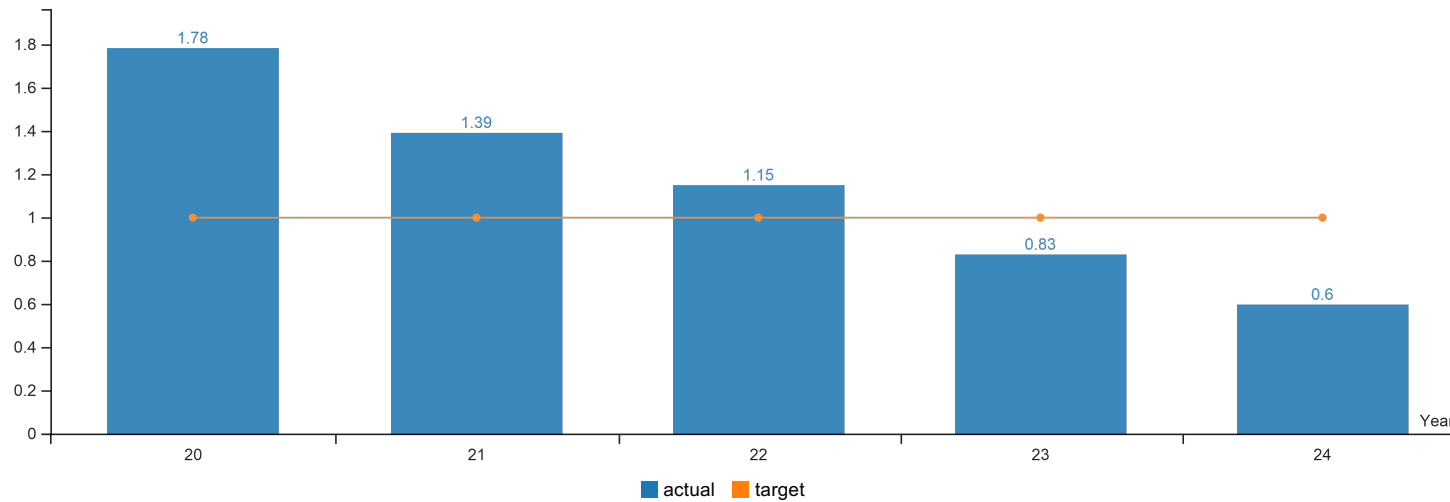
While there were reductions in each category from the 2022 survey, the current results are generally equal to or better than the 2020 survey.

Factors Affecting Results

Research shows maintaining positive family and friend connections through visiting reduces recidivism. To overcome some of the inherent negativity associated with prison visitation, DOC used the data from the 2016 and 2018 surveys to implement process improvements, revise OAR 291-127 to reduce barriers to visitation for guests, provide trauma-informed care (TIC) training for many of its staff, and obtained federal technical assistance grants and worked with community-based organizations to find ways to improve its visiting environments and experiences. This survey shows that some of the temporary modifications made during the COVID pandemic provided a more positive outcome for visitors. Often, these temporary adjustments are not feasible for ongoing practices. This survey provides excellent guidance to improve our visiting experience. The highest rated special events plus recommended communication improvements are already being duplicated or improved. The thoughtful critiques of our processes and staff will improve our performance, infrastructure, and outcomes in future surveys.

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	2020	2021	2022	2023	2024
Percent of Total Inmate Offsite Encounters					
Actual	1.78%	1.39%	1.15%	0.83%	0.60%
Target	1%	1%	1%	1%	1%

