



Empowers



Encourages Teamwork



Employs Best Practices



Embraces Diversity

Oklahoma Department of Corrections Strategic Plan

Fiscal Year 2009 ~ Fiscal Year 2012

Prepared by Quality Assurance
For Submission to the Board of Corrections
And the Office of State Finance
September 8, 2008

Table of Contents

Introduction.....	1
Agency Overview.....	1
Board of Corrections	1
Executive Staff	1
Agency Vision.....	2
Agency Mission	2
Agency Values	2
Strategic Planning Process	3
Executive Summary	4
Environmental Assessment.....	4
National Economy.....	4
State Economy	5
State Revenues.....	6
Social/Demographic	7
National Workforce Trends.....	7
National Offender Trends.....	8
Department Workforce	9
Department Offenders	12
Government and Regulatory	15
Criminal and Incarceration Climate.....	15
Conditions of Confinement.....	16
Technology	17
Offender Management Systems.....	17
Personnel Management Systems	17
Offender Banking System	17
Communication and Security Systems	18
Physical Environment	19
Trends and Best Practices.....	19
Accreditation Standards	19
Quality Assurance.....	20
Internal Environment	20
Receptions and Releases.....	22
Infrastructure Needs	23
Offender Medical Care	24

Table of Contents continued

Evolving Conditions.....	24
Incarcerated Population Growth	24
County Jail Backup Bed Growth	25
Medical Care Cost Growth	25
Medical Services Contracts	25
Contract Bed Dependency	26
Offender Electronic Monitoring Program	26
County Jails.....	26
Staffing.....	27
Strained Resources	27
Planning Assumptions	28
Economic	28
Social/Demographic	28
Government/Regulatory	29
Technology.....	30
Trends and Best Practices	30
Institutional Facilities and Internal Environment	31
Goals, Action Plans, Performance Measures.....	31
Field Operations Goal, Action Plans, Performance Measures	32
Agri-Services.....	33
Classification, Population, and Sentence Administration.....	35
Institutions.....	38
Oklahoma Correctional Industries.....	41
Private Prison and Jail Administration	43
Procedures and Accreditation	45
Administrative Services Goal, Action Plans, Performance Measures	47
Contracts and Acquisitions	48
Evaluation and Analysis	50
Finance and Accounting	51
Grants Administration.....	53
Information Technology	54
Personnel	56
Quality Assurance.....	58
Safety Administration	59
Training and Staff Development.....	61

Table of Contents continued

Community Corrections Goal, Action Plans, Performance Measures	63
Community Corrections and Community Work Centers	64
Probation and Parole	65
Community Sentencing and Information Services Goal, Action Plans, Performance Measures	67
Treatment and Rehabilitative Services Goal, Action Plans, Performance Measures..	70
Female Offender Management.....	71
Medical Services	73
Mental Health Services.....	76
Programs	79
Employee Rights and Relations Goal, Action Plans, Performance Measures	81
Executive Communications Goal, Action Plans, Performance Measures	83
Internal Auditing Goal, Action Plans, Performance Measures	85
Appendix A.....	



Introduction

AGENCY OVERVIEW

The Oklahoma Department of Corrections was created by legislation in May 1967. Today, the agency is the second largest state agency in Oklahoma. The agency operates 17 institutions, 7 community corrections centers, 15 community work centers, and 6 probation and parole districts. Additionally, the agency contracts with 3 private prisons, 9 halfway houses, and 19 county jails to house offenders. The agency is responsible for the care and custody of over 50,000 offenders and employs over 4,600 full-time staff.

BOARD OF CORRECTIONS

The Oklahoma Department of Corrections is governed by the state Board of Corrections, a bipartisan seven-member panel of gubernatorial appointees serving six-year staggered terms. Board of Corrections members include:

Earnest D. Ware, Chair
Ted Logan, Vice Chair
Matthew Hunter McBee, Secretary
Ernest Godlove, Member
David C. Henneke, Member
Robert L. Rainey, Member
Jerry Smith, Member

EXECUTIVE STAFF

The Oklahoma Department of Corrections executive leadership team includes:

Justin Jones, Director
Edward L. Evans, Associate Director, Field Operations
J'me Overstreet, Associate Director, Administrative Services
Reginald Hines, Deputy Director, Community Corrections
Sharon R. Neumann, Deputy Director, Community Sentencing and Information Services
Debbie G. Mahaffey, Deputy Director, Treatment and Rehabilitative Services
Elvin Baum, Administrator, Employee Rights and Relations
Joyce Jackson, Administrator, Executive Communications
Pam Ramsey, Executive Assistant, Director's Office
Neville Massie, Executive Assistant, Director's Office

AGENCY VISION

The Oklahoma Department of Corrections will Create a Culture that Empowers Individuals, Encourages Teamwork, Employs Best Practices, and Embraces Diversity.

AGENCY MISSION

The mission of the Oklahoma Department of Corrections is to Protect the Public, the Employees, and the Offenders.

Responsibilities to the public include:

- Ensuring the safety of lives and property;
- Offering the widest range of correctional options in order to provide proper management of offenders;
- Using state resources efficiently and effectively; and
- Providing open communication with the public.

Responsibilities to the offenders include:

- Offering humane levels of confinement based on professional standards;
- Promoting law-abiding behavior from offenders by providing opportunities to acquire social, educational, and vocational skills through quality programs and services; and
- Offering a climate of fairness, safety, helpfulness, and courtesy.

Responsibilities to employees include:

- Offering a secure, healthy environment for employees;
- Providing equitable pay, benefits, disciplinary and grievance procedures, and training;
- Recruiting, maintaining, and promoting employees in an open and accountable manner;
- Acknowledging each individual as a professional and the contributions he or she makes to the department; and
- Providing opportunities for personal and professional growth.

AGENCY VALUES

- Professionalism
- Rehabilitation
- Integrity
- Diversity
- Excellence

STRATEGIC PLANNING PROCESS

The Oklahoma Department of Corrections first initiated a long-term strategic planning process in 1996. It was decided at that time that any planning process of this magnitude would require a thorough assessment of the organization's present state with periodic reviews to allow for modifications to evolutionary issues and the budgetary environment. A group of agency employees was assembled and became responsible for researching and developing the initial planning concepts.

Senior staff were tasked with chairing committees to assess the status of the organization and identify a ten-year set of goals. Committees were formed to review functional areas of operations. The director and key executive staff members met with a broad group of agency leadership and stakeholders to gather input for this planning process.

A draft document was created and submitted for review to the cabinet secretary of Safety and Security, Board of Corrections members, the speaker of the House, the president pro-tempore of the Senate, and chairmen of the various appropriation committees. Feedback was received with a final plan approved by the agency director and published in January 1998.

The strategic planning process was codified into law in 1999 and amended in 2003 by HB 1256. Under Title 62, Section 45, "The Oklahoma Program Performance Budgeting and Accountability Act," state agencies are required to develop a strategic plan for their operations. The first strategic plan was due to state leadership and the Office of State Finance on October 1, 2001. Updates are required as part of the budget request process in each subsequent even-numbered year. Each state agency plan is required to cover five fiscal years beginning with the next odd-numbered fiscal year.

This plan (Fiscal Year 2009 ~ Fiscal Year 2012) was developed with review and input from staff representing all divisions of the Oklahoma Department of Corrections. While the agency continues to maintain input and output measurements, this plan focuses on outcome measures deemed most impactful to the public and other external stakeholders.

Executive Summary

Environmental Assessment

NATIONAL ECONOMY

According to a report entitled, *The Budget and Economic Outlook: Fiscal Years 2008 to 2018*, issued by the Congressional Budget Office (CBO), “The CBO projects that after three years of declining budget deficits, a slowing economy this year [Fiscal Year 2008] will contribute to an increase in the deficit.”

“Under an assumption that current laws and policies do not change, CBO projects that the budget deficit will rise to 1.5 percent of gross domestic product (GDP) in 2008 from 1.2 percent in 2007. Enactment of legislation to provide economic stimulus or additional funding for military operations in Iraq and Afghanistan could further increase the deficit for this year.”

“The state of the economy is particularly uncertain at the moment. The pace of economic growth slowed in 2007, and there are strong indications that it will slacken further in 2008. In CBO’s view, the ongoing problems in the housing and financial markets and the high price of oil will curb spending by households and businesses this year [Fiscal Year 2008] and trim the growth of GDP. Although recent data suggest that the probability of a recession in 2008 has increased, CBO does not expect the slowdown in economic growth to be large enough to register as a recession.”

“CBO expects the economy to rebound after 2008, as the negative effects of the turmoil in the housing and financial markets fade.”

“The relatively sanguine outlook suggested by the [CBO’s] 10-year baseline projections should not be interpreted as implying that the nation’s underlying fiscal condition is sound, both because the United States continues to face severe long-term budgetary challenges and because many observers expect [national] policy changes that would deviate from the current-law baseline over the next decade.”

“Ongoing increases in health care costs, along with the aging of the population, are expected to put substantial pressure on the [federal] budget in coming decades; those trends are already evident in the current projection period. Economic growth alone will be insufficient to alleviate that pressure, as Medicare and Medicaid and, to a lesser extent, Social Security require ever greater resources under current law. A substantial reduction in the growth of spending, a significant increase in tax revenues relative to the size of the economy, or some combination of the two will be necessary to maintain the nation’s long-term fiscal stability.”

According to a fiscal survey of states conducted by the National Association of State Budget Officers in the spring of 2008, “Fiscal 2008 marked a turning point for state finances with a significant increase in states seeing fiscal difficulties, in stark contrast to the preceding several years. As the economy has weakened, so has the state revenue and spending picture. The decline of the housing sector along with a weak manufacturing sector have combined to cause significant declines in revenue for a number of states. The budget difficulties, however, are not universal with many states currently escaping budget shortfalls. Some states have been insulated from the budget difficulties so far due to high energy and agricultural commodity prices as well as less exposure to declines in the housing sector. Even so, most states are concerned about a continued weakening of the national economy and the impact on their individual state fiscal situations. While state fiscal situations vary now, Fiscal 2009 could prove to be more troublesome than Fiscal 2008.”

Source: Congress of the United States Congressional Budget Office. January 2008. *The Budget and Economic Outlook: Fiscal Years 2008 to 2018*. Retrieved on August 14, 2008, at the following link: http://www.cbo.gov/ftpdocs/89xx/doc8917/01-23-2008_BudgetOutlook.pdf

National Association of State Budget Officers. Spring 2008. *Fiscal Survey of States*. Retrieved on August 27, 2008, at the following link: <http://www.nasbo.org/publications.php#fss2007>

STATE ECONOMY

According to a report entitled, *2008 Oklahoma Economic Outlook*, published by the William S. Spears School of Business, Center for Applied Economic Research, Oklahoma State University, “State job and income growth cooled considerably the past 12 months, however the state remains on pace to post 1.5 percent job growth for all of 2007 vs. 1.3 percent at the U.S. level.”

“National economic fundamentals have weakened further under the weight of persistently high energy prices and the national housing and credit contraction. These factors will work to generate an incremental downshift in economic activity at both the state and U.S. levels in 2008.”

“The direct impact of the national housing market on the state has been limited to modest hiring weakness in construction and softness in housing prices. Any impact is likely to be felt indirectly through slower overall national economic growth.”

“State job growth is forecasted to slow to 1.3 percent (20,000 new jobs) in 2008 before accelerating to 1.6 percent (25,000 new jobs) in 2009.”

“Job gains should remain broad-based, but growth is expected to slow in most every major sector. The greatest hiring weakness is expected in the housing-related construction and financial services industries.”

“The ongoing boost from the energy sector is showing signs of maturing but should help maintain state job growth above the U.S. in both 2008 and 2009.”

“Strong income gains since 2004 have driven state per capita personal income to its highest level relative to the nation since the bottom of the oil bust.”

“Population growth has surged above 1 percent in the current expansion. Increasing in-migration reflects both the relative strength of the job market and the low cost of housing in the state.”

“The Oklahoma City and Tulsa metropolitan areas have slowed with the state throughout 2007 but remain strong.”

“Oklahoma City is expected to post a 1.5 percent job gain (8,600 jobs) in 2008 and a 2.0 percent gain in 2009; Tulsa should post a 1.5 percent gain (6,300 jobs) in 2008 and a 1.7 percent gain in 2009.”

“The state’s metropolitan and rural areas are expected to continue to produce energy-driven job growth rates approaching those of the metro areas.”

Source: William S. Spears School of Business, Oklahoma State University. December 7, 2007. *2008 Oklahoma Economic Outlook*. Retrieved on August 14, 2008, at the following link:
<http://economy.okstate.edu/outlook/2008/2008%20Oklahoma%20Economic%20Outlook%20-%20State%20of%20Oklahoma.pdf>

STATE REVENUES

According to a report entitled, *2008 Oklahoma Economic Outlook*, published by the William S. Spears School of Business, Center for Applied Economic Research, Oklahoma State University, “The consumer side of the state economy remains strong as a result of solid income gains and is expected to continue to support overall state economic activity in 2008 and 2009. The strong income gains enjoyed since 2004 will continue to ease and will fall just below 5 percent in 2008 and 2009, slightly trailing expected income gains nationally. As a result, a small portion of the recent income gains relative to the nation will likely be shed in this transition period. Driven by more modest income gains, retail sales will weaken from the unusually strong 7.5 percent gain for all of 2007 to 6.2 percent in 2008 and 3.9 percent in 2009. Growth rates in personal income tax receipts are currently negative following cuts in marginal income tax rates in 2006 and 2007, however our evaluation of tax law-adjusted revenue suggests a preliminary estimate of 8.3 percent growth for all of 2007 after accounting for the tax cuts.”

“The growth of the gaming industry in Oklahoma has exploded since the passage of the Tribal Gaming Act in November 2004. The largest growth in employment and wages occurred in the year immediately following the passage of the act. Revenues from gaming grew by nearly 25 percent from 2005 to 2006 in Oklahoma to reach the \$2 billion mark. Revenue of this magnitude has the potential to impact the nearly 20 percent of our state’s population that are tribal members—a segment that has a history of high poverty levels. The full impact of gaming itself is ambiguous.”

Although the gaming industry does not have a direct impact on state revenues, the state’s economy is impacted through job creation, economic stimulus, and community service efforts.

Competition for appropriated resources remains intense as Oklahoma state agencies seek to meet growing service demands. The Oklahoma Department of Corrections is deeply concerned that policy decisions may have already committed future state economic resources and could adversely impact the ability to allocate state resources to fund public safety needs.

Source: William S. Spears School of Business, Oklahoma State University. December 7, 2007. *2008 Oklahoma Economic Outlook*. Retrieved on August 14, 2008, at the following link:
<http://economy.okstate.edu/outlook/2008/2008%20Oklahoma%20Economic%20Outlook%20-%20State%20of%20Oklahoma.pdf>

Social/Demographic

NATIONAL WORKFORCE TRENDS

According to the United States Bureau of Labor Statistics, the growth of the overall labor force has slowed since the 1970s. A substantial slowdown in the pace of labor force growth is projected for 2015-25 period as the baby boomer generation retires.

