

BUDGET NARRATIVE

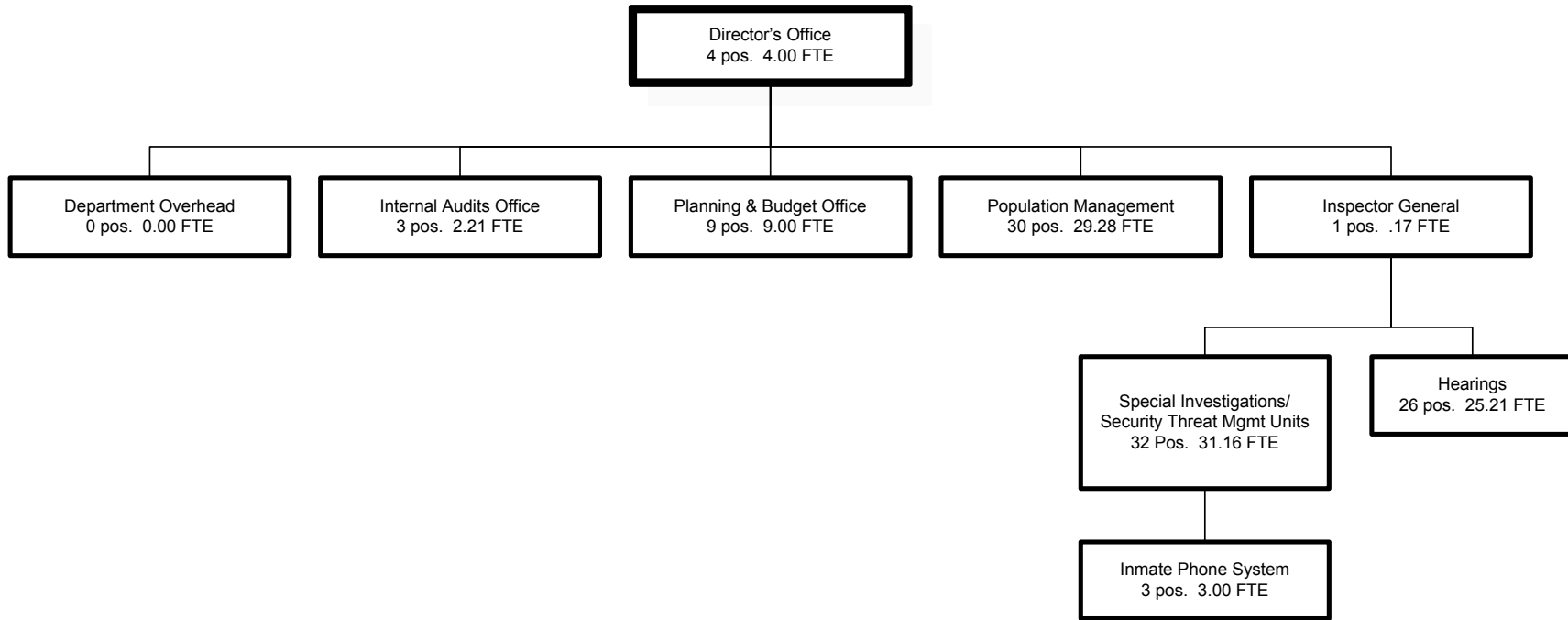
Central Administration

Program Description

OREGON DEPARTMENT OF CORRECTIONS

Central Administration Organizational Chart

2011-13 Legislatively Adopted Budget



Total Positions: 108

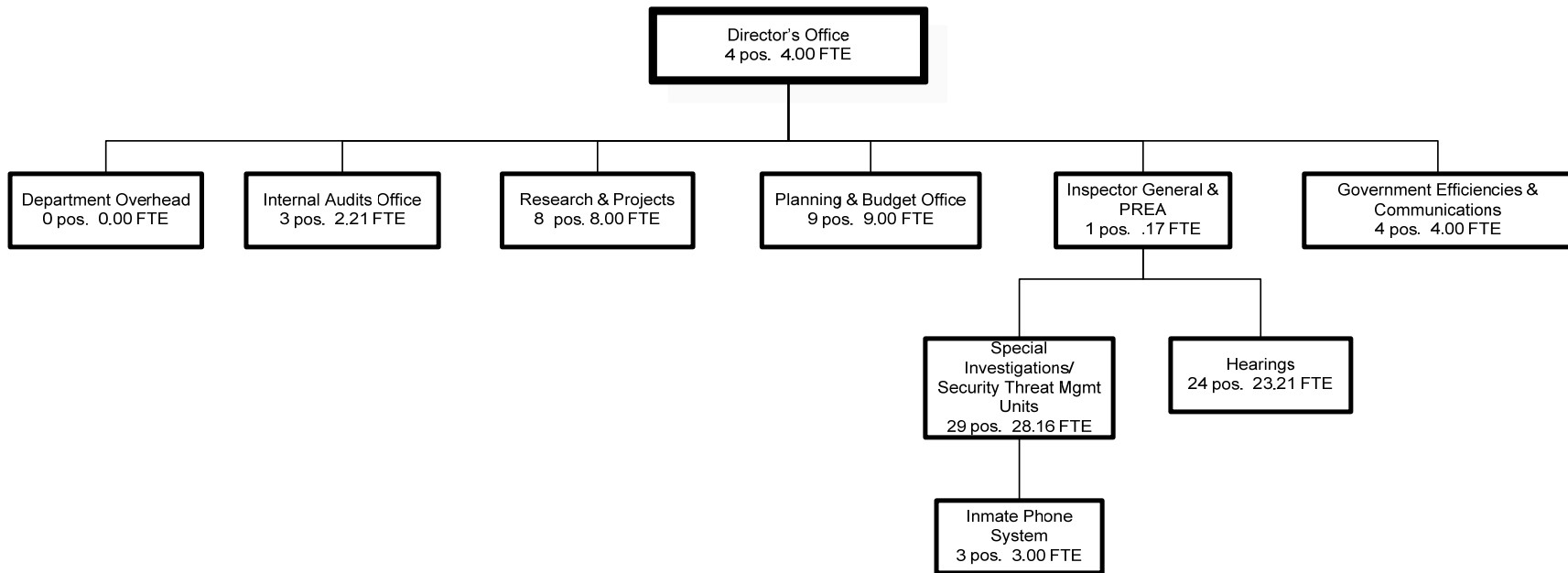
FTE: 104.03

BUDGET NARRATIVE

OREGON DEPARTMENT OF CORRECTIONS

Central Administration Organizational Chart

2011-13 Current Legislatively Approved Budget (Reorganized)