How Are We Doing

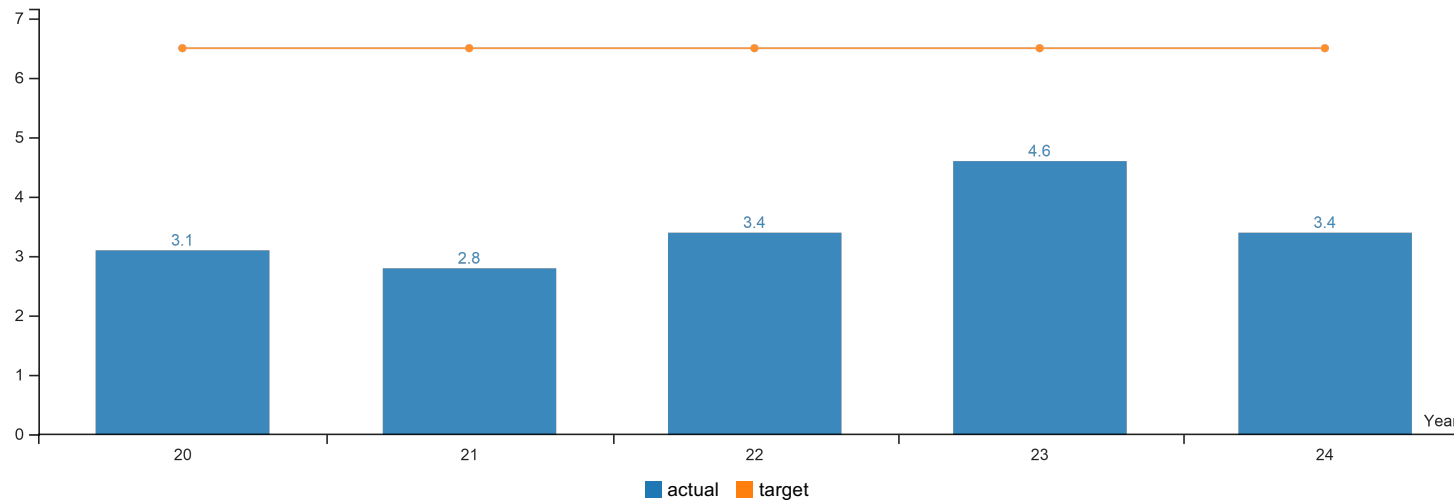
Access to Onsite patient care continues to increase as we fill vacancies, expand programs, and bring on contracted staff.

Factors Affecting Results

Although Offsite Authorizations increased by 28.4% Onsite encounters increased by 49.75%. Health Services continues to review the processes for coordination of offsite care and expects to see an increase in those services as systems are refined.

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	2020	2021	2022	2023	2024
OSHA Recordable Rate					
Actual	3.10	2.80	3.40	4.60	3.40
Target	6.50	6.50	6.50	6.50	6.50

How Are We Doing

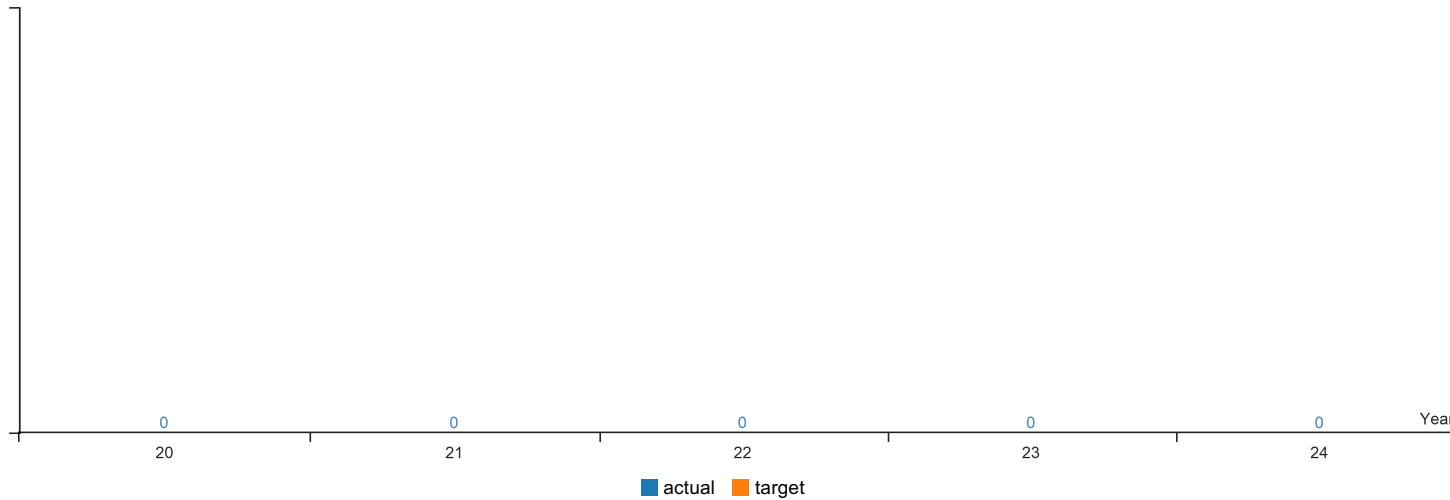
Overall the agency is doing well. Claims continue to be at all times low, returning to trends we saw prior to the pandemic. However, while the claim numbers are low, the costs of claims and payouts are at all-time highs. This is part due to the presumption passed on PTSD/mental health claims.