The Bureau of Labor Statistics also reports that the labor force is aging and becoming more diverse. The median age of the labor force has increased from 34.8 years in 1978 to 40.7 years in 2008. Asians and Hispanics have the fastest labor force growth. White non-Hispanics will be the largest labor force group (71 percent) in 2008. Hispanics will account for 13 percent; black non-Hispanics will account for 11 percent; and Asians and other groups will account for 5 percent.

Additionally, over the last two decades, the number of years men have been with their employer has fallen, while the number of years women have been with their employer has slightly risen.

Source: United States Bureau of Labor Statistics. Retrieved on August 14, 2008, from the following link:
<http://www.bls.gov/opub/working/home.htm>

NATIONAL OFFENDERS TRENDS

According to an article entitled, *U.S. Prison, Jail Population Reaches 2.3 Million Inmates*, in the July/August 2008 issue of *Correctional News* magazine, “The number of inmates housed in United States prisons and jails reached a record high of almost 2.3 million during 2007 according to the Department of Justice. Data from the report by the Bureau of Justice Statistics backs up a survey of the prison population released earlier in 2008 by Pew Charitable Trusts.”

The same article indicates, “The number of inmates under state jurisdiction increased by 1.4 percent in 2007 compared to 2 percent in 2006,” and “Minorities continue to be incarcerated at disproportionate rates to whites.”

Source: O’ hE’ochaidh, Roibí’n. *U.S. Prison, Jail Population Reaches 2.3 Million Inmates. Correctional News*. July/August 2008.

The report issued by The Pew Center on the States states, “For the first time, more than one in every 100 adults is now confined in an American jail or prison.”

“One in 30 men between the ages of 20 and 34 is behind bars, and for black males in that age group, the figure is one in nine.”

“Men still are roughly 10 times more likely to be in jail or prison, but the female population is burgeoning at a far brisker pace. For black women in their mid- to late-30s, the incarceration rate has hit the 1-in-100 mark.”

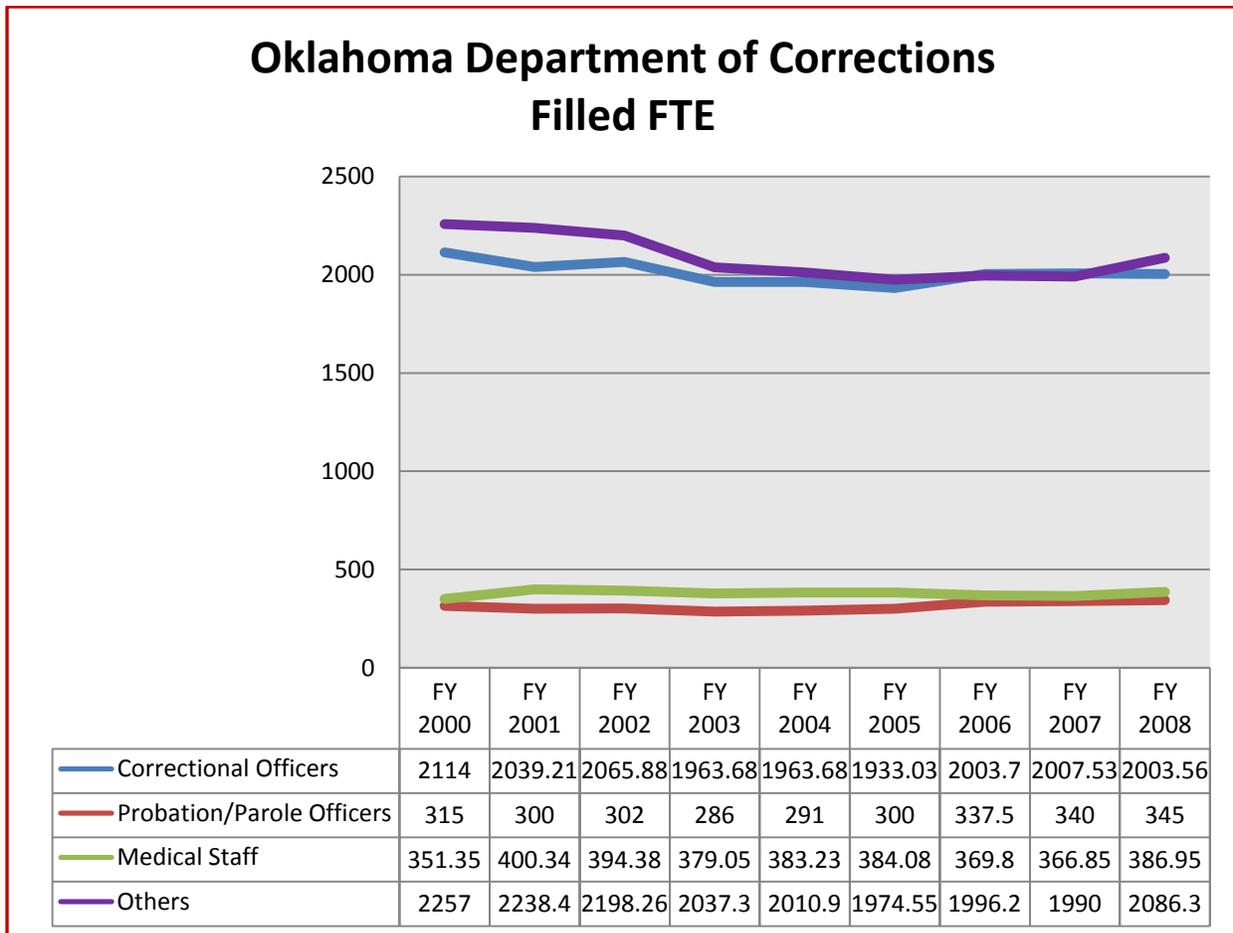
“Growing older, meanwhile, continues to have a dramatic chilling effect on criminal behavior. While one in every 53 people in their 20s is behind bars, the rate for those over 55 falls to one in 837.”

Source: The Pew Center on the States. February 2008. *One in 100: Behind Bars in American 2008*. Retrieved on August 27, 2008, at the following link:
http://www.pewcenteronthestates.org/uploadedFiles/8015PCTS_Prison08_FINAL_2-1-1_FORWEB.pdf

DEPARTMENT WORKFORCE

The Oklahoma Department of Corrections authorized full time equivalent (FTE) level increased in FY 2007 from 5,844.6 FTE to 5,894.6 FTE. This number has remained the same for FY 2008 and FY 2009.

The following chart visually illustrates the changes in filled staff since July 1, 2000.



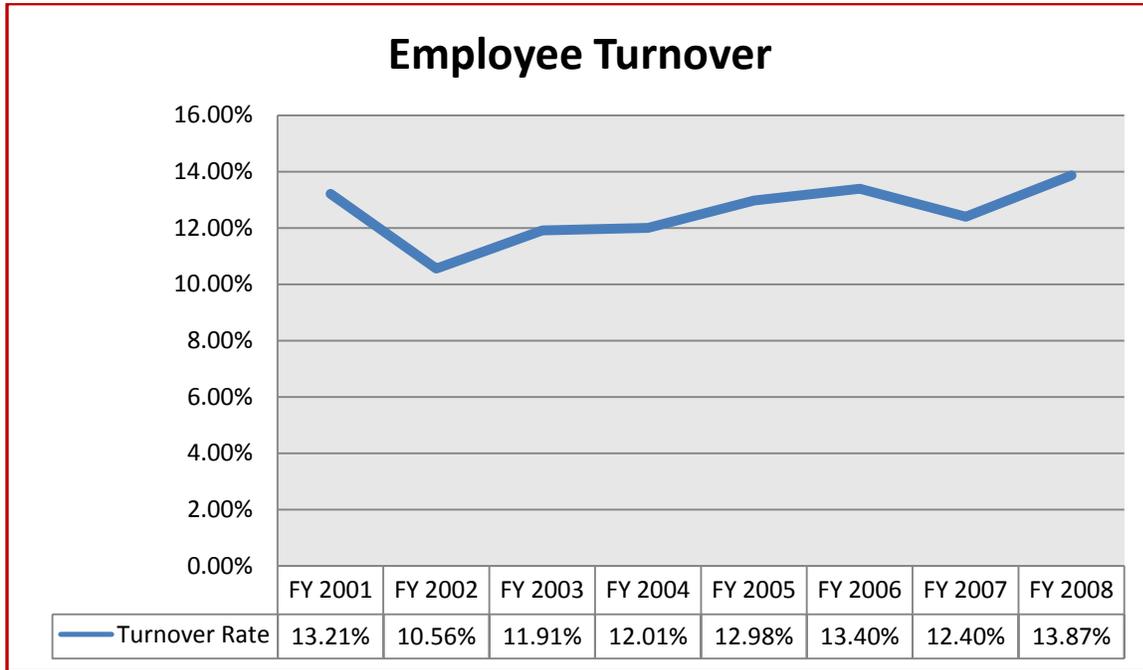
Source: Central Personnel, Oklahoma Department of Corrections. August 13, 2008.

The chart below provides a snapshot of Oklahoma Department of Corrections staff demographics as of July 1, 2008.

Uniformed Staff			
	Female	Male	Total
Number	400	1,572	1,972
Percentage	20.28%	79.72%	100%
Average Age	41.23	40.57	40.70
NonUniformed Staff			
Number	1,527	1,271	2,798
Percentage	54.57%	45.43%	100%
Average Age	47.75	49.25	48.43
All Staff			
Number	1,927	2,843	4,770
Percentage	40.40%	59.60%	100%
Average Age	46.40	44.45	45.24

Source: Central Personnel, Oklahoma Department of Corrections. August 13, 2008.

The following chart provides a snapshot of employee turnover since July 1, 2000.



Source: Central Personnel, Oklahoma Department of Corrections. August 13, 2008.

DEPARTMENT OFFENDERS

The following charts provide snapshots of offender demographics according to the July 31, 2007, *Facts at a Glance* publication issued by the Oklahoma Department of Corrections.

Gender of Incarcerated Offenders (N=25,166)		
	Count	Percentage
Female	2,571	10.2%
Male	22,595	89.8%
Ethnicity of Incarcerated Offenders		
	Count	Percentage
Caucasian	13,832	55.0%
African American	7,465	29.7%
Native American	2,182	8.7%
Hispanic	1,545	6.1%
Other	142	0.6%
Crime Type of Incarcerated Offenders		
Violent	10,324	41.1%
NonViolent	14,765	58.9%
Average Age of Incarcerated Offenders		
	37.7	

Gender of Probation Clients (N=27,464)		
	Count	Percentage
Female	6,896	25.1%
Male	20,568	74.9%
Ethnicity of Probation Clients		
	Count	Percentage
Caucasian	17,366	63.2%
African American	5,216	19.0%
Native American	2,020	7.4%
Hispanic	1,936	7.0%
Other	926	3.4%
Crime Type of Probation Clients		
Violent	4,760	17.3%
NonViolent	22,704	82.7%
Average Age of Probation Clients		
	35.3	

Gender of Parole Clients (N=3,706)		
	Count	Percentage
Female	608	16.4%
Male	3,098	83.6%
Ethnicity of Parole Clients		
	Count	Percentage
Caucasian	2,196	58.5%
African American	1,036	28.4%
Native American	171	4.6%
Hispanic	265	6.9%
Other	46	1.2%
Crime Type of Parole Clients		
Violent	585	15.8%
NonViolent	3,121	84.2%
Average Age of Parole		
	42.1	

Source: Executive Communications, Oklahoma Department of Corrections. *Oklahoma Department of Corrections Facts at a Glance*. July 31, 2007. Retrieved on August 14, 2008, from the following link: <http://www.doc.state.ok.us/newsroom/faag.htm>

Government and Regulatory

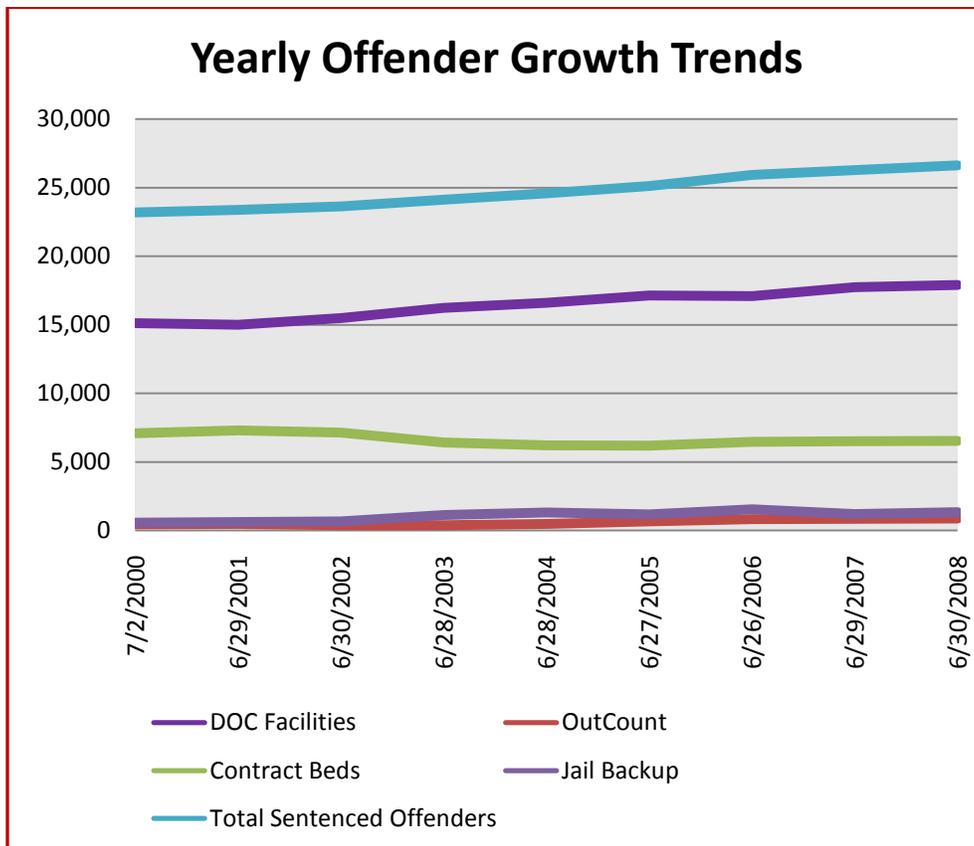
CRIMINAL AND INCARCERATION CLIMATE

The offender population was 24,383 on June 30, 2006, compared to 25,297 on June 30, 2008.

Jail backup bed population (court sentenced offenders pending transfer to Department of Corrections custody) was 1,536 on June 26, 2006, compared to 1,323 offenders on June 30, 2008.

Offenders with no active violent offense represent approximately 51 percent of the total incarcerated population. Of this group, 52 percent of their controlling offenses involve possession and distribution of controlled dangerous substances, and about one-fourth (25 percent) are Larceny, Burglary II, and Driving Under the Influence (DUI). Offenders with an active violent offense represent 49 percent of the incarcerated population. The top five offense categories for these offenders are Assault, Robbery, Rape, Murder I, and Sex.

The following graph visually illustrates yearly offender growth trends since July 2000.