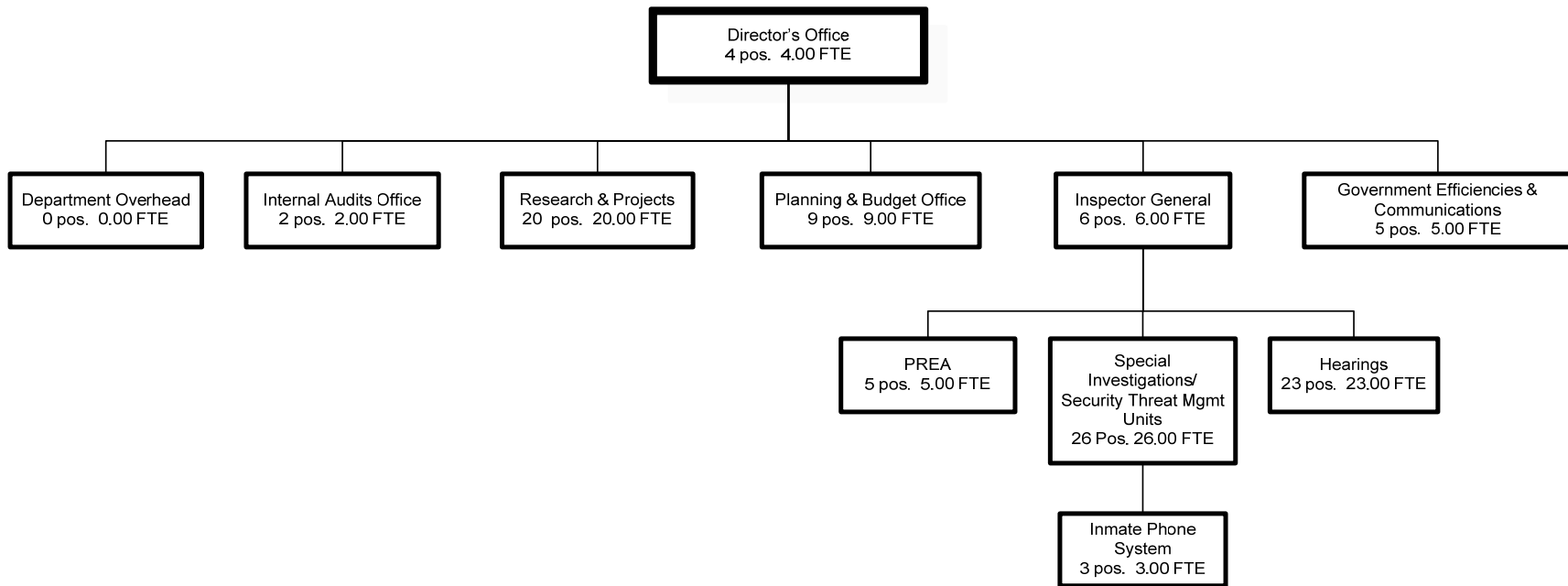
Total Positions: 85
FTE: 81.75

BUDGET NARRATIVE

OREGON DEPARTMENT OF CORRECTIONS

Central Administration Organizational Chart

2013 -15 Agency Request Budget



Total Positions: 103

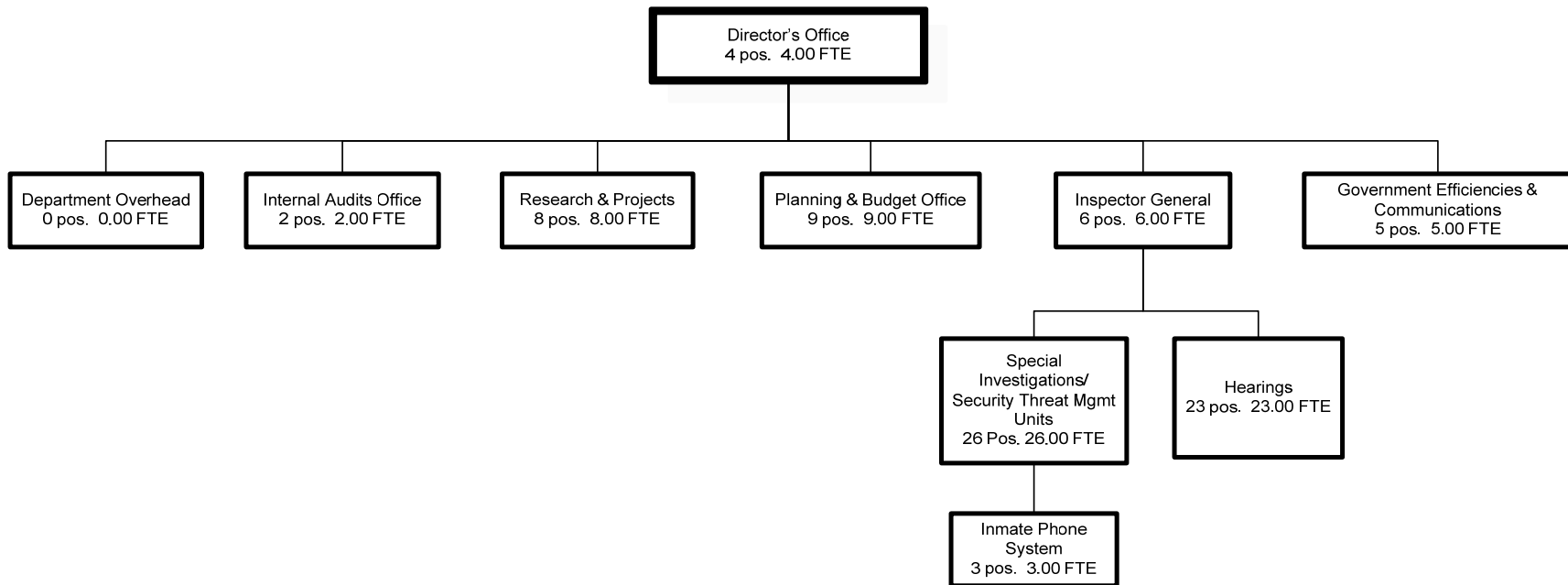
FTE: 103.00

BUDGET NARRATIVE

OREGON DEPARTMENT OF CORRECTIONS

Central Administration Organizational Chart

2013 -15 Governor's Balanced Budget



Total Positions: 86

FTE: 86.00

BUDGET NARRATIVE

Central Administration

Central Administration includes the Director/Deputy Director's Office, Internal Audits, Planning and Budget, Government Efficiencies & Communications, Research & Projects, and Inspector General for the Department of Corrections (DOC).

Agency Request Budget

Staffing

Positions	103
FTE	103.00

Revenue Sources

General Fund	\$86,418,348
Other Funds	2,340,132

Governor's Balanced Budget

The Governor's Balanced Budget includes policy changes that include PERS rate table changes (Essential Packages) and other PERS policy impacts. Also included are impacts from multiple policy decisions and agency policy packages that were denied.

Staffing

Positions	86
FTE	86.00

Revenue Sources

General Fund	\$62,449,175
Other Funds	711,286
Federal Funds	507,851

BUDGET NARRATIVE

The Director/ Deputy Director's Office

The Director's Office provides overall leadership to DOC through the executive management team composed of the assistant directors and the staff in the Director's Office.

Program Objectives and Services

As DOC continues to grow in size and complexity, greater capacity for planning, coordination across the respective divisions, and more sophisticated administrative practices are necessary. As a result, the central administration (the Director, Deputy, and their direct reports) continues to focus on administrative effectiveness, accountability, and strengthening internal and external communication.

Further driving program objectives and services is the continued implementation of the Oregon Accountability Model (OAM). This purposeful and dynamic plan is designed to change offenders' criminal behavior during incarceration and post-prison supervision through evaluation, education, treatment, and work. It begins at the assessment phase during intake and affects offenders throughout incarceration, re-integration, and their time on community supervision.

New Laws Affecting the Program Unit

None of the initiatives appearing on the 2012 ballot should have a significant impact on inmate population. However continued effects of Measure 57 (2008) and Measure 72 (2010) still have a profound impact on the number of adults in custody.

Accomplishments 2011-13

- Department Reorganization:
 - Pulled together units from different departments to create the Offender Management & Rehabilitation Division – allowing better coordination of resources, increased collaboration, and complete case management for all offenders.
 - Promoted Community Corrections to its own division to enhance focus on inmate re-entry – this division will oversee, advocate for, and work in partnership with all the community corrections offices throughout Oregon.
 - The Government Efficiencies & Communications section will continue the “public affairs” function, but will also focus on the 10-year plan, *Improving Government* initiative, outcome-based budgeting, and the Governor's Commission on Public Safety.
 - Created Prison Rape Elimination Act (PREA) advisor to lead efforts toward the elimination of prison rape.
- Actively participated in the Governor's Commission on Public Safety enhancing the debate on Corrections reform and restructuring state government
- Transferred Cognitive Alternative Incarceration Program (AIP) from Shutter Creek Correctional Institution to Columbia River Correctional Institution
- Expanded short-term transitional leave
- Continued work with Portland State University (PSU) on staff wellness

BUDGET NARRATIVE

- Implemented new inmate phone system which allows for a standardized rate structure statewide
- Continued responsibility for community supervision functions in two counties who elected to opt out of Senate Bill 1145
- Relocated the Oregon State Penitentiary Intensive Management unit to Shutter Ridge Correctional Institution, making more room to treat inmates with all levels of the mental health continuum
- Managed male population growth by using temporary and emergency beds across the state
- Held the first Oregon Criminal Justice Research Conference to improve the connection between the Oregon research community and the implementation of the best practices in criminal justice

Key Initiatives 2013-15

- Development of a sustainability plan
- Continue dynamic implementation of the Oregon Accountability Model
- Continue to ensure each inmate has an individualized Oregon Corrections Plan that is tracked throughout the inmate's incarceration and supervision in the community
- Prioritize the Oregon Accountability Model where the agency focuses on respectful workplaces and DOC staff recognizes they are role models who must exhibit positive behavior
- Continue to increase partnerships with higher education through joint research projects, joint training programs, and student placements at DOC
- Continue to update and implement DOC's Long-Range Construction Plan to ensure appropriate housing is available as the prison population increases
- Continue efforts to increase Measure-17 Compliance (inmate work mandate)
- Continue work with PSU to improve wellness and workplace safety for all employees
- Implement the strategies necessary to address housing and programming needs for additional inmates that may arrive as the result of passage of Ballot Measure 73 (2010)

Agency Request Budget

Staffing

Positions	4
FTE	4.00

Revenue Sources

General Fund	\$1,559,568
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BUDGET NARRATIVE

Other Funds 80,000

Governor's Balanced Budget

The Governor's Balanced Budget includes policy changes that include PERS rate table changes (Essential Packages), an Administrative Placeholder (Pkg 091) and other PERS policy impacts. The Director's Office was used as a placeholder for a variety of these policy impacts and its budget will be reallocated in the Legislatively Adopted Budget to finalize Central Administration.