Factors Affecting Results

The Safety and Wellness Unit will continue to work on educating staff, safety awareness and the safety program. As the agency continues to make improvements and reduce the staff shortages at many of the worksites, we are confident we will see additional reductions in the number of worker injury claims.

KPM #14	Criminal Assaults - Number of employees charged with or convicted of assault under ORS Chapter 163
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Criminal Assaults					
Actual					
Target					

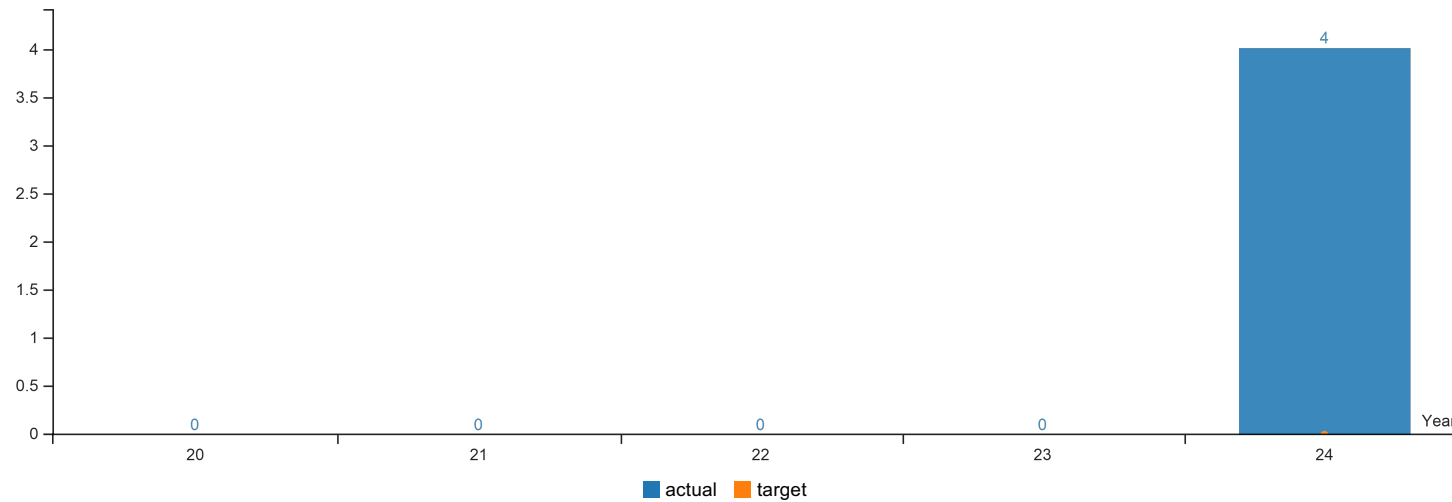
How Are We Doing

DOC has not yet established a method for gathering this data. Preliminary research indicates that the data may be more readily obtained from DPSST. DOC will explore this and be ready to report for the 2025 session.