The Oklahoma Department of Corrections will Create a Culture that Empowers Individuals, Encourages Teamwork, Employs Best Practices, and Embraces Diversity.

Actual offender counts are shown in the table below.

Offender Count Date	DOC Facilities	Out Count	Contract Beds	Jail Backup (Pending Reception)	Total DOC Sentenced Offenders
7/02/2000	15,097	442	7,075	558	23,172
6/29/2001	14,982	468	7,287	613	23,350
6/30/2002	15,477	373	7,131	640	23,621
6/28/2003	16,231	370	6,405	1,108	24,114
6/28/2004	16,601	460	6,199	1,303	24,563
6/27/2005	17,127	647	6,174	1,166	25,114
6/26/2006	17,096	826	6,454	1,536	25,912
6/29/2007	17,747	851	6,491	1,181	26,270
6/30/2008	17,903	864	6,530	1,323	26,620

CONDITIONS OF CONFINEMENT

The use of contract prison beds to eliminate overcrowded conditions, along with improved and greater access for inmates to medical care that meets constitutional standards, has resulted in expenditure growth beyond appropriated resources. To meet this cost growth, numerous facility infrastructure, technology, vehicle replacements, programmatic and staffing needs have been delayed, deferred, reduced, or reallocated.

Technology

OFFENDER MANAGEMENT SYSTEMS

The current Offender Management System (OMS) is no longer commercially supported and is becoming increasingly fragile. The system needs to be replaced. The legislature is funding an independent study to determine the best method and process for replacing the OMS.

Offender medical records are currently maintained manually. New technology is needed to better facilitate the scheduling, delivery, and management of offender medical needs. Vendors have responded to a request for proposal issued by the Oklahoma Department of Corrections for electronic health records. The vendor responses are being evaluated with a contract award expected within Fiscal Year 2009.

PERSONNEL MANAGEMENT SYSTEMS

The personnel management and training systems were upgraded in Fiscal Year 2008. This places the Oklahoma Department of Corrections on the latest version of both Oracle applications. The time and leave application is being rewritten and will eventually be removed from the mainframe. This will position the agency with a decentralized data entry process utilizing a centralized application and storage system. The result is better utilization of staff.

OFFENDER BANKING SYSTEM

The current approach to offender banking services dates back to the very development of the Oklahoma Department of Corrections and reflects the structure of the department at it was then organized. There are 67 different agency special accounts utilized to support off-budget resource responsibilities. While not all of these agency special accounts can or should be eliminated, implementation of modern accounting systems for some of these accounting functions would greatly reduce the number of required agency special accounts, decrease staff workloads, and provide greater management insight into certain fiscal responsibilities.

Currently 25 separate agency special accounts are used for the deposit and management of the Inmate Trust Accounting System (ITAS). These separate agency special accounts require money to be constantly transferred from agency special account to agency special account as offenders move throughout the system.

There are 18 agency special accounts that directly support facility and parent canteen fund activities. Twenty-one separate special accounts support facility and community corrections petty cash needs. Restitution also has its own agency special account to facilitate this accounting need. There are also 21 separate agency special accounts and 4 separate bank accounts utilized for petty cash purposes. Together these separate accounts process over \$20 million in non-budgeted transactions. Consolidation of many of these accounts is needed as a centralized commissary/offender banking system is implemented.

A Request for Proposal for a new Offender Banking System was issued, and a contract was awarded to ATG. The Offender Banking System will replace the current commissary/trust fund/restitution systems with a single, centralized system. The new system expected to be on line in Calendar Year 2008.

COMMUNICATION AND SECURITY SYSTEMS

Technology and computer applications impact most department activities and go well beyond information management. Computers are used to regulate communications, security systems, and facility operations. The growth and reliance on computer-controlled systems will continue with a resultant need to have highly technically trained people on staff to maintain, repair, and upgrade these complex and growing integrated systems.

One example of this technology transition is the department's adoption of Voice-Over Internet Protocol technology at the Mabel Bassett Correctional Center, Southeast District, Clara Waters Community Corrections Center, and Oklahoma State Reformatory. Adoption and transfer of telephone communications to this technology base involves a significant up-front investment but providing significant long-term operational savings. It also places greater demand on telecommunications band width with an ongoing need to ensure infrastructure keeps pace with operational changes and technology growth.

New networking equipment has been installed at all major locations operated by the Oklahoma Department of Corrections. The next step will be increasing the bandwidth to these locations and implementing centralized security and access control. Over 30 locations have been identified and are in the process of having their external network connections upgraded. These upgrades will position the department to support new applications such as electronic health records, video conferencing, and offender banking.

PHYSICAL ENVIRONMENT

With the increased power and functionality of computers today, the capability exists to virtually segment a single physical machine into multiple machines. This capability decreases the number of physical devices support, makes efficient use of computing power, simplifies backups and recovery, and reduces the amount of environmental support (electrical and air conditioning) needed in the computer room.

The computer room and all devices in it must provide high availability service. This level of availability is accomplished by upgrading the generator, air conditioning, and uninterruptible power system in the computer room. In addition, an alternate/disaster recovery site is being established to provide continuous service in the event of a disaster at the Oklahoma Department of Corrections.

Trends and Best Practices

ACCREDITATION STANDARDS

The American Correctional Association and the Commission on Accreditation for Corrections are private, non-profit organizations that administer the only national accreditation program for all components of adult corrections.

Accreditation provides the Oklahoma Department of Corrections an opportunity to evaluate agency operations against national standards by demonstrating correctional practices outlined by policy and procedures.

Benefits of accreditation also include: Improved staff training and development; assessment of program strengths and weaknesses; defense against lawsuits; establishment of measurable criteria for upgrading operations; improved staff morale and professionalism; safer environment for staff and offenders; and performance based benefits.

The Standards Committee, Standards and Accreditation staff, the Commission on Accreditation, and approved auditors for the Association are constantly involved in development and evolution of the process for accreditation and establishing base lines for measurement through outcomes and performance.

Public institutions, community corrections centers, probation and parole and administrative operations within the Oklahoma Department of Corrections are fully accredited. Additionally, the department contractually requires private prison facilities to achieve and maintain accreditation status as well.

The Oklahoma Department of Corrections commitment to the process reflects outstanding accomplishments as awarded by the Commission on Accreditation through panel hearings while providing national recognition as one of the more than 1,500 accredited correctional agencies in the United States. The agency's ability to maintain accreditation status reflects its commitment to excellence in corrections.

Source: American Correctional Association Standards and Accreditation. Retrieved on August 14, 2008, at the following links:

<http://www.aca.org/standards/agency.asp>

<http://www.aca.org/standards/benefits.asp>

QUALITY ASSURANCE

In January 2006, the Oklahoma Department of Corrections established a Quality Assurance Unit responsible for the continuous review and evaluation of operational, programmatic, and functional areas operated by the department or by a provider under contract with the department.

Quality Assurance goals include: (1) Ensuring the best allocation of organizational resources; (2) Ensuring the most efficient and effective operations based on continuous improvement; and (3) Ensuring creation and delivery of quality (best-practice), results-driven programs and services to better fulfill the agency's vision and mission.

The Performance Audit of the Oklahoma Department of Corrections conducted in December 2007 by MGT of America, Inc., commended the department for creating a quality assurance program to identify areas and issues for improvement, to review and recommend improvements, and to help implement change across all sections of the department.

Internal Environment

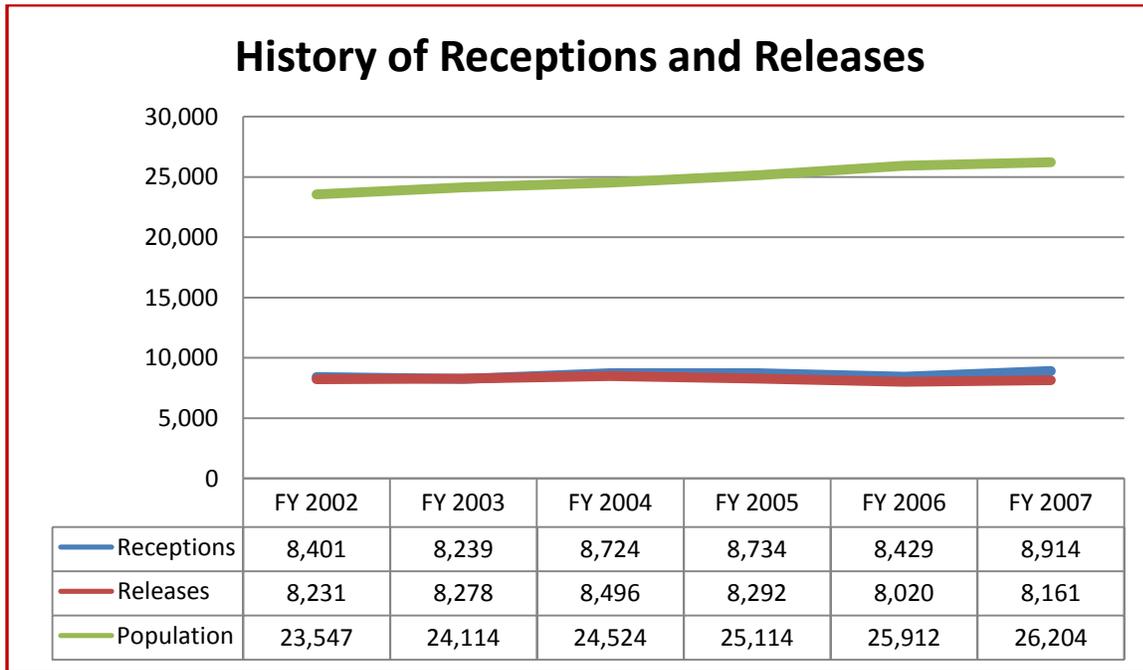
The table on the following page presents a snapshot of institutional capacity and count as of June 30, 2008.

Oklahoma Department of Corrections Snapshot of Capacity and Count		
	Capacity	Count
Department Facilities	18,115	17,903
Contract Facilities (CJP, CP, HWH)	6,700	6,530
Facility Total	24,815	24,433
Community Programs (EMP, GPS, PPCS)		406
Other Facilities (Out, Hospital, Jail, etc.)		458
SYSTEM TOTAL		25,297
CAPACITY PERCENT		98.83%

Source: Oklahoma Department of Corrections Count Sheet. June 30, 2008. Retrieved on August 14, 2008, from the following link:
http://www.doc.state.ok.us/offenders/count/06_30_08.pdf

RECEPTIONS AND RELEASES

The following graph provides a visual illustration of the history of offender receptions and releases.



Source: Evaluation and Analysis, Oklahoma Department of Corrections

The average number of receptions for Fiscal Year 2003 through 2007 was 8,608 while the average number of releases for that same time period was 8,249.

According to a recent performance audit conducted by MGT of America, Inc., “The Oklahoma Criminal Justice Resource Center calculates population projections and indicates an increase from about 25,000 today to nearly 29,000 by Fiscal Year 2016. Given the projected growth, the Department of Corrections must either expand its capacity to at least 28,872 by Fiscal Year 2016 or implement other program alternatives to slow the projected growth.”

Source: Performance Audit of the Oklahoma Department of Corrections. MGT of America. December 31, 2007.

INFRASTRUCTURE NEEDS

According to the MGT audit report, “The agency has been underfunded for so long; the department has not been able to make reasonable investments in infrastructure and equipment.”

“Six of the agency’s current facilities were not originally built as prisons. These institutions are inefficient and present serious security issues. All of them contain structures more than 75 years old. Other facilities, while designed for corrections, still are antiquated and in very poor condition. MGT found uniform evidence of serious deterioration to Department of Corrections physical plant and infrastructure. The existing situation at some facilities places the health and safety of staff and inmates alike at risk.”

“The most common needs are roof repairs and electrical system upgrades. Others include wastewater treatment plant upgrades, boiler repairs and replacement, new kitchen and dining room facilities, and additional emergency generators to cover vital security areas.”

The Oklahoma Department of Corrections recognizes that support systems such as waste water, water wells, electrical systems, lagoons, etc., were not designed to support increased facility capacities.

The department also faces challenges with aging and antiquated equipment such as laundry equipment, heating, and air conditioning systems as well as needs in other areas such as radio systems, high mast lighting, security cameras, etc.

The agency’s vehicles, many of which are used to transport offenders, are old with high mileage.

The Legislature is, however, planning to fund an architectural/engineering study, as recommended by the MGT Audit, to assess and document the department’s infrastructure needs.

Source: Performance Audit of the Oklahoma Department of Corrections. MGT of America. December 31, 2007.

OFFENDER MEDICAL CARE

The Institute of Medicine has documented the poor health status of offenders entering prisons as compared with the general population. Offender populations are also aging due to longer prison sentences and tough on crime policies. This is often due to unhealthy lifestyles, coupled with a history of substance abuse. The closure of several state mental health facilities has impacted the number of offenders with mental health problems who enter state prison facilities. Therefore, it becomes the responsibility of the Oklahoma Department of Corrections to identify, diagnose, and treat offenders so that institutionalization does not adversely affect the incarceration process. All these issues result in many offenders entering the system unhealthy, either physically or emotionally.

Evolving Conditions

INCARCERATED POPULATION GROWTH

The Criminal Justice Resource Center (CJRC) is responsible for predicting incarcerated offender population trends. The following March 2006 CJRC projection does not make any adjustments for unknown changes in future sentencing practices, parole and probation revocation rates, changes in the crime rate, or jail backup bed management decisions and therefore reflects a management neutral expectation projection.

This CJRC March 2006 projection predicted the following end of year inmate populations for the Oklahoma Department of Corrections:

Fiscal Year	Projected	Actual
2008	26,316	25,297
2009	27,035	
2010	27,459	
2011	27,831	
2012	28,065	
2013	28,235	
2014	28,537	
2015	28,760	
2016	28,872	

*Note: Projected numbers based on OCJRC May 03, 2007, publication, and FY 2008 actual number is based on ODOC June 30, 2008, Daily Count Report (DCR). The DCR excludes jail backup.

COUNTYJAIL BACKUP BED GROWTH

Offenders sentenced to the department by the court are housed in county jails pending actual reception into department custody. Financial responsibility for offender housing costs shifts from the county to the department upon court sentencing. The daily charge to the department by the counties for this service is set by statute and as of January 1, 2007, was \$27.

The following table illustrates the jail backup bed growth since the end of FY 2000.

Jail Backup Counts

FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
558	613	640	1,108	1,303	1,166	1,536	1,181	1,323

Jail Backup Growth Since 2000

2007	2008
623	765

MEDICAL CARE COST GROWTH

Health care expenditures (including salary and benefits) continue to increase. A significant cost driver in this growth is the shift in subsidized outside medical care from other state agency budgets directly to the department's budget--primarily specialty care that cannot be provided by the Oklahoma Department of Corrections.

MEDICAL SERVICE CONTRACTS

The Lindsay Hospital contract is an example of an outside service provider arrangement the department has implemented. The Lindsay contract provides hospital services to the department at the lowest rate available in the state and is used in preference to all other hospitals except University Hospital while providing limited secure medical bed space.