Staffing

Positions 4
FTE 4.00

Revenue Sources

General Fund (\$711,315)
Other Funds 80,000

Internal Audit Office

The Internal Audit Office provides auditing and consulting services for DOC. Internal Audit is the only independent entity within the agency providing these unique services. The Internal Audit Office assists management through reviews of DOC programs and activities, ensuring economic and efficient use of DOC's resources to achieve the agency's goals and outcomes. Improving business operations is a high priority. The office also confirms the reliability and integrity of information, internal controls, and compliance with laws and regulations.

Internal Audit has two additional responsibilities that include Key Performance Measure (KPM) coordination and Cost of Care consultation.

The purpose of the KPM coordination is to offer an independent, centralized function responsible for compiling and submitting DOC's annual KPM report.

The purpose of the Cost of Care consultation is to provide an independent evaluation of an Inmate's ability to reimburse the state for the cost of their care during incarceration. Internal Audit uses financial investigative resources and methodologies to make objective recommendations for pursuing cost of care collection to the Central Trust Manager.

BUDGET NARRATIVE

Internal Audit is an assurance activity designed to add value and improve DOC's operations by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. It seeks to help ensure that taxpayer dollars are wisely spent, to identify high-risk areas and assist the Director of Corrections in determining the appropriate steps to take towards addressing those risks. Internal Audit also tracks DOC's progress in correcting any issues identified from various audits. Auditors from the Secretary of State liaise with, and gain assistance from, the Internal Audit Office.

The Internal Audit Administrator reports directly to the Director and Deputy Director in order to provide agency leaders with direct, unbiased assurances about various agency risk factors.

Organization and Staffing

The Internal Audit Office is comprised of two Senior Internal Auditors and one Administrator. During a 2004 agency-wide reorganization, the then-vacant Administrator position was redirected to other agency purposes and the current incumbent is operating in an existing Senior Internal Auditor position. One of the two Senior Internal Auditors is working in Internal Audit as part of a job rotation.

Program Objectives and Services

The objective of the Internal Audit Office is to assist the Director in determining whether DOC's policies, procedures, and other internal controls are adequate and functioning in a manner to ensure that:

- Risks are appropriately identified and managed.
- Interaction with various governance groups – including the Department of Administrative Services (DAS), Secretary of State's Audits Division, and professional standards organizations – is appropriate and timely.
- Significant financial, managerial and operating information is accurate, reliable and timely.
- Employees' actions are in compliance with policies, standards, procedures, applicable laws and regulations.
- DOC's resources are acquired economically, used efficiently and are adequately protected through internal controls, policies, and procedures.
- Program plans and objectives are achieved.
- Significant legislative and regulatory issues impacting the organization are recognized and appropriately addressed.

Accomplishments – 2011-13

The office conducted numerous audits covering compliance with federal regulations, automated systems, staff training, contracting and business practices, risk and liability management, policies and procedures, internal controls and reimbursements.

BUDGET NARRATIVE

Key Initiatives – 2013-15

In the next biennium, Internal Audit will continue its work for the Director to ensure cost-effective operations, improved efficiencies, and adequate internal controls. Internal Audit will continue to provide an unbiased, risk based approach to evaluate and consult on DOC activities. Further, Internal Audit will:

- Ensure DOC internal auditors are (or are in the process of being) professionally accredited as a Certified Public Accountant, Certified Internal Auditor, Certified Government Auditing Professional, Certified Information Systems Auditor, or Certified Fraud Examiner.
- Operate in accordance with the “International Standards for the Professional Practice of Internal Auditing” promulgated by the Institute of Internal Auditors.

Agency Request Budget

Staffing

Positions	2
FTE	2.00

Revenue Source

General Fund	\$516,797
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Governor’s Balanced Budget

The Governor’s Balanced Budget includes policy changes that include PERS rate table changes (Essential Packages) and other PERS policy impacts.

Staffing

Positions	2
FTE	2.00

Revenue Source

General Fund	\$500,201
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BUDGET NARRATIVE

Department Overhead

Central Administration is also the program unit where certain agency-wide overhead costs are reported. Costs budgeted in this location include Department of Administrative Services assessments, state government service charges, risk management and other insurance costs, Attorney General fees, office rents, utilities for Salem administrative offices, costs associated with the sales of Certificates of Participation, repayments of loans from other state agencies, etc. This activity represents a major portion of the Central Administration General Fund budget.

Agency Request Budget

Staffing

None

Revenue Source

General Fund	\$46,270,425	
Other Funds	1,704,038	(Sale of Certificates of Participation)

Governor's Balanced Budget

The Governor's Balanced Budget includes policy changes that include PERS rate table changes (Essential Packages) and other PERS policy impacts. Also impacted were changes to the OF limitation needed for the Sale of Certificates of Participation.

Staffing

None

Revenue Source

General Fund	\$45,253,299
Other Funds	89,000

BUDGET NARRATIVE

Research & Projects

Research & Projects provides quality research, evaluation, and statistics to support the mission and vision of DOC in the development of criminal justice policy, outcomes oriented strategies, and the evaluation of offender programs. The Research & Projects Office also manages implementation of agency-wide and interagency projects requiring the expertise of professional project managers. The office has primary responsibility for providing project direction and support to ensure that critical department-wide and interagency projects meet established timelines and outcomes while supporting the DOC succession planning efforts.

Organization and Staffing

The Research & Projects Office includes one unit manager and eight staff positions. The administrator leads the office, overseeing the research and project manager. The project manager is responsible for the agency's strategic plan project portfolio, oversees developmental project managers managing critical department-wide projects, and provides training and mentorship throughout DOC regarding processes and effective project management. Previously, the Research unit created reports calling a course of action, but had no oversight to ensure their recommendations were implemented. Adding project managers to the Research unit will ensure the implementation of research conclusions.

Program Objectives and Services

Research & Projects provides mission-critical information on inmate/offender populations, program performance, and policy impact which is essential for planning, evaluating and directing the operations of DOC. The information is necessary for decision-making and operation of 14 state prisons and 36 county corrections offices. In addition, Research & Projects provides information to an expanding pool of outside customers and partners. More state agencies and local governments depend on DOC's data to meet their mission-critical needs. These include the Board of Parole and Post-Prison Supervision, Department of Administrative Services, Department of Justice, Criminal Justice Commission (CJC), Oregon Youth Authority (OYA), Department of Human Services, Multnomah County, Clackamas County, Washington County, Portland Police, Salem Police, and others.

Project management with oversight by Research is the application of knowledge, skills, tools, and techniques to ensure activities meet project requirements. The mission is to be a resource to DOC through the development of creative strategies, promotion of systems thinking, building effective and repeatable processes, and assisting in mentorship and delivery of critical project management services.

Accomplishments 2011-2013

The Research & Projects Office directed, managed, or staffed numerous projects in support of agency strategic initiatives and critical department change:

- Movement of the community corrections risk tool to the data warehouse
- Identification of the minimum facilities as separate institutions

BUDGET NARRATIVE

- Automation of the Program Evaluation Continuum
- Development of the 30% earned time equation for the Automated Criminal Risk Score (ACRS)
- Changes to the Key Performance Measures
- Completion of the inmate extortion study
- Automation of the inmate urine analysis system
- Completion of time studies for Religious Services and Sentence Computation
- Analysis of those revoked from parole/post-prison supervision
- Staff-management survey and analysis
- Parole/probation officer customer satisfaction survey (2010)
- Establishment of the Research Committee for external researchers
- Automate and transfer SB919 (2005) analyses to CJC
- Evaluation of the University of Rhode Island Change Assessment scale (URICA) for assessing inmate motivation
- BHS suicide prevention - worked closely with Jana Russell (DOC Behavioral Health Services) and Jef VanValkenburgh (Oregon Assistant Attorney General) to finalize recommendations for reducing inmate suicides.
- SRCI (Snake River Correctional Institution) Collaboration - partnering with Mark Nooth (SRCI Superintendent) and the SRCI Exec Team to increase awareness of staff concerns and aid in improving management processes.
- Marine Board - continuing to provide project management coaching on Oregon State Marine Board strategic initiatives.
- OYA - coordinating with the Professional Standards Office to develop and implement a comprehensive Security Threat Management Program.