Factors Affecting Results

KPM #15	Use of Force - Number of incidents of excessive use of force
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Use of Force					
Actual					4
Target					0

How Are We Doing

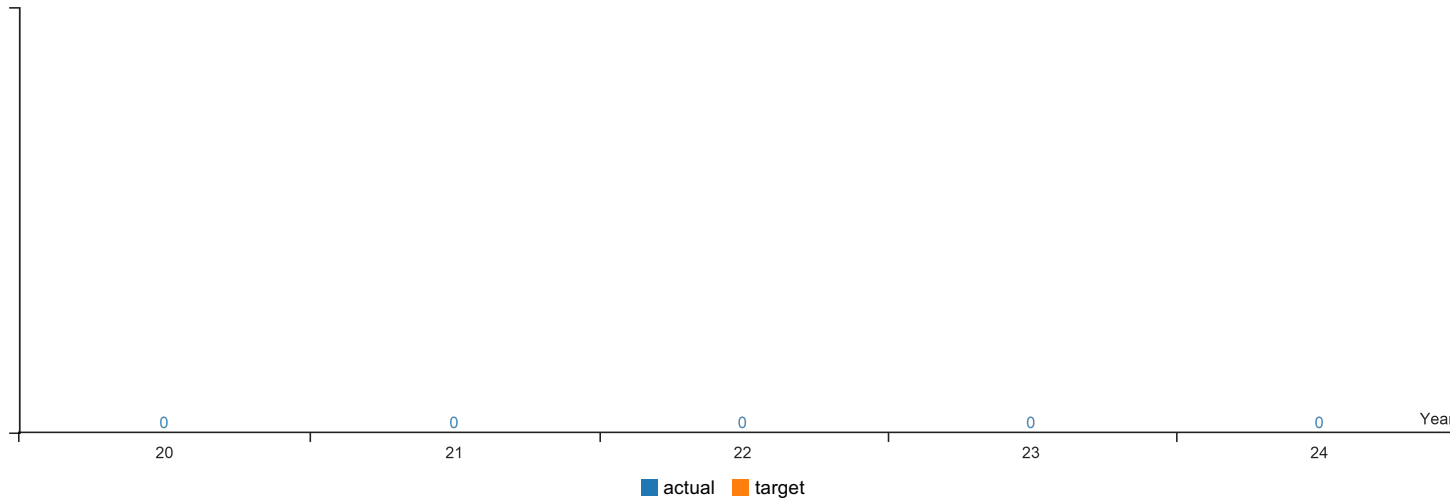
For this reporting period, the Office of Inspector General conducted eleven full Use of Force Reviews. Of those, four were deemed to include excessive use of force.

Factors Affecting Results

All uses of force are reviewed by several layers of management and administration. The Officer in Charge conducts the first review, which then proceeds to the Assistant Superintendent of Security at that facility, and then to the Superintendent. From there, the reviews move to a state-wide review process beginning with the Eastside- or Westside-Administrator. Based on the Administrator's determination, the review *may* then proceed to the Office of Inspector General for a full review. These many layers, including some that are independent of the facility itself, help ensure that deficiencies are noticed and remedied quickly.

KPM #16	Adult in Custody (AIC) and Adult on Supervision (AOS) case plans - Percentage of AICs and AOS meeting the needs identified within their case plans
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Adult in Custody (AIC) and Adult on Supervision (AOS) case plans					
Actual					
Target					

How Are We Doing

This KPM is still in development. DOC does not yet have a method to accurately calculate this, although it is being worked on.

This KPM, once developed fully, will replace KPM number 2.

Factors Affecting Results