The department also entered into an agreement with the Oklahoma Education State Employees Group Insurance Board (OSEEGIB) to develop a network of inpatient and outpatient specialty care providers (physicians and hospitals). Harrington Benefits administers this network and its' associated fee schedule, which results in reduced payments to network providers and therefore savings in outside medical costs. As a result of this contract, the department realized a savings in excess of \$2.5 million in FY 2006. Efforts to expand the network of providers to increase these savings are ongoing.

CONTRACT BED DEPENDENCY

Oklahoma began contracting for private prison bed space with Oklahoma private prison facilities in April 1996. There are now three private facilities in this state that have contracts to provide maximum and medium security beds to the Oklahoma Department of Corrections. The state is extremely dependent on these providers. However, without building new public prisons, procuring additional public bed space through expansion of current facilities, or the expansion of private prison bed contracts, there is limited ability to manage increased offender populations or reduce the number of offenders backed up in county jails.

OFFENDER ELECTRONIC MONITORING PROGRAM

The department was authorized by the 2004 Legislature to implement an electronic monitoring program for low risk, soon to be released offenders. The savings from this program, while modest, have helped to reduce the continuing need in contract beds.

COUNTY JAILS

Many county jail facilities need renovation and repair. Counties are looking for revenue opportunities to underwrite replacement, renovation and staffing of their jail operations. Pressure to enter into long-term jail contracts at higher per diem rates continues. Whether incarceration trends and legislative funding will support greater county jail contract costs and these facilities can reach and maintain ACA standards is problematic.

STAFFING

As expressed in the MGT Audit, “Over the last nine years, the department has been underfunded and forced to request supplemental appropriations.”

“Reliance upon supplemental appropriations creates uncertainty as to the amount of resources available in any given fiscal year. This uncertainty has forced the department to reduce spending through the fiscal year until supplemental appropriations are approved.”

In Fiscal Year 2009 the department instituted an incentive plan to entice new correctional officers to stay on the job during the critical first two years of the tenure with the agency.

An ongoing lack of overall funding for general pay increases which contributes to the high number of authorized, but unbudgeted, positions is a problem that continues to plague the Oklahoma Department of Corrections. For Fiscal Year 2009, the funded rate was 81 percent.

Staff shortages directly impact institutional security and the department’s ability to effectively and timely handle fiscal, administrative, offender medical, and programmatic needs.

As of July 1, 2008, the Department of Corrections had 2,581.88 authorized correctional officer positions with 2,003.56 of these positions actually filled. Because of continued difficulty in recruiting and retaining officers in hard to fill locations and high stress/workload demands, the department expects to be dependent on other facility staff to offset this officer shortfall.

As of July 1, 2008, the Department of Corrections had 408 authorized probation and parole positions with 345 of these positions filled.

STRAINED RESOURCES

The Oklahoma Department of Corrections has required supplemental appropriations for ten years of the last twelve budget years. For Fiscal Year 2009, however, the department filed a balanced budget and is not operating with the idea of needing a supplemental appropriation to complete the fiscal year. Should an emergency or unforeseen circumstance arise, the department’s budgetary needs may change.

Planning Assumptions

ECONOMIC

- “The state of the economy is particularly uncertain at the moment. The pace of economic growth slowed in 2007, and there are strong indications that it will slacken further in 2008. The budget deficit is projected to amount to 1.5 percent of GDP or less each year from 2009 to 2011. Subsequently, the budget is projected to show a small surplus of 0.5 percent of GDP in 2012 and remain near that level each year through 2018 (the end of the current 10-year projection period).”
- “State job and income growth cooled considerably the past 12 months; however, Oklahoma remains on pace to post 1.5 percent job growth for all of 2007 vs. 1.3 percent at the U.S. level.”
- “Driven by more modest income gains, retail sales will weaken from the unusually strong 7.5 percent gain for all of 2007 to 6.2 percent in 2008 and 3.9 percent in 2009. Growth rates in personal income tax receipts are currently negative following cuts in marginal income tax rates in 2006 and 2007; however, growth for all of 2007 is estimated at 8.3 percent after accounting for the tax cuts.”
- Contract facility operators and county jail operators are subject to inflationary pressures that cause state facility expenditures to increase and will seek to increase their revenues.

Source: Congress of the United States Congressional Budget Office. January 2008. *The Budget and Economic Outlook: Fiscal Years 2008 to 2018*. Retrieved on August 14, 2008, at the following link:
http://www.cbo.gov/ftpdocs/89xx/doc8917/01-23-2008_BudgetOutlook.pdf

Source: William S. Spears School of Business, Oklahoma State University. December 7, 2007. *2008 Oklahoma Economic Outlook*. Retrieved on August 14, 2008, at the following link:
<http://economy.okstate.edu/outlook/2008/2008%20Oklahoma%20Economic%20Outlook%20-%20State%20of%20Oklahoma.pdf>

SOCIAL/DEMOGRAPHIC

- The nation is aging demographically. A substantial slowdown in the pace of labor force growth is projected as the baby boomer generation retires.

- The Oklahoma Department of Corrections will continue to experience difficulties with recruiting and retaining qualified workers.
- Oklahoma's offender population will reflect national trends and not significantly decline without a change in sentencing practices.
- Oklahoma's offender population is aging, and more offenders will enter the system unhealthy either physically or mentally.
- Offender demographics will continue to be 90 percent male and 10 percent female.

GOVERNMENT/REGULATORY

- Oklahoma continues to be viewed as a tough on crime state with its high incarceration rates.
- Public policy will likely continue to emphasize the use of private prisons over the cost of building new public facilities.
- Substance abuse felony convictions will continue to be the largest category of offenders in the system.
- Oklahoma will continue to have a high per capita incarceration rate compared to national averages.
- Oklahoma will continue to lead the nation in its per capita rate of incarcerated female offenders.
- Offenders with medical and mental health needs will place an even greater strain on the agency budget.
- The actual offender population will at least equal or exceed the Criminal Justice Resource Center growth projections.
- A strong and consistent classification system, as part of a well-managed system of incarceration, results in enhanced public safety with reduced risk for employees and offenders.
- Institutional staffing levels must be increased to reduce correctional safety risk.

TECHNOLOGY

- The need for more and better information will continue to grow, and technological improvements are costly.
- Commitment to acquisition, training, maintenance, and system upgrades are a continuous process and necessary for the department to succeed.
- A comprehensive offender electronic health record system could result in greater access to care, better control of cost, and more efficient use of medical staff time.
- A comprehensive Offender Banking System will replace the current commissary/trust fund/restitution systems and result in increased efficiency and provide greater management insight into offender banking responsibilities.
- The growth and reliance on computer controlled systems will continue with a resulting need to have highly technically trained staff to maintain, repair, and upgrade these complex and growing integrated systems.

TRENDS AND BEST PRACTICES

- Oklahoma public prison facilities, probation and parole and administrative operations will maintain compliance with American Correctional Association (ACA) standards.
- Oklahoma will require private prison operators to comply with ACA prison standards.
- Oklahoma will require contract jails to comply with ACA jail standards.
- The Oklahoma Department of Corrections Quality Assurance Unit will continue to make recommendations regarding improvements resulting in the best allocation of organizational resources; the most efficient and effective operations; and best practice, results driven programs and services.
- The Oklahoma Department of Corrections is in the process of implementing a modern electronic based system to provide offender banking services for offender trust fund and canteen operations. This system will modernize the offender banking functions, and it represents a major shift in how the department has operated in the past.

INSTITUTIONAL FACILITIES AND INTERNAL ENVIRONMENT

- The continued under staffing of offender contact positions and an increase in violence within facilities has increased public safety risk and increased operational risk for Oklahoma Department of Corrections employees and offenders.
- Many facilities were not originally constructed as penal institutions but have been retrofitted to meet this need resulting in inefficiencies in size, design, and security requirements. Many facilities suffer from a lack of program space. Due to the age of these buildings, overall utilities costs have increased.
- Facilities are aging and experiencing usage levels in excess of original design resulting in a growing deferred maintenance problem.
- Facility maintenance, security upgrades, and vehicle replacement cannot be deferred indefinitely and has reached a critical stage. An aging fleet is a safety risk on Oklahoma highways.
- Oklahoma will need to contract for additional male maximum and medium security bed space from private vendors to meet population growth demands unless additional public bed space is created.
- Medical and pharmacy costs will reflect national medical inflationary trends.

Goals, Action Plans, Performance Measures

Goals, action plans, and performance measures for each division of the Oklahoma Department of Corrections are detailed on the following pages.

An At-A-Glance summary of divisional goals, action plans, and performance measures is presented in Appendix A.

Field Operations

Goal, Action Plans, Performance Measures

The Field Operations Division includes the following units: Agri-Services; Classification, Population, and Sentence Administration; Institutions; Oklahoma Correctional Industries; Private Prison and Jail Administration; and Procedures and Accreditation.

FIELD OPERATIONS GOAL:

The Field Operations Division will create a culture that empowers individuals, encourages team work, employs best practices, and embraces diversity through:

Employment of best practices to efficiently and effectively ensure secure management of sentenced offenders in correctional facilities;
Proper classification of offenders based on security and programmatic needs;
Empowerment of individuals to ensure sound correctional policies, procedures, and practices;
Encouragement of team work by monitoring private prisons to ensure consistency; and
Meaningful employment skills for successful reentry to society.

A premium is placed on offender classification and management systems when incarceration rates are consistently maintained at or near physical plant capacities. Offenders will be placed in appropriate security level housing based on the objective classification instrument. The criminogenic needs of each offender will be identified and a case plan developed addressing the individual offender-specific needs. Reentry will ensure the offender is prepared to reenter society with education, work skills, cognitive behavior programs, and official documents to ensure success finding employment and housing.

Aging infrastructure within correctional facilities has resulted in extensive renovation and constant maintenance causing a strain on limited budget resources. Collaboration with private prisons has helped to address the rising prison population in order to alleviate the overcrowding problem and create partnerships with other correctional professionals.

Institutional staffing levels directly relate to facility design and security level. Budgetary constraints are resulting in increased staff vacancy rates across the correctional spectrum. A priority is placed on recruitment and retention of professional employees while embracing diversity in the work place.

The Oklahoma Department of Corrections will Create a Culture that Empowers Individuals, Encourages Teamwork, Employs Best Practices, and Embraces Diversity.

AGRI-SERVICES

Agri-Services plays a vital role in enabling offenders to learn valuable job skills and work ethics that can benefit them upon release. Collectively, farm operations total 25,000 acres where livestock production and management, along with farm management skills, are taught utilizing a hands-on method by qualified farm managers. Over 4,000 head of cattle are maintained for beef production; 366 head of dairy cows for milk production; and food processing plant.



Grass hay and alfalfa hay, wheat and other small grains are produced to supplement the winter-feeding of livestock.

✓ **ACTION PLAN:** Manage a self-sustaining prison agricultural program that employs offenders and teaches them skills for successful reentry to society.

Key Performance Measures

- **KPM:** Increase fiscal year sales dollars of Agri-Services products (Outcome Measurement).

Description: On average, 450 offenders work at Agri-Services ten farms, the meat processing center, and food processing plant. This program is a fully integrated production effort that provides all the meat and dairy products consumed by the department. While not totally self-supporting, Agri-Services does efficiently provide needed food products for institutional use while providing agricultural industry experience and work ethics to offenders for future job opportunities upon release.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
\$7,100,000	\$7,400,000	\$7,800,000	\$8,200,000	\$8,610,000	\$9,040,500	\$9,500,000	\$9,800,000

- **KPM: Increase the number of offenders employed (Outcome Measurement).**

Description: Embracing diversity Agri-Services will employ offenders that are from different ethnic backgrounds, developing strong work ethics, teaching safety, and promoting agri-business work skills.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
410	372	450	455	465	477	488	500

- **KPM: Maintain or reduce the amount of state appropriated dollars used to operate Agri-Services (Outcome Measurement).**

Description: Agri-Services operates as a business in conjunction with correctional facilities to promote team work. Identifying specific needs of facilities which include employing offenders, providing food products, sharing resources, and utilizing the latest technological advances ensures streamlined production.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,00	\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000



CLASSIFICATION, POPULATION, AND SENTENCE ADMINISTRATION

Classification, Population, and Sentence Administration is responsible for the administration of several units including reception and assessment of all offenders sentenced to the agency from the 77 counties through the Lexington Assessment and Reception Center (males) and the Mabel Bassett Correctional Center (females); initial and reclassification of all offenders; offender records and sentence administration; population office; and

Central Transportation Units located at four sites across the state.

✓ACTION PLAN: Operate with a “Systems of Incarceration” philosophy that facilitates positive behavior by offenders while incarcerated.

Description: Oklahoma operates an incarceration system that is based on custody level, job status, program status, and earned privileges. This systems approach identifies maximum and medium security offenders as requiring a secure bed environment with reduced custody levels for minimum and community classification eligible offenders. It also utilizes an earned credit system that encourages positive institutional behavior. Offender job opportunities and program eligibility are impacted under this system by the offender’s behavior while incarcerated.

Key Performance Measure

- **KPM:** Increase the percentage of offenders at earned credit Levels 3 and 4 (Efficiency Measurement).

Description: Earned credit level assignments are determined by an adjustment review committee/unit treatment team at the offender’s facility based upon the desired behavior in all areas of institutional life: work attendance and productivity, conduct record, program participation, cooperative general behavior, and appearance of self and living area. Offenders at the two highest credit levels (3 and 4) are awarded “earned credits” that, when applied to an offender’s sentence, reduce actual incarceration time.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
65.2%	63.6%	64.5%	64.5%	64.5%	64.5%	64.5%	64.5%

The Oklahoma Department of Corrections will Create a Culture that Empowers Individuals, Encourages Teamwork, Employs Best Practices, and Embraces Diversity.

✓ACTION PLAN: Facilitate offender movement through effective case management services.

Description: Offenders that demonstrate positive behavioral changes are a reduced risk to the public. This reduced risk translates into lower security classification levels and higher earned credit levels that reduce total incarcerated time for the offender. Proper offender classification and case management tracking facilitates offenders' movement from higher security to lower security which will reduce incarceration cost. It enhances re-entry by reducing impediments that inhibit positive offender behavior.

Key Performance Measures

- **KPM: Increase the classification accuracy rate (Efficiency Measurement).**

Description: Unlike a normal financial audit where a statistical sample is audited, classification and packet transfer audits target types of records, which historically are most likely to have a classification error. A facility classification audit must score 90 percent or greater in the areas of recommended custody level. When a facility fails to maintain this accuracy rate, a process is initiated in which the facility head must identify to their respective deputy director what corrective actions are being taken to address identified discrepancies.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
98.3%	98.6%	90%	90%	90%	90%	90%	90%

- **KPM: Increase the transfer packet accuracy rate (Efficiency Measurement).**

Description: During a classification audit, facilities are required to score a 90 percent or greater accuracy rate in the area of transfer packets. Transfer packets, due to their impact on an offender's progress through the system, directly impact both fiscal efficiencies and speedy offender re-entry into society. The audit process targets records that are more difficult in nature and that history indicates are most likely to contain an error. When a facility fails to maintain 90 percent or greater accuracy and timeliness rating, a process is initiated in which the facility head must identify to their respective deputy director what corrective actions are being taken to address identified discrepancies.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
94%	93.5%	90%	90%	90%	90%	90%	90%

- **KPM: Increase the number of offenders moved to lower security (Outcome Measurement).**

Description: Most sentenced offenders eventually re-enter society. The timely identification and meeting of offender criminogenic needs through the individual accountability plan directly impacts the flow of offenders throughout the system and their eventual release and re-entry. Offenders who have the initiative to complete their identified needs are a priority when transferring to lower security.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
10,420	10,597	10,700	10,700	10,700	10,700	10,700	10,700

INSTITUTIONS

Oklahoma has 17 correctional institutions. The department also contracts for an additional 4,568 offender beds from private prison; 711 county jail beds; and 1,396 halfway house beds.