Key Initiatives 2013-15

- Developing a score to measure risk factors associated with higher likelihood to have a positive drug test in order to target urine analysis testing to higher risk offenders
- Recalibrating ACRS and making it dynamic to improve its predictive accuracy
- Recent events suggest correctional officer health is a concern – collaborating with researchers from Portland State University (PSU) and Oregon Health & Science University (OHSU) to enhance DOC's access to national experts in two areas:
 - Mental health component – Leslie Hammer from PSU
 - Physical health component from OHSU
- Increasing elderly populations at DOC has increased the demand on DOC medical services – research will assess changing medical needs and costs
- Conduct a diversity/multicultural survey analysis for the first time in 10 years
- Implement the inmate suicide study findings at two DOC facilities (Oregon State Penitentiary and Oregon State Correctional Institution)

BUDGET NARRATIVE

- Assess institution programs, quantifying the effectiveness necessary for incorporation in the CJC cost-benefit model
- Develop a system to assess programming needs, recognize higher risk inmates, and provide recommendations to domestic violence services
- Conduct an inmate TV survey to update DOC's television policy
- Evaluate drug courts with OYA, CJC, and a private company
- Recent location changes in the behavioral health system have occurred (moved to OSP) – conduct an assessment of the effectiveness of the new system
- Identify staff who become romantically involved with inmates and work with Pacific University to develop a Personality Assessment Inventory to recognize certain characteristics that are more common with such staff

Agency Request Budget

Staffing

Positions	20
FTE	20.00

Revenue Source

General Fund	\$4,589,276
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Governor's Balanced Budget

The Governor's Balanced Budget includes policy changes that include PERS rate table changes (Essential Packages) and other PERS policy impacts. Also impacting Research was the denial of Policy Package 102 – Oregon Institute for Public Policy.

Staffing

Positions	8
FTE	8.00

Revenue Source

General Fund	\$2,007,579
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BUDGET NARRATIVE

Planning and Budget

The Office of Planning and Budget is responsible for determining the resources necessary to support the existing and growing inmate population. This includes working with the Office of Population Management in the development of Long-Range Construction Plans and Population Management Plans to ensure appropriate institutions are in place to house the offenders entering the system. The Office also identifies the resources necessary to support the institution operations and local supervision and sanctions for selected offenders in the community. The Office consists of the Planning and Budget Administrator and the Budget Office, which are entirely supported by the General Fund.

Program Objectives and Services

The Budget Office is responsible for the management and coordination of DOC's resource identification, budget development, and monitoring activities. This includes identification of the resources necessary to support the projected growth in the state's adult prison population from the current 14,419 inmates (as of August 1, 2012) to the projected 16,076 by December 2023, the end of the current 10-year forecast window. Identification of the resources to not only house and supervise these inmates is necessary, but also the support functions and administrative needs as well. In addition, funding is contained within DOC's budget for grants to local governments for supervision of offenders sentenced or sanctioned to 12 months or less, and supervision of the probation and parole/post-prison caseloads.

Identification of the resource needs is just the first step. The Office is then responsible for preparation of the budget and detailed information necessary to articulate clearly the need for the Governor, Legislative Assembly, and Emergency Board when appropriate. Another crucial function of the Budget Office is the development and attention to the system that allows agency leadership and managers to monitor expenditures on a monthly basis and engage in data-driven decision making. When difficulties arise, such as prison populations that exceed budgeted levels or extraordinary costs occur, the Office has lead responsibility for development of a rebalance plan.

Accomplishments – 2011-13

DOC's Population Management Plan is based upon the prison population portion of the forecasts issued by DAS. New plans are developed based on projections contained in DAS's Office of Economic Analysis Oregon Corrections Population Forecast, which is published every April and October. Based on the April 2012 current law forecast, construction must be completed on a new minimum-custody prison in Junction City by February 2017. Plans for construction of the medium-custody portion of the facility have been delayed beyond the Corrections Population Forecast's 10-year planning horizon.

BUDGET NARRATIVE

In November 2010 Ballot Measure 73 was approved, resulting in changes to sentences for certain repeat sex offenders and certain repeat offenses for driving under the influence of intoxicants (DUII). The Measure was subsequently amended by SB 395 during the 2011 legislative session, requiring the state to reimburse counties for jail incarceration costs resulting from the DUII convictions. The Office was initially engaged in the development of several fiscal impacts for bed capacity and associated operating costs in conjunction with the Oregon Criminal Justice Commission, and now has oversight for the monitoring of reimbursements to counties for the jail costs associated with pre-trial and sentence time served in local jails.

The Budget Office continues to provide input for budget reduction plans and legislative activity, including the February 2012 session, May 2012 Emergency Board, and an internal budget rebalance proposal that will be presented to the September 2012 meeting of the Emergency Board. This plan will reflect actions needed to implement the May 2012 Emergency Board decisions, a recent agency re-organization, and an internal rebalance to address unfunded liabilities in the Operations Division.

The Office continues to provide support for the Public Safety Commission, the PEW organization, and the Criminal Justice Commission on work to address Oregon's investment in public safety and the potential for sentencing reform.

Key Initiatives – 2013-15

Forecast changes will continue to challenge DOC with regard to timing and size of new construction projects. Statewide declines in General Fund revenues create an environment requiring continual evaluation and strategic planning around potential future budget reductions.

The Budget Office is working closely with the Operations Division to review DOC's Post Relief Factor to ensure that adequate security and other positions needing to be staffed for a 24/7/365 day operation are identified. It will continue to improve on internal and external reporting practices to ensure that agency management and other decision-makers have appropriate and timely information. The Budget Office is also researching other state agency budget monitoring systems and approaches to determine if an automated alternative exists to current manual monitoring practices. This will be increasingly critical as workload growth outpaces the existing staffing level.

Agency Request Budget

Staffing

Positions	9
FTE	9.00

BUDGET NARRATIVE

- The Office of Inspector General moved into a new era of proactive investigations and more effective management of high-alert inmates. SIU, STM, and institutions have implemented focused investigations across the state. Through intelligence gathering, institutions identify inmates likely to be involved in criminal activity or administrative misconduct. SIU used its investigative resources and experience in partnership with the institutions to focus investigations on particular issues and/or a particular group of inmates.
- SIU, in collaboration with the Department of Justice, assisted in the development of DOC's suicide review team and chairs of all suicide reviews.
- The STM Unit engaged in ongoing efforts in the drafting and implementation of inmate management plans for all high-alert inmates on the STM caseload statewide. Inmates are now held accountable for changing disruptive behaviors and conforming conduct to their inmate management plans.
- As a result of the prior collaboration between the SIU inmate telephone specialists, the contracts office, and the Operations Divisions a new telephone vendor contract was established and a new inmate phone system was installed. The new system provides enhanced security and better phone service to inmates and families.
- The new telephone system provided for more robust hotline reporting options for inmates, staff, and the public, and enabled the development of a new intelligence tip line.
- Better coordination of investigations has occurred as a result of the SIU interagency agreement with the Oregon State Police.
- DOC's SIU K-9 units continued to find narcotics and other black market contraband items. DOC is exploring the possibility of other K-9 patrols within DOC.
- The Intelligence Unit is collecting, analyzing, and disseminating relevant information between the institutions, STM, and all other departments within DOC with an eye towards both prevention of criminal activity and providing support for ongoing investigations.

Key Initiatives 2013-15

- Strengthen and focus the delivery of OIG investigations and inmate management strategies through strategic planning and implementation of output and outcome measurements.
- Improve effectiveness and efficiency of OIG service delivery through internal process analysis and re-evaluation.
- Target the use of OIG resources to best serve the needs of DOC's institutions and the public's interest in preventing corruption.
- Explore additional shared-resource partnerships with state and local public safety agencies.
- Implement newly-mandated national PREA standards across DOC.
- Review and update DOC's hearings process to better support inmate behavioral-transformation and mission-accomplishment.

BUDGET NARRATIVE

Special Investigations Unit

The Special Investigations Unit (SIU) investigates and reports findings on alleged misconduct, corruption, and criminal activity initiated by inmates, DOC staff, contractors, volunteers, and inmate-visitors. SIU acts as the agency's liaison with external law enforcement partners.

Organization and Staffing

The unit is managed by the Inspections Administrator for SIU, who reports to the Inspector General and Deputy Inspector General; the unit has three levels of Inspectors. Inspector 3 positions conduct staff investigations. Inspector 2 positions conduct inmate investigations. Inspector 1 positions conduct Hearings investigations.