Description: Efficient and secure management of these facilities is paramount so that public resources are not wasted and public safety is not compromised.



✓ **ACTION PLAN:** Operate public facilities in an efficient and secure manner.

Key Performance Measures

- **KPM:** Maintain the average cost per offender per day at the Fiscal Year 2008 rate or at a rate proportionate to the Fiscal Year 2008 rate plus the rate of inflation--public facilities (Efficiency Measurement).

Description: There are many factors that identify how much it costs to operate an institutional facility. Large, modern designed facilities allow for higher occupancy levels with lower offender-to-staff ratios. Smaller, older designed facilities require more staff resulting in higher offender-to-staff ratios. Many of Oklahoma's correctional facilities are older, smaller occupancy level facilities with many of them not originally designed for correctional purposes.

The inflation growth factor used for the Fiscal Year 2008 - Fiscal Year 2012 per diem rates is based on a 4 percent inflation rate.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
55.57	58.02	60.34	62.34	64.34	68.34	70.34	72.34

- **KPM: Decrease the ratio of offenders-to-correctional officers (Efficiency Measurement).**

Description: A correctional officer-to-offender staffing ratio is affected both by facility design and operational security needs. The average offender-to-uniformed staff ratio was 5.5 for the beginning of Fiscal Year 2006 for the sixteen-state region that includes Oklahoma. Even if all authorized positions were fully funded, Oklahoma Department of Corrections facilities would still be higher than that average. The 100 percent authorized level ratio is 7 offenders-to-one officer--a number higher than the regional average ratio.

The ratio fails to reflect actual operational realities of a 24/7 working environment but is useful for comparisons. Actual Fiscal Year 2006 filled positions were less than budgeted due to continued officer turnover rates.

Officer-to-Offender Ratio

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
1:44	1:44	1:40	1:35	1:30	1:25	1:20	1:20

- **KPM: Decrease the number of offender assaults on staff (Outcome Measurement).**

Description: A well-managed correctional system that properly classifies its offender population, employs a professional and well-trained staff, and utilizes its resources efficiently reduces physical risk for both the staff who work there and the offenders who live there. The number of assaults on staff is one measurement of the security of a facility. While zero assaults are not realistic, it is the ultimate goal.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
34	33	30	25	20	15	10	5

- **KPM: Reduce the number of institutional escapes (Outcome Measurement).**

Description: Oklahoma has approximately 58 percent of its public and contract bed space designated as secure beds. Most offender escapes occur at non-secure facilities. While offender action is difficult to predict, good classification systems reduce risk and increase public safety by ensuring offenders with the greatest potential for escape are appropriately classified. The goal will be to keep lower security offender escapes below historical trends and offenders housed in secure facilities at a zero escape rate.

Maximum and Medium

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
0	0	0	0	0	0	0	0

Minimum

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
18	21	15	10	5	5	5	5

Community

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
139	133	120	115	110	105	100	100

Total Escapes

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
157	154	135	125	115	110	105	105



OKLAHOMA CORRECTIONAL INDUSTRIES

Oklahoma Correctional Industries offers customers quality products at reasonable prices, reduces offender idleness, and provides job skills training. This results in significant overall tax savings to the general public.

✓ **ACTION PLAN:** Manage a profitable prison industry operation that employs offenders and teaches them skills for reentry to society.

Description: Correctional industries are required in Oklahoma to be self-supporting entities, which means they must employ offenders to produce various product lines without taxpayer support. Greater sales volume translates into greater operating margins which create additional institutional jobs and resources that can be utilized to offset correctional funding needs.

Key Performance Measures

- **KPM:** Increase fiscal year sales dollars of Oklahoma Correctional Industry products (Outcome Measurement).

Description: Correctional Industries historically averages an employment base of 1,025 offenders in 21 varied industrial and administrative activities at eleven correctional facilities producing a variety of products for the state of Oklahoma and other qualified customers such as county and local government, municipalities and non-profit and charitable organizations. This key performance measure is based on fiscal year dollar sales.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
\$19,167,296	\$16,600,000	\$18,260,000	\$18,800,000	\$20,000,000	\$20,250,000	\$20,700,000	\$21,250,000

- **KPM: Increase the number of offenders employed (Outcome Measurement).**

Description: Many offenders who enter prison do so because they have poor work habits and no job skills. A well-managed correctional industries program is both a work program and a skills program that facilitates an offender's successful return to society.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
1,025	1,002	1,186	1,180	1,187	1,185	1,188	1,190

PRIVATE PRISON AND JAIL ADMINISTRATION

The Oklahoma Department of Corrections contracts with private prisons and county jails as a means to provide bed space and constitutionally required services for offenders. State statutes deem the director of the Oklahoma Department of Corrections responsible for the monitoring of private prisons in Oklahoma. This includes contractors with the state, as well as non-contractors doing business in Oklahoma. The Private Prison and Jail Administration Unit is responsible for private prisons and contract county jails.



The private prison activities include procurement, proposal development, contract development and contract monitoring of private prisons and county jails. Payments for prisoners awaiting Oklahoma Department of Corrections reception are managed by this unit. This unit also has regulatory oversight of private prisons in Oklahoma that are not under contract to the Oklahoma Department of Corrections.

✓ACTION PLAN: Ensure contract beds are safe and secure.

Description: Private prisons and county jail programs serve the state of Oklahoma as an alternative to state prisons which are consistently at capacity. Increasing incarceration rates are compounded by recent laws which keep offenders incarcerated for longer periods of time (including Life without Parole and serving 85% of sentence). The Oklahoma Department of Corrections assigns monitors who ensure consistency with state of Oklahoma and private facilities to include those private prisons that do not hold offenders from Oklahoma. Safety issues for employees are a priority that has been woven into the fabric of the security program for all facilities.

Key Performance Measures

- **KPM: Reduce the aggregate serious incident rate among private prisons housing Oklahoma offenders (Outcome Measurement).**

Description: The average number of serious incidents per month will provide an accurate assessment of the climate of the facility. Increased serious incidents indicate a breakdown of communication and lack of focus on security within the facility. Proper attention to these factors will reduce the situations from which serious incidents occur.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
6.55	8.30	8.25	8.20	8.15	8.10	8.05	8.00

- **KPM: Increase serious incident monitoring and reporting requirements for private prisons housing non-Oklahoma offenders (Outcome Measurement).**

Description: Reporting of serious incidents by private prisons housing non-Oklahoma offenders will provide an improved assessment of conditions within the facilities, as well as provide a mechanism whereby problematic areas may be identified and more quickly addressed. This is a new key performance measure. There is no data available for Fiscal Year 2007 and Fiscal Year 2008.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
N/A	N/A	13.0	12.75	12.50	12.25	12.20	12.15



PROCEDURES AND ACCREDITATION

The Procedures and Accreditation Unit is responsible for developing and managing the agency’s policy and procedure review and issuance process; developing and coordinating internal and external inspections to include ongoing monitoring; managing the policy review process for the agency, ensuring reviews occur annually and field/unit staff is afforded opportunity for review; monitoring the review process and/or changes to policy ensuring agency

tracking is maintained and notification of issuances and changes; advising the agency of changes/deletions to policy/procedures.

✓ **ACTION PLAN:** Ensure the ongoing review and evaluation of agency policies and procedures, the management of inspection criteria, and coordination of inspection teams.

Key Performance Measures

- **KPM:** Ensure 100 percent of the agency’s policies and procedures are reviewed annually and in compliance with legal and accreditation requirements (Outcome Measurement).

Description: Ensure agency policies and procedures are reviewed on an annual basis by the responsible unit, as well as stakeholders who are impacted by the defined process. Provide all staff the ability to make necessary improvements when deficiencies are recognized. Ensure the distribution process provides accessibility to policies and procedures. Ensure language defines the current process in place to demonstrate compliance with agency policy, as well as legal and accreditation requirements. Ensure provisions are in place for the timely distribution and availability of approved policy and procedures from the Board of Corrections and the director.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
100%	100%	100%	100%	100%	100%	100%	100%

- **KPM: Maintain 100 percent compliance with American Correctional Association national accreditation standards (Outcome Measurement).**

Description: The accreditation process is an ongoing monitoring assessment which reflects best practices and affords the agency the opportunity to evaluate agency policy, practices and includes a clear assessment of strengths and weaknesses with reduced liability by requiring adherence to nationally recognized standards for fire, safety, health and training. The accreditation cycle is a three-year evaluation which demonstrates ongoing compliance levels.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
100%	100%	100%	100%	100%	100%	100%	100%

Administrative Services

Goal, Action Plans, Performance Measures

The Administrative Services Division includes the following units: Contracts and Acquisitions; Departmental Services; Evaluation and Analysis; Finance and Accounting; General Counsel; Grants Administration; Internal Affairs; Information Technology; Personnel; Quality Assurance; Safety Administration; and Training and Staff Development.

ADMINISTRATIVE SERVICES GOAL:

The Administrative Services Division will empower individuals, encourage teamwork, employ best practices, and embrace diversity by providing efficient and effective support services that meet operational needs.

The vision of the Oklahoma Department of Corrections is facilitated by effectively managing resources through a support structure that provides accountability and efficiency in collaboration within the criminal justice system, other state agencies, and legislative/executive branch oversight entities. A good organizational infrastructure supports the agency's mission and goals by recognizing the most valuable asset of any organization is a professional, well-trained staff. It is the responsibility of all centralized support units to facilitate

accountability and efficiency by promoting individual and collective honesty, integrity, and creditability through management of a diverse workforce that recognizes the contributions of each individual and provides opportunities for professional growth and development.

CONTRACTS AND ACQUISITIONS

The Contracts and Acquisitions Unit is responsible for obtaining contracts, bids, and leasing or purchasing of property.

✓ **ACTION PLAN:** Acquire goods and services needed, when needed, at the best price using the competitive bid process.

Description: Agencies, under state purchasing statutes, are required to follow specific processes and procedures so that any private entity that elects to conduct business with a state agency has an equal chance for that business. These procedures and processes are both complex and strict.



Key Performance Measures

- **KPM: Increase annual procurement savings (Outcome Measurement).**

Description: For every transaction handled through the purchasing process, a computed savings is identified that reflects the difference between the high bid cost and the actual purchase cost. This computed savings reflects an actual efficiency of following state and department purchasing policies and law.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
\$3,027,977	\$3,759,589	\$3,150,308	\$3,213,313	\$3,277,580	\$3,343,131	\$3,409,994	\$3,478,194

- **KPM: Increase statewide contract super purchase card utilization (Outcome Measurement).**

Description: Transactions handled through the super purchase card process require less administrative processing time than other acquisition processes and also result in faster payment to vendors and a rebate savings to the agency. Increased utilization of the program is demonstrated by a growth in the number of transactions and total dollar amount spent.

Oklahoma Department of Corrections Strategic Plan
 Fiscal Year 2009 ~ Fiscal Year 2012

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
776*	2,830**	2,165	2,209	2,253	2,298	2,344	2,391
\$917,617*	\$4,560,592**	\$3,023,671	\$3,084,145	\$3,145,828	\$3,208,744	\$3,272,919	\$3,338,377

*Only six months of data available.

**It is estimated that 25 percent of transactions for Fiscal Year 2008 and 35 percent of dollars spent for Fiscal Year 2008 were one-time acquisitions due to the rebuilding of the Clara Waters Community Corrections Center. These estimates were subtracted to calculate projected numbers for future fiscal years—Adjusted Fiscal Year 2008=2,123 transactions/\$2,964,384



EVALUATION AND ANALYSIS

The primary function of the Evaluation and Analysis Unit is to provide data, research, evaluation, and analysis services to the Oklahoma Department of Corrections. The Evaluation and Analysis Unit is comprised of five staff: one administrator, three statistical analysts, and a data management coordinator. Together, these individuals answer requests for departmental data and reports from policymakers, citizens, academics, other state, federal, and local agencies, the news media, and others; assist other units in development of data collection and reporting instruments; perform advanced statistical analysis and program review in response to queries from policymakers, other state agencies, and other departmental staff; maintain partnerships with researchers and practitioners inside and outside the state on topics relevant to DOC operations; publish research and evaluation in internal and external publications; and aid any other operations calling for data, research, evaluation, and analysis.

✓ **ACTION PLAN:** Continue to partner with state, federal, and other agencies as well as universities and other research organizations to increase knowledge and research concerning DOC operations and their continuous improvement. Continue to provide to all requesters the data, research, evaluation, and analysis requested in the most timely and accurate way possible given available resources.

Key Performance Measures

As a recently created unit, Evaluation and Analysis has developed an online request tracking system that will deliver data on numbers and types of requests for data, information, and assistance annually. Data will be available for Fiscal Year 2009. In Fall 2008, the unit will also develop and administer a survey for requesters to complete that will measure their satisfaction with their treatment and the material produced by the Evaluation and Analysis Unit. This survey will be done annually, and results will serve as additional measures of unit performance.

FINANCE AND ACCOUNTING

The Finance and Accounting Unit monitors all finance and accounting operations for the department.

These operations include grants accounting, offender trust fund, restitution/canteen funds, property control, budgeting, accounts payable, and purchase card transactions.



✓ACTION PLAN: Provide accurate and timely fiscal information for management decision-making.

Description: Fiscal management begins with identification of operational needs and continues through the expenditure and accounting process. Under Oklahoma’s budget and accounting system, agency budget requests must be submitted in October of each year. The Governor then must submit to the Legislature his recommendations and with the legislature appropriating resources to state agencies to fulfill their intended mission. Once the agency receives the appropriation, a budget work program is developed and submitted to the Office of State Finance for approval. Agencies, throughout the fiscal year, account for expenditures, manage budgets, conduct audits, and project financial results for management. All this information must be condensed and explained in sufficient detail and understanding so that non-financially educated managers can make informed decisions.

Key Performance Measures

- **KPM: Decrease the amount of agency carry-over funds (Outcome Measurement).**

Description: The amount of carryover funds is an indication of how responsibly an agency conducts business and the accuracy of its budgeting processes. The department has had issue with carryover in past years, partly because supplemental appropriations made by the legislature were made late in the fiscal year. The goal is for each year’s carryover to be less than or equal to the previous year.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
\$10,597,000	\$7,000,000	\$7,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000

- **KPM: Decrease claims processing time for vendor payment (Outcome Measurement).**

Description: This key performance measure reports the number of days between the receipt of a vendor’s invoice and the payment of that invoice as an average of all invoices processed during the year for the agency as a whole. All invoices are processed through the accounts payable section of the Finance and Accounting Unit after being received and approved by the individual field business offices. Title 62 O.S., Section 41.4a requires that invoices be processed within 45 days of receipt, however most vendors expect payment within thirty days. Quick and efficient processing maintains a good relationship with vendors and helps produce accurate and timely expenditure data for management reporting.

Days

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
N/A	38.76	35.00	32.00	30.00	28.00	28.00	28.00



GRANTS ADMINISTRATION

The mission of the Grants Administration Unit is to lead the agency process for identifying, applying for, receiving, and retaining funding to supplement state-appropriated funds in support of the agency mission.

✓ACTION PLAN: Produce competitive grant applications that lead to continued growth federal funding support for mission related activities of the Department of Corrections.

Description: The administrator will lead the agency effort to secure, retain, and increase non state appropriated funds to further the agency mission

through coordination of the system for grant opportunity identification, grant application, grant implementation monitoring, and grants results reporting resulting in continuous growth in non state appropriated funding.

Key Performance Measure

- **KPM: Increase annual federal grant funds received (Outcome Measurement).**

Description: Annual review of federal grant awards received during each state fiscal year will show consistent growth.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
\$1,974,719	\$2,007,379	\$2,207,379	\$2,407,379	\$2,607,379	\$2,807,379	\$3,007,379	\$3,207,379

INFORMATION TECHNOLOGY

Information Technology maintains a statewide computer/information technology equipment inventory; conducts quarterly information technology audits to ensure accountability; orders and installs equipment for computer, network and telephone systems in department buildings; develops emergency plans for maintaining the integrity of information; engineers, develops, and supports centralized applications and telecommunications providing support to the Oklahoma Department of Corrections day-to-day business processes.



✓ **ACTION PLAN:** Provide efficient and effective information and telecommunication systems.

Description: Rapid advances in technology impact information management, telecommunications, security, and facility operations. The department manages numerous technology applications and interacts with other entities, both public and private, that also have evolving technology demands. Deficiencies in hardware, software, and personnel negatively impact the department's ability to support accurate and timely information dissemination and efficient, secure facility operation. Resources to support operational upgrades and technology growth are extremely constrained.

Key Performance Measures

- **KPM:** Attain 99.9 percent availability for all telecommunications, information, and telephone systems under the Information Technology Unit control (Outcome Measurement).

Description: Availability is defined as the amount of system up time during normal operating hours for that system. Availability of systems is attained by ensuring the systems are operating properly and accessible by customers when needed. Availability is achieved by implementing redundant systems, protection from cyber attacks, quick restoral of systems after unplanned outages, and performance of maintenance during off hours.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
99%	99%	99.2%	99.6%	99.7%	99.8%	99.9%	99.9%

- **KPM: Meet the minimum time for responding to customer requests statewide 95 percent of the time (Outcome Measurement).**

Description: Customer requests (personal computer failure, network access, new application development, etc.) are primary elements in assignment of personnel within the Information Technology Unit. Response times are assigned based upon the criticality and type of request. These requests can be submitted by any of the Oklahoma Department of Corrections offices throughout the state. Responding to these requests within established time frames is critical to the Information Technology Unit being perceived as providing quality support. Response times are tracked by automated help desk software.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
90%	90%	92%	94%	95%	95%	96%	96%



PERSONNEL

Central Personnel provides personnel services to agency employees and applicants including: recruitment, hiring and selection, personnel transactions, payroll, compensation, time and leave management, benefits, retirement, worker’s compensation administration, and employee assistance/wellness programs. The unit coordinates a variety of other programs to include Employee Assistance Program, Drug Free Workplace, Agency Recognition, Veterans On-the-Job Program, Tuition Assistance, and *Connect and Collect*

Employee Recruitment Referral Incentive Program. The unit also manages and provides mediation services to employees, as well as contracts and monitors unemployment compensation services and claims.

✓ **ACTION PLAN:** Manage a personnel system that supports workforce needs.

Description: One of the most critical functions performed by any personnel system is to ensure sufficient qualified staff are hired to meet the organization’s mission. In order to accomplish this, staffing levels must be defined, personnel practices established, and effective recruitment activities conducted to support the critical workforce needs of the organization. This is a continuing process and is further complicated by the uncertainties of organizational funding. Personnel systems cannot control the resources available but must ensure staffing levels are maintained within available resources.

Key Performance Measures

- **KPM: Maintain the percentage of filled full-time equivalents (FTE) (Outcome Measurement).**

Description: The number of filled FTE will be maintained at the Fiscal Year 2008 level.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
4,717.78	4,823.31	4,824	4,824	4,824	4,824	4,824	4,824

- **KPM: Reduce employee turnover in critical positions (Outcome Measurement).**

Description: There are a number of positions within the correctional environment that are difficult to fill, hard to retain, yet critical to maintaining public safety. Correctional officers, probation and parole officers, and nursing staff are examples.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
12.4%	13.89%	13%	13%	13%	13%	13%	13%

QUALITY ASSURANCE

Quality Assurance conducts comprehensive evaluations of agency operations, programs, and functions; supports the efforts of Quality Councils; facilitates Process Action Teams and Rapid Process Improvement Events; and provides training--all contributing to the continuously improving organization.



✓ **ACTION PLAN:** Facilitate continuous improvement efforts within the Oklahoma Department of Corrections.

Description: Increased awareness and marketing of the Quality Assurance System; the use of Organizational Reviews Panels, Process Action Teams, and Rapid Process Improvement Events; and enhanced skill development will facilitate employee empowerment, teamwork, use of best practices, and diversity and drive continuous improvement within the Oklahoma Department of Corrections.

Key Performance Measure

- **KPM:** Maintain or increase the percentage of approved recommendation decisions resulting from Organizational Review Processes, Process Action Teams, and Rapid Process Improvement Events (Outcome Measurement).

Description: Organizational Reviews are comprehensive evaluations of operations, programs, and functions conducted by panels of internal and external experts. Process Action Teams are chartered to examine problems, issues, or concerns with work-location specific or agency-wide impact. Rapid Process Improvement Events use employee expertise to identify and overcome sources of waste in work processes. All of these submit recommendations for improvement to agency decision makers. This is the percentage of approved recommendation decisions. It is important to note that data is not currently being collected related to decisions made regarding Process Action Team recommendations. However, data collection will begin in Fiscal Year 2009. Additionally, the use of Rapid Process Improvement Events has not yet been implemented; however, implementation is anticipated during Fiscal Year 2009.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
94%	100%	95%	95%	95%	95%	95%	95%

The Oklahoma Department of Corrections will Create a Culture that Empowers Individuals, Encourages Teamwork, Employs Best Practices, and Embraces Diversity.



SAFETY ADMINISTRATION

Safety Administration is responsible for the development, administration, and implementation of environmental health, occupational safety, and risk management programs for the department and its contractors.

✓ACTION PLAN: Minimize all preventable workplace injuries by providing needed resources, proper training, monitoring, inspections, accident investigations, and environmental testing.

Description: Environmental, health, and safety issues cross all facets of the department and are strongly guided by regulatory and compliance rules, regulations, and laws. Prevention is the key, and those actions that reduce the propensity for accidents through increased safety training, inspections, accident investigations, and environmental testing is the primary focus. Tracking accidents at facilities also provides a comprehensive trend analysis so that areas of concern can be addressed and departmental policies dealing with safety issues can be changed or modified to better protect staff and offenders.

Key Performance Measures

- **KPM: Decrease the number of lost days due to employee accident or injury (Outcome Measurement).**

Description: Lost workdays are a component that impact the agency's worker's compensation program and associated premiums. Lost days also impact staffing and employee productivity and may result in increased overtime costs, lower staff morale, and increased stress of those employees who must fill the gap for the injured employee. The agency has a comprehensive safety program that is designed to identify and address trends related to accidents and injuries. Below is the data based on a 5.0 percent reduction per fiscal year for lost work days due to an accident or injury for the agency.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
4,114	3,898	3,703	3,518	3,342	3,175	3,016	2,865

- **KPM: Reduce the number of worker’s compensation claims filed by employees (Outcome Measurement).**

Description: Better workplace safety leads to fewer claims, and fewer claims directly affect the agency’s worker compensation rates. Increased safety training and awareness at facilities is a key component to less claims and investigations into accidents and near misses to determine root cause will also aid in lowering the number of worker compensation claims agency wide. The data below is based on a 5.0 percent reduction per fiscal year for worker compensation claims for the agency.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
403	383	364	346	329	313	297	282

- **KPM: Reduce the agency’s Experience Modification Factor (Outcome Measurement).**

Description: The experience modifier is one measurement of past safety performance. Currently, the Oklahoma Department of Corrections has an experience modifier of 1.04 (less than 1.0 is satisfactory). Lowering the number of worker’s compensation claims over time will lower the experience modifier, thus lowering the premium that is paid by the department. Below is the data based on a 5.0 percent reduction per fiscal year for the experience modifier for the agency.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
1.04	0.99	0.94	0.89	0.84	0.80	0.76	0.72

TRAINING AND STAFF DEVELOPMENT

The Training and Staff Development Unit ensures that training needs and statutory requirements for employees are met annually and provides training designed to prepare future leaders for the agency.



The first responsibility of leadership is to ensure employees possess the knowledge and job skills required to effectively meet the demands of the agency's mission in a professional, safe, and responsible manner. Constrained fiscal environments further challenge training and leadership programs to promote and maintain the highest standards while ensuring sufficient knowledge and job skills are acquired within a limited budget environment. Good training is paramount to ensuring that safety is never compromised. Quality leadership is maintained by setting high standards and through a culture that identifies and develops its operational and professional staff.

✓ **ACTION PLAN:** Ensure correctional officers have sufficient job knowledge and skills to successfully function in the correctional environment.

Description: Within the agency's 4,722 employees, more than 42 percent or 1,947 are uniformed correctional officers (as of April 30, 2008). These officers receive a six week basic correctional officers pre-service training course, which includes 25 training blocks within the 240 hour curriculum. Additionally, 40 hours of specific annual in-service is required.

Key Performance Measure

- **KPM:** Increase the percentage of correctional officers who complete their probationary periods and receive career progressions following training (Outcome Measurement).

Description: This key performance measure includes: (1) The number of correctional officers who completed their pre-service training and probationary periods, and (2) the percentage who currently remain with the agency (data obtained through June 30, 2008). It should be noted that not all those remaining with the agency continued in the correctional officer ranks.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
279	306	300	300	300	300	300	300
75%	79%	80%	80%	80%	80%	80%	80%

✓ **ACTION PLAN:** Provide developmental opportunities from entry to executive level that prepare department staff to assume leadership responsibilities throughout the organization.

Description: The agency provides a comprehensive Leadership Development Program for agency staff. The plan is progressive in design and supports the vision, mission, and values of the agency at every level.

Key Performance Measure

- **KPM:** Increase the percentage of leadership development participants who continue employment with the department after completion of two or more levels of training (Outcome Measurement).

Description: An organization must ensure the investment in developing future leaders is maintained and those indentified for career enhancement opportunities benefit the agency through the continuation of their services. Effective leadership training is a cornerstone of retention.

This key performance measure includes: (1) The number of employees who completed their second or higher level of leadership training in the year indicated, and (2) the percentage that currently remain employed with the agency (data obtained through June 30, 2008).

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
102	138	125	125	125	125	125	125
90%	99%	90%	90%	90%	90%	90%	90%

Community Corrections Goal, Action Plans, Performance Measures

COMMUNITY CORRECTIONS DIVISION GOAL:

Through empowering individuals, encouraging teamwork, employing best practices, and embracing diversity, the Division of Community Corrections will reduce the number of offenders who are accelerated or revoked to prison from probation or parole supervision by 2 percent and reduce the number of offenders involved in drug/alcohol related incidents by 5 percent annually.

The Community Corrections Division includes: Seven community corrections centers, fifteen community work centers, nine halfway house facilities, and six probation and parole districts.



COMMUNITY CORRECTIONS AND COMMUNITY WORK CENTERS

Description: The Division of Community Corrections has seen a significant issue with incidents involving offenders that are under the influence of alcohol or other intoxicating substance. The majority of these incidents are those offenders housed at our contract halfway houses. Offenders under the influence of intoxicating substances threaten our mission of protecting the public, employee and offenders. A

comprehensive intervention plan is needed to curtail the number of incidents.

✓ACTION PLAN: Research is needed to identify the number of specific drug and alcohol related incidents. Facilities need to be identified that have a large percentage of drug and alcohol related incidents. A problem solving team needs to be assembled to strategically develop a plan of action. Goals and objectives, to include dates of implementation need to be established. Measurable instruments need to be developed to closely monitor and track the results and progress of the intervention steps.

Key Performance Measure

- **KPM:** Decrease the number of offenders involved in drug/alcohol related incidents by 5 percent (Outcome Measurement).

Description: At the time this strategic plan was prepared, data was only available for January through July of Fiscal Year 2008.*

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
Not Available	49*	47	45	43	41	39	37

PROBATION AND PAROLE

Community supervised offenders are accelerated or revoked to prison due to technical violations or due to the commission of (a) new felony offense(s). Probation and parole officers are trained in the use of various service tools which provide alternative actions in response to technical violations, and can help to assist in moving the offender(s) toward long-term behavioral change.



While acceleration or revocation to prison from community supervision is determined by the sentencing or releasing jurisdiction, probation and parole officers are responsible for addressing an offender's criminogenic issues. When successfully addressed through programmatic or treatment means, research indicates these practices will yield a reduction in the overall risk of the offender to re-offend, or to engage in non-compliant behavior.

✓ACTION PLAN: Officers will continue to utilize interpersonal interaction skills in each offender contact. Officers will receive annual training in the use of Motivational Interview techniques. Motivational Interview training curriculum will be expanded to include specific techniques for use with offenders in brief behavioral interventions. Appropriate and timely sanctions will be applied by field staff to address non-compliant behaviors. Field officers will provide the courts with alternative sentencing options in response to technical violations.

Key Performance Measure

- **KPM:** Reduce the number of offenders under community supervision who are accelerated or revoked to prison (Outcome Measurement).

Description: The key performance measure will be the number of offenders under community supervision (probation and parole offenders supervised by officers in the Division) who are accelerated or revoked to prison. This measure will be monitored on a monthly basis and tabulated from each district's reported revocations for the month.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
3,516	2,094	2,052	2,011	1,970	1,931	1,892	1,854

Community Sentencing and Information Services

Goal, Action Plans, Performance Measures

The Community Sentencing and Offender Information Services Division includes the following units: Community Sentencing and Correctional Offender Management Information Tracking (COMIT).

COMMUNITY SENTENCING AND INFORMATION SERVICES GOAL:

By employing best practices, embracing diversity, and encouraging teamwork, the effective use of Community Sentencing as an alternative to incarceration will be encouraged.