Program Objectives and Services

SIU provides investigative services to all of DOC's institutions and facilities. Inmate and employee misconduct make up a majority of SIU's investigative efforts; criminal activity is referred to the Oregon State Police for investigation through a shared-services approach to conducting business. SIU has investigators specializing in fugitive intelligence and apprehension, drug and contraband investigations, hearings investigations, canine searches, and employee misconduct. The unit is a resource to federal, state, and local law enforcement agencies by providing them with intelligence and investigative assistance as it relates to inmates' criminal activity. SIU has offices in Salem, Umatilla, Ontario, Pendleton, and Madras.

SIU, in concert with the Oregon State Police, provides criminal investigative reports to district attorney offices for potential prosecution. All investigators are required to testify in criminal proceedings when necessary. SIU also provides written reports for DOC inmate disciplinary and administrative hearings, which support the Oregon Accountability Model by holding inmates accountable for their actions. The unit provides critical intelligence information to DOC institution management and line staff on inmate behavior and alliances that could pose a threat to the security of the institutions, or the citizens of Oregon. SIU manages the Inspector General hotline, DOC's substance abuse testing program, and conducts use of force and suicide reviews providing key information to policy makers. The unit also conducts inmate death investigations and independent analysis of critical events as needed.

Security Threat Management Unit

The Security Threat Management (STM) Unit works to proactively identify inmates who are considered high-alert (those who have committed egregious acts like sexually assaulting other inmates, assaulting corrections staff, extorting other inmates, etc...) and more closely manage those inmates on a separate caseload. Much like the community-based Parole and Probation model, these inmates receive regular, recurring attention from six Lieutenants positioned across the state, who in every interaction seek behavioral compliance with DOC rules, policies and expectations. The STM Unit also works with prison management teams and the Intelligence

BUDGET NARRATIVE

Office (which is part of the STM Unit) to identify and mitigate security threats before they evolve into dangerous situations or large-scale incidents. All STM employees are specially trained in intelligence gathering, inmate management, and investigations. STM has offices at all of the state's major institutions; the Intelligence Office is located in Salem. Presently there are fewer than 900 high-alert inmates on the STM caseload.

Organization and Staffing

STM Lieutenants are coordinated by a peer, lead-worker who reports directly to the Inspector General and Deputy Inspector General. The Intelligence Office is composed of an Intelligence Analyst, support staff, and Inmate Telephone Specialists. Due to operational needs of the unit, these staff report to a Salem-based SIU Inspector 3.

Program Objectives and Services

STM has three primary functions – management of high alert inmates, DOC-wide intelligence gathering/sharing, and investigative support to superintendents during major incidents. High alert inmate management makes up the majority of STM Lieutenants' daily activity with intelligence-gathering also a key function. The primary responsibility for coordinating intelligence-gathering and sharing falls to the intelligence analyst. The inmate telephone specialists coordinate inmate telephone service and investigate misuse of the system by inmates and outside contacts. Inmate telephone specialists play a key role in gathering intelligence information and forwarding the information to internal and external stakeholders. The STM Unit is a resource to DOC institutions as well as federal, state and local law enforcement agencies by providing them with important intelligence and investigative assistance as requested.

STM also provides written reports for DOC inmate disciplinary and administrative hearings and provides critical intelligence information to DOC institution management on inmate behavior and alliances that could pose a threat to the security of the institutions and the citizens of Oregon.

Hearings Unit

The Hearings Unit is responsible for disciplinary, involuntary administrative segregation and involuntary mental health Infirmity hearings for DOC's inmates in accordance with established rules and relevant case law.

Organization and Staffing

The Hearings Unit is composed of one hearings administrator, who reports to the Inspector General and Deputy Inspector General, 12 hearings officers and eight office specialist positions. Unit staff are assigned to institutions across the state with the administrator located in Salem. Due to operational needs, the hearings administrator is also the Americans with Disabilities Act coordinator for inmates.

Program Objectives and Services

BUDGET NARRATIVE

Work within the Hearings Unit is driven by inmate misconduct. The Hearings Unit provides disciplinary, involuntary administrative segregation and involuntary Mental Health Infirmaries hearings for inmates within DOC facilities, meeting their constitutional due process rights. Disciplinary hearings' sanctions are primarily imposed based on a grid that measures the severity of the violation and the prior misconduct history of the inmate, and includes segregation, loss of privileges and monetary fines. Other sanctions include, but are not limited to, restitution, revocation of transitional leave, and retraction of previously awarded earned/good time credits. Hearings Officers prepare written findings of fact and orders to document findings and recommended sanctions. Hearings Officers also provide formal and informal training to DOC employees regarding the disciplinary process, investigation process, report writing, and rule interpretation and comprehension.

Accomplishments – 2011-13

- Hearings staff conducted 15,367 formal disciplinary hearings from July 1, 2011 through June 30, 2012.
- Hearings investigations were transferred from the Hearings Unit to institution Captains and Lieutenants (effectively increasing their workload) due to inspector 1 positions being held vacant as a cost savings measure. Institution Captains and Lieutenants completed 250 hearings investigations.
- The Hearings Unit continued to make improvements in training both within the unit and by developing and providing training to its primary customers.
- The Hearings Unit continued to work closely with Information Services staff on revisions to the Offender Management System (OMS), making it more user-friendly for those entering data and to expand comprehension and use of the system by other DOC employees.
- The Hearings Unit worked closely with Behavioral Health Services to address the special needs of seriously mentally ill inmates.

Prison Rape Elimination Act Unit

Historically, DOC has had a zero-tolerance policy for sexual violence, sexual solicitation, and sexual harassment in its institutions. This philosophy is now reflected across the nation with the recent adoption of federal PREA standards that states are mandated to meet. The PREA Unit is responsible for reducing the likelihood of sexual violence taking place between inmates, and inmates and staff, contributing to the overall safety and security of DOC's 14 institutions. Not only are there sanctions for non-compliance of the new federal standards, there is also a risk of high-cost litigation directed towards DOC if inmates are victimized while in custody.

Organization and Staffing

The PREA Unit is composed of one PREA administrator, who reports to the Inspector General and Deputy Inspector General, and two temporary, federally-funded support positions. The PREA administrator is located at Coffee Creek Correctional Facility in Wilsonville and serves the needs of all DOC institutions.

BUDGET NARRATIVE

Program Objectives and Services

The PREA Unit is responsible for successful implementation of the national standards, in support of DOC's mission. This work includes efforts to analyze current security practices and identify areas of weakness that provide opportunities for sexual violence to take place. The PREA administrator guides and supports institution-based sexual assault response teams' work to support sexual assault victims at the time the incident is uncovered or reported. The Unit provides institution leadership with cultural change strategies, coaching and support, and develops and provides training to staff on sexual assault prevention strategies. The Unit analyzes sexual assault data to identify and mitigate risk factors.

Accomplishments – 2011-13

- DOC successfully applied for and was awarded a Federal Department of Justice Bureau of Justice Assistance grant for \$600,000, which funded sexual safety assessments.
- Sexual safety assessments were conducted at five DOC institutions – Oregon State Penitentiary, Coffee Creek Correctional Facility, Two Rivers Correctional Facility, Deer Ridge Correctional Institution, and Snake River Correctional Institution – to identify the degree to which DOC is in compliance with national PREA standards.
- The PREA administrator explored and established partnerships with Oregon Youth Authority and other state agencies that share concerns for sexual victimization.

In total, the budget for the Office of Inspector General includes the Special Investigations Unit, Security Threat Management Unit, Hearings Unit, and Prison Rape Elimination Act Unit:

Agency Request Budget

Staffing

Positions	63
FTE	63.00

Revenue Sources

General Fund	\$29,736,348
Other Funds	556,094

BUDGET NARRATIVE

Governor's Balanced Budget

The Governor's Balanced Budget includes policy changes that include PERS rate table changes (Essential Packages) and other PERS policy impacts. Also included was the denial of Policy Package 107 PREA Compliance.

Staffing

Positions	58
FTE	58.00

Revenue Sources

General Fund	\$11,741,576
Other Funds	542,286
Federal Funds	507,851

Government Efficiencies & Communications Office

The Government Efficiencies and Communications Office (GECO), led by an Administrator, is a product of the 2012 DOC restructuring. GECO will continue its traditional "public affairs" function but will turn its focus on preparations for the 10-year plan, *Improving Oregon* initiative, outcome-based budgeting, and the Governor's Commission on Public Safety. The reorganization allows DOC to expand its shared resources model and collaborate with DOC's public safety partners.

One major responsibility for GECO is to provide information about DOC's policies, activities, and mission to a broad array of stakeholders. Key responsibilities include dissemination of information about DOC, advocating department policy, and providing routine and crisis communication. The office coordinates DOC's work for the Governor's 10-year budget initiative and staffs the Commission on Public Safety.