The Oklahoma Community Sentencing Act, enacted in 1997, authorized the establishment of local community sentencing systems across the state. Implementation was delayed until 2000, and the first full year of statewide operation was fiscal year 2001. A local community sentencing system, a partnership between the state and one or more county governments, uses public and private entities to deliver services to the sentencing court for punishment of eligible felons under the authority of a community sentence. The program is optional, and counties may choose to participate. Each active community

sentencing planning council is charged with: Developing the local community sentencing system; preparing an annual plan and budget; targeting offenders for participation; identifying resources and services to support court ordered sanctions to address the criminogenic needs of sentenced offenders; and promoting local involvement and support for the Oklahoma Community Sentencing Act. Planning councils choose to provide supervision for their offenders by state probation and parole officers or by another qualified source of the council's choosing.

An assessment instrument, the Level of Services Inventory - Revised (LSI-R), is used to identify offender eligibility for the program and to identify the criminogenic needs of participants. Offenders scoring in the moderate range of the LSI-R are eligible for participation and for funding for services. A legislative amendment to the Community Sentencing Act authorized prosecutors, beginning July 1, 2004, to consent to a community sentence for offenders scoring outside the moderate range on the LSI-R and with a mental illness, a developmental disability, or a co-occurring mental illness and substance abuse disorder if the offender is not otherwise prohibited by law.



COMMUNITY SENTENCING

Community Sentencing focuses on increasing public safety by reducing the risk of offenders and the likelihood of future law violations. Evidence based practices form the basis of process/outcome measures for all contracted services.

✓**ACTION PLAN:** Local administrators will market community sentencing in assigned counties; Community Sentencing staff will educate planning council members and contractors regarding evidence based practices; The criminogenic needs of

offenders will be identified and addressed; A timely system of rewards and sanctions in a 4:1 ratio to foster compliance with treatment goals will be employed; and Local administrators will work with supervising entities to provide the courts with alternative sentencing options in response to technical violations.

Key Performance Measures

- **KPM:** Ensure 1,500 offenders receive a community sentence each year through continuing education of Community Sentencing Systems and judges (Outcome Measurement).

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
1,624	1,931	1,500	1,500	1,500	1,500	1,500	1,500

- **KPM:** Maintain offenders' success rate at 75 percent or greater through continuing education of Community Sentencing providers (Outcome Measurement).

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
80%	81%	80%	80%	80%	80%	80%	80%

- **KPM: Decrease the percentage of offenders who do not successfully complete community sentencing (Outcome Measurement).**

Description: As a result of employing best practices with community sentencing offenders, at least 88 percent of offenders who successfully complete community sentencing will remain in the community three years after program completion.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
12%	9.5%	10%	11%	12%	12%	12%	12%

Treatment and Rehabilitative Services

Goal, Action Plans, Performance Measures

The Treatment and Rehabilitative Services Divisions includes the following units: Female Offender Management; Medical Services; Mental Health Services; Programs; Religious and Volunteer Services; and Victim Services.

TREATMENT AND REHABILITATIVE SERVICES DIVISION GOAL:

Through employing best practices, embracing diversity, and encouraging teamwork, the division will create a cost-effective, results-driven, integrated delivery system of treatment and rehabilitative services that empowers offenders to become healthy, law-abiding individuals.

The Treatment and Rehabilitative Services Division employs best practices to ensure all treatment and services are results driven. Through the research of the most effective methods of delivery of services and reviews of performance outcomes, the division works together as a team to ensure all services are cost effective.

The challenges this division faces in empowering the offenders to become healthy and law abiding are diverse. The Institute of Medicine has documented the poor health status of offenders entering prisons as compared with the general population. Offender populations are also aging due to longer prison sentences and tough on crime policies. This is often due to unhealthy lifestyles coupled with

a history of substance abuse. The closure of several state mental health facilities has impacted the number of offenders with mental health problems who enter state prison facilities. Therefore, it becomes the responsibility of the Oklahoma Department of Corrections to identify, diagnose, and treat offenders so that institutionalization does not adversely affect the incarceration process. All these issues result in many offenders entering into the system unhealthy either physically or emotionally.

Every offender must somehow address how he or she can become a healthy, law-abiding member of the community upon release. Programs and services that support this objective need to be continually monitored and evaluated to ensure they are effective and are providing the needed services. Successfully addressing an offender's medical, programmatic and mental health needs have long-term benefits for both the offender and society by reducing recidivism and assisting that individual to be law abiding.

The Oklahoma Department of Corrections will Create a Culture that Empowers Individuals, Encourages Teamwork, Employs Best Practices, and Embraces Diversity.

FEMALE OFFENDER MANAGEMENT

The state of Oklahoma incarcerates twice the national average of women per capita in the United States. This extremely high incarceration rate impacts the children of incarcerated women, the community, tax revenues, and a myriad of other critical concerns.



In 2005, the Department of Corrections responded to these concerns with the establishment of a full-time female offender management position dedicated to offering insight to the judicial and legislative system by campaigning for the reduction of women incarcerated in Oklahoma.

✓ACTION PLAN: Educate agency staff, the public, community partners, and staff from other agencies in best practices, theories, and research for women offenders.

Description: The Female Offender Management Unit will host symposiums each fiscal year to promote awareness of Oklahoma Department of Corrections policies and practices regarding female offenders. District attorneys and members of the legislature will be included in the educational process with a focus on diversion. The education of staff and agency partners concerning female offender issues which include medical and mental health issues on a national and local basis must be reviewed through a comprehensive educational approach to meet the demands of the agency's mission and OP-090501.

Key Performance Measure

- **KPM:** Increase awareness of staff and agency partners regarding female offender policies and practices (Outcome Measurement).

Description: Awareness will be measured by comparing post-assessment survey results to pre-assessment survey results for each educational activity. Cumulative post-assessment results will represent a 5 percent improvement when compared to cumulative pre-assessment results.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
N/A	N/A	Establish Baseline	5 percent increase above 2009	5 percent increase above 2010	5 percent increase above 2011	5 percent increase above 2012	5 percent increase above 2012



MEDICAL SERVICES

Medical Services is committed to providing clinically appropriate, necessary medical and dental care for offenders in Oklahoma Department of Corrections facilities, community work centers, contract facilities, and Oklahoma Department of Corrections offenders in contract county jail beds, and is organized to ensure that resources are used efficiently. In addition to central office medical staff, Medical Services provides supervision of, and personnel services for, facility medical staff including physicians,

physician's assistants, dentists, correctional health services administrators, nurses, and medical clerical staff. Quality of care is strongly emphasized, and an active Performance Improvement Committee oversees a comprehensive continuous Quality Improvement Program.

✓ **ACTION PLAN:** Provide efficient, effective, and constitutional health care for offenders.

Description: The Institute of Medicine has documented the poor health status of offenders entering prisons as compared with the general population. Offender populations are also aging due to longer prison sentences and tough on crime policies. The National Criminal Justice Commission estimated that the cost of care for elderly prisoners is triple the cost of typical prisoners. Nationally, health care costs are rising faster than the general inflation rate. The greatest challenge for correctional health care is to ensure constitutionally required medical services are provided within available resources.

Key Performance Measure

- **KPM: Maintain total operational expenditures for health services increases at a rate equal to or less than the actual and projected rates reported annually by the Centers for Medicare and Medicaid Services (Efficiency Measurement).**

Description: Medical Services’ estimated projected costs are based on national benchmarks. The national benchmarks are found in the annual *National Healthcare Expenditures Report* prepared by The Centers for Medicare and Medicaid Services. This report shows spending in several health care areas with the projected costs. Medical Services uses the report to project our costs through FY 2014.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
\$32,300,233.04 (baseline)	\$32,687,813.98 (1.2%↑)	\$34,910,585 (6.8% ↑)	\$37,249,594 (6.7% ↑)	\$39,708,067 (6.6% ↑)	\$42,368,507 (6.7% ↑)	\$45,207,197 (6.7% ↑)	\$48,236,079 (6.7%↑)

✓**ACTION PLAN:** Maintain a program of Utilization Management to ensure cost-effectiveness of medical and dental care.

Description: Achievement of the goal of a cost-effective, results-driven system of delivery of health care depends on a utilization management program with evidence-based benchmarks. The Oklahoma Department of Corrections medical services utilization management program is a comprehensive system of cost management based on best practices from the insurance industry and state and federal health care benefit management programs. Components of the utilization management program are pharmaceutical cost management, hospital cost management, emergency room cost management, laboratory cost management, and local purchase cost management.

Key performance measures in each of the components of the utilization management program are indexed to local, state, and national cost and utilization data for each component.

Key Performance Measures

- **KPM:** Maintain emergency room visits for non-emergency conditions at less than 5 percent of visits reviewed (Efficiency Measurement).

Description: Use of emergency room for non-emergency conditions in the community setting ranges from 41.3 percent in New York State to 75 percent as reported by the National Health Policy Forum. Decisions by health care staff about emergency room visits should result in percentages that are lower than these; however, the risk of setting a benchmark too low in this measure is that offenders with serious emergencies are not sent for emergency room treatment, resulting in deliberate indifference claims. A benchmark of 5 percent is achievable, yet does not encourage unconstitutional delays in emergency care.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
2.3%	1.2%	5%	5%	5%	5%	5%	5%

MENTAL HEALTH SERVICES

Correctional systems across the nation have experienced a dramatic increase in offenders with serious mental health problems. The Mental Health Services Unit provides a full range of mental health services to those persons adjudicated to the care and custody of the Oklahoma Department of Corrections from intake assessment to outpatient care to acute, intensive inpatient care.



✓ACTION PLAN: Provide reentry and discharge services for mentally ill offenders through Oklahoma Department of Corrections/Oklahoma Department of Mental Health and Substance Abuse Services interagency collaboration and communication.

Description: The Oklahoma Department of Corrections and the Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS) collaborative Mental Health Reentry Program transitions incarcerated offenders with serious mental illness into appropriate community based mental health services in the community. Reentry Intensive Care Coordination Teams are under ODMHSAS contracts to be responsible for engaging with the offender with serious mental illness prior to discharge and then working with them in the community until they are fully participating in the appropriate community based mental health and substance abuse services.

Key Performance Measures

- **KPM:** Increase the number of offenders discharged through Integrated Services Discharge (Outcome Measurement).

Number of Offenders Discharged through Integrated Services Discharge Managers

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
N/A	148	200	250	300	350	400	450

- **KPM: Increase the number of offenders provided reentry services by Recovery Intensive Coordination Teams (Outcome Measurement).**

Number of Offenders Provided Reentry Services by Recovery Intensive Coordination Teams

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
N/A	159	200	225	275	325	375	425

✓ACTION PLAN: Prevent offender suicides.

Description: Although suicides in corrections, as well as the community, are an unfortunate fact of life, prevention of suicides by incarcerated offenders is a top priority for the Oklahoma Department of Corrections. A reasonable goal is to keep the suicide rate to below the national average, which is 15 suicides per 100,000 offenders. While the mental health services unit is primarily responsible for implementation of a suicide prevention program, successful implementation of the program requires a multi-disciplinary team effort.

Key Performance Measure

- **KPM: Maintain the number of offender suicides to below the national average (15 suicides per 100,000 offenders). (Outcome Measurement)**

Description: This key performance measure indicates the rate of offender suicides per 100,000.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
17	20	14	14	14	14	14	14

✓ACTION PLAN: Implement integrated, co-occurring treatment services.

Description: The research literature indicates at least 50 percent of offenders with serious mental illness also suffer from a co-occurring substance abuse disorder. Evidence-based integrated co-occurring treatment services have been proven more effective than traditional bifurcated services.

Key Performance Measure

- **KPM: Increase the number of incarcerated offenders provided enhanced integrated, co-occurring treatment services (Outcome Measurement).**

Description: This key performance measure indicates the number of offenders identified with co-occurring disorder who received treatment.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
N/A	100	150	250	350	500	650	800



PROGRAMS

The establishment of programs, program designs, and standard operating procedures, collection of data, program assessments, and evaluations of all approved and ancillary programs are the primary responsibilities of the Programs Unit. The Programs Unit provides a quality programs system which utilizes best practices technology and evidence-based research modalities to address criminogenic needs and reduce antisocial behavior. Programs achieve

the ultimate goals of rehabilitation, reintegration, and restoration by offering the offender education, vocational training, treatment, and various reentry tracks for successful placement as productive citizens in our communities.

✓ACTION PLAN: Identify and address criminogenic needs of moderate and high-risk offenders in an effort to prepare offenders for successful reentry to society.

Description: Low risk offenders, by the very nature of their crime and punishment, are unlikely to return to prison upon release. However, high and moderate risk offenders have significant criminogenic needs that unless identified and addressed will likely result in future criminal behavior upon their return to society. Recidivism, while impacted by numerous factors besides those addressed during an offender’s period of incarceration, is a byproduct of how difficult it is for an offender to successfully re-enter society and how ready the offender is to follow an acceptable path of behavior.

Key Performance Measures

- **KPM: Increase the number of offenders completing substance abuse treatment (Outcome Measurement).**

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
1,270	923	1,025	1,125	1,150	1,200	1,200	1,200

- **KPM: Increase the number of offenders receiving educational services (Outcome Measurement).**

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
10,716	8,769	8,500	8,500	8,500	8,500	8,500	8,500

- **KPM: Increase the participants in the reentry wraparound model (Outcome Measurement).**

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
146	148	180	250	250	250	250	250

Employee Rights and Relations Goal, Action Plans, Performance Measures

EMPLOYEE RIGHTS AND RELATIONS GOAL:

At all levels throughout the department, improve staff awareness in regard to Employee Grievance Resolution Procedures thereby increasing cognizance as to what constitutes appropriate workplace behavior and what steps to take should one feel victimized.

Employee Rights and Relations is responsible for preparing the agency's Affirmative Action Plan for submission to the Equal Employment Opportunity Commission; communicating and ensuring awareness related to affirmative action, cultural diversity, and grievance management; conflict resolution; Merit Protection Commission information, reporting, and processing; conducting investigations related to discrimination grievances, sexual harassment, and Americans with Disabilities issues; providing sexual harassment and cultural diversity training; and responding to employee complaints and grievances.

EMPLOYEE RIGHTS AND RELATIONS

✓ **ACTION PLAN:** Create a questionnaire to establish the current awareness level and randomly distribute and retrieve (the appropriate number to be determined). Once the questionnaire has been developed, ask the head administrator of all divisions/units to verify that all employees in their chain of command have been afforded access to: Operations Memorandum No. OP-110214 entitled, “Workplace Violence”; Operations Memorandum No. OP-110215 entitled, “Rules Concerning the Individual Conduct of Employees”; and Operations Memorandum No. OP-110205 entitled, “Employee Grievance Resolution Procedures.” Create and randomly distribute a brochure hi-lighting appropriate and inappropriate workplace behavior. Periodically randomly re-distribute the questionnaire to staff.



Key Performance Measure

- **KPM:** Improve the results of each subsequent questionnaire by 5 percent over the previous survey (Outcome Measurement).

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
N/A	N/A	Establish Baseline	+5 percent over FY 2009	+5 percent over FY 2010	+5 percent over FY 2011	+5 percent over FY 2012	+5 percent over FY 2013

Executive Communications Goals, Action Plans, Performance Measures

EXECUTIVE COMMUNICATIONS GOAL:

Through Empowering Individuals, Encouraging Teamwork, Employing Best Practices, and Embracing Diversity, Executive Communications will create a more efficient and effective method of educating the public that can be tailored to specific audiences.

Executive Communications prepares, creates, and distributes departmental publications and news releases. The unit is also responsible for departmental photographic and video services and the archives of these and appropriate publications. The unit also develops promotional materials and special projects and serves as project leader for all major departmental public relations projects.



EXECUTIVE COMMUNICATIONS

✓ACTION PLAN: Develop a Communications Plan to include a tool kit for the Oklahoma Department of Corrections. Determine the range and types of information needed for special audiences. Select items depending on the current issues: facts sheets, statistics and operational information, selected bios, facility profiles, accomplishments, programs and initiatives. Determine source of information and develop timelines for updates. Develop the design, colors and layout. Produce

product. Implement orientation process for new board members, legislators and employees. Add to curriculum for continuing education. Add to speaker’s bureau. Develop a distribution system to insure that all parties receive their particular tool kit in a timely and consistent manner. Develop pre- and post-assessment questionnaires. Compare pre- and post-assessment questionnaire results.

Description: Within one year, a Communications Tool Kit will be prepared and incorporated into all speaking engagements for the public, all orientations for new board members, legislators and new employees, and incorporated into the continuing education curriculum for current employees.

Key Performance Measure

- **KPM: Increase awareness of the public and other stakeholders about the Oklahoma Department of Corrections (Outcome Measurement)**

Description: Awareness will be measured by comparing post-assessment questionnaire results to pre-assessment questionnaire results. Cumulative post-assessment results will represent a 5 percent improvement when compared to cumulative pre-assessment results.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
N/A	N/A	Develop Tool Kit	5 percent increase over FY 2009	5 percent increase over FY 2010	5 percent increase over FY 2011	5 percent increase over FY 2012	5 percent increase over FY 2013

Internal Auditing Goal, Action Plans, Performance Measures

INTERNAL AUDITING GOAL:

The Internal Audit shall employ best practices to ensure financial accountability based upon compliance with all applicable rules, laws and sound accounting practices.

The Internal Audit shall employ best practices to ensure financial accountability based upon compliance with all applicable rules, laws and sound accounting practices.



INTERNAL AUDITING

✓**ACTION PLAN:** Identify all applicable rules, laws and practices. Audit the fiscal management activities of all departmental units and facilities each fiscal year. Notify the unit/facility head of discrepancies or concerns, if any. Ensure that discrepancies or concerns are corrected or addressed to the satisfaction of the Internal Auditing team supervisor.

Key Performance Measure

- **KPM:** Increase compliance by 1 percent each fiscal year following the establishment of baseline result (Outcome Measurement).

Subsequent to the annual audit of each unit/facility compare the results to the previous audit to determine regression, consistency or improvement.

FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated	FY 2011 Estimated	FY 2012 Estimated	FY 2013 Estimated	FY 2014 Estimated
N/A	N/A	Establish Base Line	90% Compliance	91% Compliance	92% Compliance	93% Compliance	94% Compliance

FIELD OPERATIONS	
ACTION PLANS	PERFORMANCE MEASURES
<p>AGRI-SERVICES Manage a self-sustaining prison agricultural program that employs offenders and teaches them skills for successful reentry to society.</p>	<p>KPM: Increase fiscal year sales dollars of Agri-Services products (Outcome Measurement). KPM: Increase the number of offenders employed (Outcome Measurement). KPM: Maintain or reduce the amount of state appropriated dollars used to operate Agri-Services (Outcome Measurement).</p>
<p>CLASSIFICATION, POPULATION, AND SENTENCE ADMINISTRATION Operate with a “Systems of Incarceration” philosophy that facilitates positive behavior by offenders while incarcerated. Facilitate offender movement through effective case management services.</p>	<p>KPM: Increase the percentage of offenders at earned credit Levels 3 and 4–(Efficiency Measurement). KPM: Increase the classification accuracy rate (Efficiency Measurement). KPM: Increase the transfer packet accuracy rate (Efficiency Measurement). KPM: Increase the number of offenders moved to lower security (Outcome Measurement).</p>
<p>INSTITUTIONS Operate public facilities in an efficient and secure manner.</p>	<p>KPM: Maintain the average cost per offender per day at the Fiscal Year 2008 rate or at a rate proportionate to the Fiscal Year 2008 rate plus the rate of inflation--public facilities (Efficiency Measurement). KPM: Decrease the ratio of offenders-to-correctional officers (Efficiency Measurement). KPM: Decrease the number of offender assaults on staff (Outcome Measurement). KPM: Reduce the number of institutional escapes (Outcome Measurement).</p>
<p>OKLAHOMA CORRECTIONAL INDUSTRIES Manage a profitable prison industry operation that employs offenders and teaches them skills for reentry to society.</p>	<p>KPM: Increase fiscal year sales dollars of Oklahoma Correctional Industry products (Outcome Measurement). KPM: Increase the number of offenders employed (Outcome Measurement).</p>
<p>PRIVATE PRISON AND JAIL ADMINISTRATION Ensure contract beds are safe and secure.</p>	<p>KPM: Reduce the aggregate serious incident rate among private prisons housing Oklahoma offenders (Outcome Measurement). KPM: Increase serious incident monitoring and reporting requirements for private prisons housing non-Oklahoma offenders (Outcome Measurement).</p>
<p>PROCEDURES AND ACCREDITATION Ensure the ongoing review and evaluation of agency policies and procedures, the management of inspection criteria, and coordination of inspection teams.</p>	<p>KPM: Ensure 100 percent of the agency’s policies and procedures are reviewed annually and in compliance with legal and accreditation requirements (Outcome Measurement). KPM: Maintain 100 percent compliance with American Correctional Association national accreditation standards (Outcome Measurement).</p>

ADMINISTRATIVE SERVICES

ACTION PLANS	PERFORMANCE MEASURES
CONTRACTS AND ACQUISITIONS Acquire goods and services needed, when needed, at the best price using the competitive bid process.	KPM: Increase annual procurement savings (Outcome Measurement). KPM: Increase statewide contract super purchase card utilization (Outcome Measurement).
EVALUATION AND ANALYSIS Continue to partner with state, federal, and other agencies as well as universities and other research organizations to increase knowledge and research concerning DOC operations and their continuous improvement. Continue to provide to all requesters the data, research, evaluation, and analysis requested in the most timely and accurate way possible given available resources.	KPM: As a recently created unit, Evaluation and Analysis has developed an online request tracking system that will deliver data on numbers and types of requests for data, information, and assistance annually. Data will be available for Fiscal Year 2009. In Fall 2008, the unit will also develop and administer a survey for requesters to complete that will measure their satisfaction with their treatment and the material produced by the Evaluation and Analysis Unit. This survey will be done annually, and results will serve as additional measures of unit performance.
FINANCE AND ACCOUNTING Provide accurate and timely fiscal information for management decision-making.	KPM: Decrease the amount of agency carry-over funds (Outcome Measurement). KPM: Decrease claims processing time for vendor payment (Outcome Measurement).
GRANTS ADMINISTRATION Produce competitive grant applications that lead to continued growth federal funding support for mission related activities of the Department of Corrections.	KPM: Increase annual federal grant funds received (Outcome Measurement).
INFORMATION TECHNOLOGY Provide efficient and effective information and telecommunication systems.	KPM: Attain 99.9 percent availability for all telecommunications, information, and telephone systems under the Information Technology Unit control (Outcome Measurement). KPM: Meet the minimum time for responding to customer requests statewide 95 percent of the time (Outcome Measurement).

PERSONNEL Manage a personnel system that supports workforce needs.	KPM: Maintain the percentage of filled full-time equivalents (FTE) (Outcome Measurement). KPM: Reduce employee turnover in critical positions (Outcome Measurement).
QUALITY ASSURANCE Facilitate continuous improvement efforts within the Oklahoma Department of Corrections.	KPM: Maintain or increase the percentage of approved recommendation decisions resulting from Organizational Review Processes, Process Action Teams, and Rapid Process Improvement Events (Outcome Measurement).
SAFETY ADMINISTRATION Minimize all preventable workplace injuries by providing needed resources, proper training, monitoring, inspections, accident investigations, and environmental testing.	KPM: Decrease the number of lost days due to employee accident or injury (Outcome Measurement). KPM: Reduce the number of worker's compensation claims filed by employees (Outcome Measurement). KPM: Reduce the agency's Experience Modification Factor (Outcome Measurement).
TRAINING AND STAFF DEVELOPMENT Ensure correctional officers have sufficient job knowledge and skills to successfully function in the correctional environment. Provide developmental opportunities from entry to executive level that prepare department staff to assume leadership responsibilities throughout the organization.	KPM: Increase the percentage of correctional officers who complete their probationary periods and receive career progressions following training (Outcome Measurement). KPM: Increase the percentage of leadership development participants that continue employment with the department after completion of two or more levels of training (Outcome Measurement).

COMMUNITY CORRECTIONS

ACTION PLANS

COMMUNITY CORRECTIONS AND WORK CENTERS

Research is needed to identify the number of specific drug and alcohol related incidents. Facilities need to be identified that have a large percentage of drug and alcohol related incidents. A problem solving team needs to be assembled to strategically develop a plan of action. Goals and objectives, to include dates of implementation need to be established. Measurable instruments need to be developed to closely monitor and track the results and progress of the intervention steps.

KEY PERFORMANCE MEASURES

KPM: Decrease the number of offenders involved in drug/alcohol related incidents by 5 percent (Outcome Measurement).

PROBATION AND PAROLE

Officers will continue to utilize interpersonal interaction skills in each offender contact. Officers will receive annual training in the use of Motivational Interview techniques. Motivational Interview training curriculum will be expanded to include specific techniques for use with offenders in brief behavioral interventions. Appropriate and timely sanctions will be applied by field staff to address non-compliant behaviors. Field officers will provide the courts with alternative sentencing options in response to technical violations.

KPM: Reduce the number of offenders under community supervision who are accelerated or revoked to prison (Outcome Measurement).

COMMUNITY SENTENCING AND INFORMATION SERVICES

ACTION PLANS

COMMUNITY SENTENCING

Local administrators will market community sentencing in assigned counties; Community Sentencing staff will educate planning council members and contractors regarding evidence based practices; The criminogenic needs of offenders will be identified and addressed; A timely system of rewards and sanctions in a 4:1 ratio to foster compliance with treatment goals will be employed; and Local administrators will work with supervising entities to provide the courts with alternative sentencing options in response to technical violations.

KEY PERFORMANCE MEASURES

KPM: Ensure 1,500 offenders receive a community sentence each year through continuing education of Community Sentencing Systems and judges (Outcome Measurement).
KPM: Maintain offenders' success rate at 75 percent or greater through continuing education of Community Sentencing providers (Outcome Measurement).
KPM: Decrease the percentage of offenders who do not successfully complete community sentencing (Outcome Measurement).

TREATMENT AND REHABILITATIVE SERVICES

ACTION PLANS

FEMALE OFFENDER MANAGEMENT

Educate agency staff, the public, community partners, and staff from other agencies in best practices, theories, and research for women offenders.

KEY PERFORMANCE MEASURES

KPM: Increase awareness of staff and agency partners regarding female offender policies and practices (Outcome Measurement).

MEDICAL SERVICES

Provide efficient, effective, and constitutional health care for offenders.
 Maintain a program of Utilization Management to ensure cost-effectiveness of medical and dental care.
 Identify and treat serious dental disorders.

KPM: Maintain total operational expenditures for health services increases at a rate equal to or less than the actual and projected rates reported annually by the Centers for Medicare and Medicaid Services (Efficiency Measurement).

KPM: Maintain emergency room visits for non-emergency conditions at less than 5 percent of visits reviewed (Efficiency Measurement).

MENTAL HEALTH SERVICES

Provide reentry and discharge services for mentally ill offenders through DOC/DMHSAS interagency collaboration and communication.
 Prevent offender suicides.
 Implement integrated, co-occurring treatment services.

KPM: Increase the number of offenders discharged through Integrated Services Discharge (Outcome Measurement).

KPM: Increase the number of offenders provided reentry services by Recovery Intensive Coordination Teams (Outcome Measurement).

KPM: Maintain the number of offender suicides to below national averages (Outcome Measurement).

KPM: Increase the number of incarcerated offenders provided enhanced integrated, co-occurring treatment services (Outcome Measurement).

PROGRAMS

Identify and address criminogenic needs of moderate and high-risk offenders in an effort to prepare offenders for successful reentry to society.

KPM: Increase the number of offenders completing substance abuse treatment (Outcome Measurement).

KPM: Increase the number of offenders receiving educational services (Outcome Measurement).

KPM: Increase the participants in the reentry wraparound model (Outcome Measurement).

EMPLOYEE RIGHTS AND RELATIONS

ACTION PLANS

EMPLOYEE RIGHTS AND RELATIONS

Create a questionnaire to establish the current awareness level and randomly distribute and retrieve (the appropriate number to be determined). Once the questionnaire has been developed, the head administrator of all divisions/units will be asked to verify that all employees in their chain of command have been afforded access to: Operations Memorandum No. OP-110214 entitled, "Workplace Violence"; Operations Memorandum No. OP-110215 entitled, "Rules Concerning the Individual Conduct of Employees," and Operations Memorandum No. OP-110205 entitled, "Employee Grievance Resolution Procedures." Create and randomly distribute a brochure highlighting appropriate and inappropriate workplace behavior. Periodically randomly redistribute the questionnaire to staff.

KEY PERFORMANCE MEASURES

KPM: Improve the results of each subsequent questionnaire by 5 percent over the previous survey (Outcome Measurement).

EXECUTIVE COMMUNICATIONS

ACTION PLANS

EXECUTIVE COMMUNICATIONS

Develop a Communications Plan to include a tool kit for the Oklahoma Department of Corrections. Determine the range and types of information needed for special audiences. Select items depending on the current issues: facts sheets, statistics and operational information, selected bios, facility profiles, accomplishments, programs and initiatives. Determine source of information and develop timelines for updates. Develop the design, colors and layout. Produce product. Implement orientation process for new board members, legislators and employees. Add to curriculum for continuing education. Add to speaker's bureau. Develop a distribution system to insure that all parties receive their particular tool kit in a timely and consistent manner. Develop a pre- and post-assessment questionnaire. Compare pre- and post-assessment results.

KEY PERFORMANCE MEASURES

KPM: Increase awareness of the public and other stakeholders about the Oklahoma Department of Corrections (Outcome Measurement).

INTERNAL AUDITING

ACTION PLANS

INTERNAL AUDITING

Identify all applicable rules, laws and practices. Audit the fiscal management activities of all departmental units and facilities each fiscal year. Notify the unit/facility head of discrepancies or concerns, if any. Ensure that discrepancies or concerns are corrected or addressed to the satisfaction of the Internal Auditing team supervisor.

KEY PERFORMANCE MEASURES

KPM: Increase compliance by 1 percent each fiscal year following the establishment of baseline result (Outcome Measurement).