Organization and Staffing

GECO consists of an Administrator, Communications Manager, Legislative Manager, Communications and Research Coordinator, Legislative and Public Records Coordinator, Rules Coordinator, and an Administrative Support Specialist. Each team member develops, implements, and evaluates strategies in their area of responsibility in the context of DOC's mission. The office pursues collaborative work within the agency and among federal, state, and local government agencies. Members of the GECO team develop relationships with lawmakers, the news media, and other stakeholders, including community associations, unions, and the public to be accessible for communication.

BUDGET NARRATIVE

Program Objectives and Services

GECO develops and disseminates statistical and narrative information about DOC's policies, budget, activities, and mission to a broad array of stakeholders. It manages agency and interagency projects, legislative and media activity for DOC; provides administrative support services; monitors inmate legal issues; provides research to support evidence based practices, and coordinates agency rule making.

The overarching goal of GECO is to: "Promote a broad understanding of the Department of Corrections and its mission, vision, values, and the Oregon Accountability Model." Under this umbrella, the staff focuses on the following chief objectives:

Internal Communication

Inform employees and provide an effective means of feedback regarding all major DOC activities as well as philosophical, policy, and practice changes. This is accomplished using diverse communication methods including electronic messages for employee newsletters, Director's messages, interagency communications, DOC's website, presentations to employees, and in-service training sessions.

External Communication

GECO Office provides external audiences with accurate, timely information targeted to meet their specific needs. Primary external audiences include the Governor's Office, lawmakers, the public, other government agencies (federal, state and local), non-profit organizations, inmate families, public and private-sector partners, and news media. Communication modes include managing DOC's website and content, publications (electronic and print, including a quarterly electronic newsletter), responding to inquiries and public records requests (including the doc.info@state.or.us e-mail account), and personal contact.

Government Relations

GECO provides leadership in building and maintaining strong working relationships between DOC and other government entities while developing partnerships with other agencies and organizations. This role includes work on DOC's substantive legislation, facilitating good communication with lawmakers and legislative committees, providing tours and otherwise informing legislators about DOC and the Oregon Accountability Model, tracking and developing positions on federal legislation, and responding to the inquiries of elected officials and their constituents regarding department activities, policies, and actions.

Rules Coordination

The Rules Unit oversees the development and maintenance of all agency Administrative Rules, ensuring compliance with department policy, the Attorney General Model Rules, and the Administrative Procedures Act. The Rules Coordinator position is required by state law and is crucial to proper administration of rule-making authority. In addition the Rules Coordinator conducts public hearings in the

BUDGET NARRATIVE

community on proposed rule changes; ensures department policies reflect the goals and intentions of program managers; and reviews operational procedures specific to institutions and programs to ensure they align with and do not conflict with department-wide rules and policies. The Rules Unit also assists the Inspector General's Office with review and response to inmate petitions for administrative review of disciplinary hearings.

The Rules Unit provides crucial assistance in the proper administration of DOC's rules and policies. This is done in accordance with the Administrative Procedures Act and the Attorney General Uniform and Model rules. In addition, the Rules Coordinator assists in the drafting and implementation of agency policies and functional unit procedures. Changes in law, agency philosophy or practice necessitate the development and/or revision of rules and policy, with the role of the rules coordinator to write appropriate, legally sufficient language for use in the rules and policies.

Accomplishments 2011-2013

- Successfully established structure, roles, and responsibilities for newly formed GECO
- Developed strategic plan for communications activities
- Transitioned Department's website from Teamsite to SharePoint
- Coordinated development of narratives to presentation to satisfy funding team
- Coordinated development and department processing of 2013 legislative concepts
- Facilitated and edited major rule changes, among them mental health housing issues
- Assisted more rule writing amidst reductions in management staff
- Responded to petitions for rules changes from inmates

Key Initiatives 2013-2015

- Strengthen working relationships and service delivery through communication with internal and external stakeholders
- Develop materials for Director's Office outreach
- Continue to develop and expand DOC's information on the Internet, implementing new technologies as they become feasible and valuable to those accessing the information
- Provide mission-critical information on inmate/offender populations, program performance, and policy impacts
- Support the implementation of 10-year plan
- Review policy option packages
- Staff and support public safety themed commissions and work groups from the Governor and DAS
- Cross training staff in administrative rules processes to address continuity of business requirements

BUDGET NARRATIVE

- Collaboration with the Board of Parole and Post Prison Supervision and the Criminal Justice Commission in both shared resources and revision of joint rules that affect DOC and corresponding agency
- Increased number of positive press releases

Agency Request Budget

Staffing

Positions	5
FTE	5.00

Revenue Source

General Fund	\$1,253,488
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Governor's Balanced Budget

The Governor's Balanced Budget includes policy changes that include PERS rate table changes (Essential Packages) and other PERS policy impacts.

Staffing

Positions	5
FTE	5.00

Revenue Source

General Fund	\$1,223,635
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BUDGET NARRATIVE

Central Administration Division

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

Purpose

This package includes three components: 1) The cost of Personal Services adjustments, such as inflation on non-PICS accounts, i.e., overtime, differentials, unemployment compensation, and mass transit taxes, which are not automatically generated by PICS; 2) An adjustment for the anticipated savings associated with normal employee turnover, commonly referred to as vacancy savings, which is developed using a formula prescribed by the Department of Administrative Services (DAS) Chief Financial Office (CFO) that considers both the savings and costs associated with normal turnover activity; 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by DAS CFO.

How Achieved

Non-PICS Accounts – With the exception of Mass Transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2013-15 Base Budget by the standard inflation factor of 2.4%. Added to those amounts is the value of exception request number 291-02 approved by DAS. This exception resulted in an increase of \$305 General Fund for security differentials awarded to represented non-security staff that perform specific security functions.

Vacancy Savings – An estimate of the savings associated with vacancies, employee turnover and hiring delays is included in this package. Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved in advance by DAS CFO. In the Central Administration Division, the vacancy savings budget decreased by (\$3,575) General Fund and increased by \$171 Other Fund from the 2011-13 budgeted level.

PERS Pension Obligation Bonds – This package includes an increase of \$33,188 General Fund and an increase of \$3,189 Other Fund from the 2011-13 budgeted levels for distribution to DAS for Debt Service on PERS Pension Obligation Bonds.

Agency Request Budget

Staffing Impact

None

BUDGET NARRATIVE

Revenue Sources

General Fund	\$38,335
Other Funds	4,030

Governor's Balanced Budget

The Governor reduced this package by implementing a lower PERS rate which is calculated on all salaries.

Staffing Impact

None

Revenue Sources

General Fund	\$38,298
Other Funds	4,026

2015-17 Fiscal Impact

Actions approved in this package will have varying impacts on future periods. Normal inflation will be integrated into and become part of the Base Budget for 2015-17, as will the funding approved in the non-PICS exceptions. Vacancy savings are re-projected each biennium based on agency experience. The Pension Obligation Bond financing will be an ongoing liability for the agency.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

Cross Reference Name: Central Administration
Cross Reference Number: 29100-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	38,298	-	-	-	-	-	38,298
Total Revenues	\$38,298	-	-	-	-	-	\$38,298
Personal Services							
Temporary Appointments	3,387	-	-	-	-	-	3,387
Overtime Payments	514	-	-	-	-	-	514
All Other Differential	4,039	-	481	-	-	-	4,520
Public Employees' Retire Cont	1,084	-	114	-	-	-	1,198
Pension Obligation Bond	33,188	-	3,189	-	-	-	36,377
Social Security Taxes	607	-	37	-	-	-	644
Unemployment Assessments	103	-	-	-	-	-	103
Mass Transit Tax	(1,037)	-	35	-	-	-	(1,002)
Vacancy Savings	(3,575)	-	171	-	-	-	(3,404)
Reconciliation Adjustment	(12)	-	(1)	-	-	-	(13)
Total Personal Services	\$38,298	-	\$4,026	-	-	-	\$42,324
Total Expenditures							
Total Expenditures	38,298	-	4,026	-	-	-	42,324
Total Expenditures	\$38,298	-	\$4,026	-	-	-	\$42,324
Ending Balance							
Ending Balance	-	-	(4,026)	-	-	-	(4,026)
Total Ending Balance	-	-	(\$4,026)	-	-	-	(\$4,026)

____ Agency Request
2013-15 Biennium

____ Governor's Budget
Page _____

____ Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

BUDGET NARRATIVE

Central Administration Division

022 Phase-out Pgm & One-time Costs

Package Description

Purpose

This package includes eliminating the budget for programs that were terminated or phased-out during the prior biennium. Extraordinary one-time expenditures are also reduced in this package.

How Achieved

PICS automatically removes phased-out positions in the base budget. One-time Central Administration Division expendable property start-up equipment and supplies from prior biennium mandated caseload increases are eliminated here.

Agency Request Budget

Staffing Impact

None

Revenue Source

General Fund (\$9,391)

Governor's Balanced Budget

The Governor did not make any changes to this package.

Staffing Impact

None

Revenue Source

General Fund (\$9,391)

BUDGET NARRATIVE

2015-17 Fiscal Impact

The actions reflected in this package will not affect the 2015-17 budget since they address the elimination of one-time expenditures.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Central Administration
Cross Reference Number: 29100-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(9,391)	-	-	-	-	-	(9,391)
Total Revenues	(\$9,391)	-	-	-	-	-	(\$9,391)
Services & Supplies							
Expendable Prop 250 - 5000	(5,019)	-	-	-	-	-	(5,019)
IT Expendable Property	(2,250)	-	-	-	-	-	(2,250)
Total Services & Supplies	(\$7,269)	-	-	-	-	-	(\$7,269)
Special Payments							
Loan Repaid To State Agencies	(2,122)	-	-	-	-	-	(2,122)
Total Special Payments	(\$2,122)	-	-	-	-	-	(\$2,122)
Total Expenditures							
Total Expenditures	(9,391)	-	-	-	-	-	(9,391)
Total Expenditures	(\$9,391)	-	-	-	-	-	(\$9,391)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

BUDGET NARRATIVE

Central Administration Division

031 Standard Inflation

Package Description

Purpose

This package includes funding for inflation and adjustments to reflect the Price List of Goods and Services issued by DAS. The prescribed standard inflation factors were used for all accounts in this Division.

How Achieved

For 2013-15, inflation factors are 2.4% for standard inflation, 2.8% for Professional Services, 14.9% for Attorney General charges, 6.0% for Facility Rental and Taxes, and 2.8% for Special Payments. Inflation requested in this package is based on the 2013-15 Base Budget. Inflation associated with biennialized phased-in programs, when applicable, is included in package 021. Inflation associated with new institution start-up and operation is included in the essential package for caseload in package 040.

Agency Request Budget

Staffing Impact

None

Revenue Sources

General Fund	\$2,946,509
Other Funds	637

Governor's Balanced Budget

The Governor reduced this package by adjusting the State Government Service Charges.

Staffing Impact

None

BUDGET NARRATIVE

Revenue Sources

General Fund	\$1,963,585
Other Funds	637

2015-17 Fiscal Impact

The actions included in this package will become part of the Base Budget for 2015-17.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Central Administration
Cross Reference Number: 29100-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,963,585	-	-	-	-	-	1,963,585
Total Revenues	\$1,963,585	-	-	-	-	-	\$1,963,585
Services & Supplies							
Instate Travel	4,562	-	394	-	-	-	4,956
Out of State Travel	250	-	-	-	-	-	250
Employee Training	1,776	-	-	-	-	-	1,776
Office Expenses	11,834	-	243	-	-	-	12,077
State Gov. Service Charges	1,549,558	-	-	-	-	-	1,549,558
Data Processing	24,229	-	-	-	-	-	24,229
Publicity and Publications	790	-	-	-	-	-	790
Professional Services	5,495	-	-	-	-	-	5,495
Attorney General	285,049	-	-	-	-	-	285,049
Employee Recruitment and Develop	56	-	-	-	-	-	56
Dues and Subscriptions	120	-	-	-	-	-	120
Facilities Rental and Taxes	42,890	-	-	-	-	-	42,890
Fuels and Utilities	16,211	-	-	-	-	-	16,211
Facilities Maintenance	120	-	-	-	-	-	120
Medical Services and Supplies	4,806	-	-	-	-	-	4,806
Other Care of Residents and Patients	46	-	-	-	-	-	46
Other COP Costs	2,617	-	-	-	-	-	2,617
Other Services and Supplies	7,577	-	-	-	-	-	7,577
Expendable Prop 250 - 5000	879	-	-	-	-	-	879

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Central Administration
Cross Reference Number: 29100-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	895	-	-	-	-	-	895
Total Services & Supplies	\$1,959,760	-	\$637	-	-	-	\$1,960,397
Capital Outlay							
Office Furniture and Fixtures	1,420	-	-	-	-	-	1,420
Total Capital Outlay	\$1,420	-	-	-	-	-	\$1,420
Special Payments							
Dist to Individuals	2,209	-	-	-	-	-	2,209
Other Special Payments	196	-	-	-	-	-	196
Total Special Payments	\$2,405	-	-	-	-	-	\$2,405
Total Expenditures							
Total Expenditures	1,963,585	-	637	-	-	-	1,964,222
Total Expenditures	\$1,963,585	-	\$637	-	-	-	\$1,964,222
Ending Balance							
Ending Balance	-	-	(637)	-	-	-	(637)
Total Ending Balance	-	-	(\$637)	-	-	-	(\$637)

BUDGET NARRATIVE

Central Administration Division

032 Above Standard Inflation

Package Description

Purpose

This package includes funding for above standard inflation as prescribed by DAS. Approval by DAS CFO is required in order to use this package. Central Administration Division is approved to use the additional medical services inflation factor because it relies heavily on skilled medical staff (doctors, dentists, registered nurses), advancements in medical technology and high cost prescription drugs to fulfill its mandate.

How Achieved

For 2013-15, the above standard inflation factor for Medical Services and Supplies is 1.6%. This is in addition to the 2.4% included in package 031.

Agency Request Budget

Staffing Impact

None

Revenue Source

General Fund	\$3,204
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Governor's Balanced Budget

The Governor did not make any changes to this package.

Staffing Impact

None

Revenue Source

General Fund	\$3,204
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BUDGET NARRATIVE

2015-17 Fiscal Impact

The actions included in this package will become part of the Base Budget for 2015-17.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Central Administration
Cross Reference Number: 29100-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	3,204	-	-	-	-	-	3,204
Total Revenues	\$3,204	-	-	-	-	-	\$3,204
Services & Supplies							
Medical Services and Supplies	3,204	-	-	-	-	-	3,204
Total Services & Supplies	\$3,204	-	-	-	-	-	\$3,204
Total Expenditures							
Total Expenditures	3,204	-	-	-	-	-	3,204
Total Expenditures	\$3,204	-	-	-	-	-	\$3,204
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

BUDGET NARRATIVE

Central Administration Division

040 Mandated Caseload

Package Description

Purpose

Mandated caseload changes included in this package are based on changes to programs that are required by the federal government, the state constitution or court actions. Mandated caseload costs include but are not limited to the cost of the additional staff and operating costs required to operate these programs. The April 2012 Oregon Corrections Population Forecast published by DAS Office of Economic Analysis is the basis for actions presented in this package.

How Achieved

In response to the caseload projections included in the April 2012 Population Forecast, DOC completed a Population Management Plan that details the location and number of additional beds to be opened in the institutions. This plan reflects the continued use of temporary and emergency beds within the Department's facilities as needed to manage the growing prison population. Specifically, the plan includes opening temporary and emergency beds during 2013-15 at Warner Creek Correctional Facility, Two Rivers Correctional Institution, Powder River Correctional Facility, Shutter Creek Correctional Institution and opening five new permanent units at Deer Ridge Correctional Institution (DRCI) for male inmates. Additional female inmates will be housed in emergency beds at Coffee Creek Correctional Facility.

The Central Administration Division will need to add adequate services and supplies in order to meet the needs of this larger population at the various locations indicated. This package also includes the Professional Services and Attorney General costs associated with the agency wide FTE necessary to open the five new units (including disciplinary segregation and infirmary beds) at DRCI.

Agency Request Budget

Staffing Impact

None

Revenue Source

General Fund	\$55,625
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BUDGET NARRATIVE

Governor's Balanced Budget

The Governor adjusted this package for the changes in the population forecast between April 2012 and October 2012.

Staffing Impact

None

Revenue Source

General Fund	\$21,423
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2015-17 Fiscal Impact

This package will have an impact on the 2015-17 budget, with the professional services associated with the FTE phasing-in during 2013-15 needing to be funded for a full 24-month period in 2015-17. Additional Services & Supplies and non-PICS Personal Services accounts will be manually adjusted in package 021.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 040 - Mandated Caseload

Cross Reference Name: Central Administration
Cross Reference Number: 29100-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	21,423	-	-	-	-	-	21,423
Total Revenues	\$21,423	-	-	-	-	-	\$21,423
Services & Supplies							
Professional Services	940	-	-	-	-	-	940
Attorney General	20,483	-	-	-	-	-	20,483
Total Services & Supplies	\$21,423	-	-	-	-	-	\$21,423
Total Expenditures							
Total Expenditures	21,423	-	-	-	-	-	21,423
Total Expenditures	\$21,423	-	-	-	-	-	\$21,423
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

BUDGET NARRATIVE

Central Administration Division

060 Technical Adjustments

Package Description

Purpose

This package is used for technical budget adjustments such as agency reorganizations and expenditure category budget shifts that do not meet the criteria of the other essential packages.

How Achieved

During 2011-13, DOC completed an agency wide reorganization that included eliminating the Transitional Services Division and Public Services Division while creating a new Offender Management and Rehabilitation Division.

This package includes centralizing the building operating costs within DOC by transferring \$138,081 in Facilities Rent and \$51,230 in Fuels and Utilities budget from the Health Services Division to the Central Administration Division. All Package 060 transfers net to zero for the agency.

Agency Request Budget

Staffing Impact

None

Revenue Sources

General Fund	\$205,824
Other Funds	80,000

Governor's Balanced Budget

The Governor did not make any changes to this package.

Staffing Impact

None

BUDGET NARRATIVE

Revenue Sources

General Fund	\$205,824
Other Funds	80,000

2015-17 Fiscal Impact

The actions included in this package will become a part of the Base Budget for 2015-17.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Central Administration
Cross Reference Number: 29100-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	205,824	-	-	-	-	-	205,824
Total Revenues	\$205,824	-	-	-	-	-	\$205,824
Services & Supplies							
Instate Travel	4,108	-	-	-	-	-	4,108
Out of State Travel	-	-	20,000	-	-	-	20,000
Employee Training	461	-	-	-	-	-	461
Office Expenses	6,206	-	-	-	-	-	6,206
Data Processing	1,256	-	-	-	-	-	1,256
Publicity and Publications	134	-	-	-	-	-	134
Employee Recruitment and Develop	207	-	-	-	-	-	207
Dues and Subscriptions	69	-	-	-	-	-	69
Facilities Rental and Taxes	138,081	-	-	-	-	-	138,081
Fuels and Utilities	51,230	-	-	-	-	-	51,230
Other Services and Supplies	1,899	-	60,000	-	-	-	61,899
Expendable Prop 250 - 5000	2,173	-	-	-	-	-	2,173
Total Services & Supplies	\$205,824	-	\$80,000	-	-	-	\$285,824
Total Expenditures							
Total Expenditures	205,824	-	80,000	-	-	-	285,824
Total Expenditures	\$205,824	-	\$80,000	-	-	-	\$285,824

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Central Administration
Cross Reference Number: 29100-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(80,000)	-	-	-	(80,000)
Total Ending Balance	-	-	(\$80,000)	-	-	-	(\$80,000)

BUDGET NARRATIVE

Central Administration Division

081 May 2012 E-Board

Package Description

Purpose

The 2011-13 DOC Legislatively Approved Budget reflects the Legislatively Adopted Budget (the budget as of the close of the 2011 Legislative Session), plus additional legislative activity that impacts the budget for the remainder of the biennium (i.e. Emergency Boards). The 2013-15 Base Budget only includes changes from Legislative Sessions, Special Sessions and Emergency Boards through February 2012. As a result, any legislative changes to the 2011-13 budget that occur after February 2012 are not included in the base used to build the 2013-15 budget. Instead, these post-February 2012 changes (like the May 2012 Emergency Board and the September 2012 Emergency Board) are introduced into the 2013-15 budget process as packages.

Package 081 was created to memorialize the changes related to the May 2012 Emergency Board in the 2011-13 Legislatively Approved Budget.

How Achieved

DOC was asked to share in a statewide budget reduction as a part of the February 2012 Session of nearly \$7.9M. That reduction was taken across several divisions as a mix of Personal Services and Services & Supplies. In the May 2012 Emergency Board, the agency was directed to make specific position reductions (21 positions, 9.71 FTE) as part of the \$7.9M already taken. In essence, this was a rebalance of the initial reduction.

Package 081 makes the position reductions implemented in the 2011-13 biennium permanent in the 2013-15 biennium and beyond. For the Central Administration Division, this equates to (1) Position, (1.00) FTE for a total of (\$198,632) General Fund.

Agency Request Budget

Staffing Impact

Positions	(1)
FTE	(1.00)

BUDGET NARRATIVE

Revenue Source

General Fund (\$198,632)

Governor's Balanced Budget

The Governor reduced this package by implementing a lower PERS rate which is calculated on all salaries.

Staffing Impact

Positions (1)
FTE (1.00)

Revenue Source

General Fund (\$197,596)

2015-17 Fiscal Impact

The adjustments approved in this package will become part of the Base Budget for 2015-17.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 081 - May 2012 E-Board

Cross Reference Name: Central Administration
Cross Reference Number: 29100-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(197,596)	-	-	-	-	-	(197,596)
Total Revenues	(\$197,596)	-	-	-	-	-	(\$197,596)
Personal Services							
Class/Unclass Sal. and Per Diem	(127,296)	-	-	-	-	-	(127,296)
Empl. Rel. Bd. Assessments	(40)	-	-	-	-	-	(40)
Public Employees' Retire Cont	(30,296)	-	-	-	-	-	(30,296)
Social Security Taxes	(9,738)	-	-	-	-	-	(9,738)
Worker's Comp. Assess. (WCD)	(59)	-	-	-	-	-	(59)
Flexible Benefits	(30,528)	-	-	-	-	-	(30,528)
Reconciliation Adjustment	361	-	-	-	-	-	361
Total Personal Services	(\$197,596)	-	-	-	-	-	(\$197,596)
Total Expenditures							
Total Expenditures	(197,596)	-	-	-	-	-	(197,596)
Total Expenditures	(\$197,596)	-	-	-	-	-	(\$197,596)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 081 - May 2012 E-Board

Cross Reference Name: Central Administration
Cross Reference Number: 29100-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							(1)
Total Positions	-	-	-	-	-	-	(1)
Total FTE							
Total FTE							(1.00)
Total FTE	-	-	-	-	-	-	(1.00)

PACKAGE: 081 - May 2012 E-Board

POSITION NUMBER	CLASS	COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
0900273	MMN	X5618	AA INTERNAL AUDITOR 3	1-	1.00-	24.00-	02	5,304.00	127,296- 70,661-				127,296- 70,661-
TOTAL PICS SALARY									127,296-				127,296-
TOTAL PICS OPE									70,661-				70,661-
TOTAL PICS PERSONAL SERVICES =									197,957-				197,957-

BUDGET NARRATIVE

Central Administration Division

090 Analyst Adjustments

Package Description

Purpose

This package, added by the Governor, reflects additional policy adjustments to the department's 2013-15 Agency Request Budget.

How Achieved

Projections of costs associated with sales of bonds are calculated by the Department of Administrative Services Capital Investment Section. Proceeds from these sales of bonds are also used to pay for issuance costs, including bond counsel and related legal fees. This package supports the partial restoration of the issuance cost from Policy Package 109 Deferred Maintenance List. In addition, there is a technical adjustment for \$507,851 Federal Funds due to an internal reorganization to move the PREA Grant administration from the Office of Population Management to the Inspector General's Office in the Central Administration Division.

Governor's Balanced Budget

Staffing Impact

None

Revenue Source

Other Funds	\$89,000
Federal Funds	507,851

2015-17 Fiscal Impact

Issuance costs are one-time obligations and will be applicable only in the biennium when bonds are sold. PREA Grant is not anticipated to continue in 2015-17.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Central Administration
Cross Reference Number: 29100-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	89,000	-	-	-	89,000
Federal Funds	-	-	-	600,000	-	-	600,000
Total Revenues	-	-	\$89,000	\$600,000	-	-	\$689,000
Services & Supplies							
Instate Travel	-	-	-	96,651	-	-	96,651
Professional Services	-	-	-	411,200	-	-	411,200
Other COP Costs	-	-	89,000	-	-	-	89,000
Total Services & Supplies	-	-	\$89,000	\$507,851	-	-	\$596,851
Total Expenditures							
Total Expenditures	-	-	89,000	507,851	-	-	596,851
Total Expenditures	-	-	\$89,000	\$507,851	-	-	\$596,851
Ending Balance							
Ending Balance	-	-	-	92,149	-	-	92,149
Total Ending Balance	-	-	-	\$92,149	-	-	\$92,149

BUDGET NARRATIVE

Central Administration Division

091 Administrative Savings Placeholder

Package Description

Purpose

The Governor's budget requires increased efficiency in the operation of state government, calls for additional savings in administrative expenditures, and allows for the reinvestment of some of the savings realized through efficiencies into agency programs or to other initiatives that will further improve the administrative operations of state government.

How Achieved

Package 091 was included in all agency budgets as a placeholder for administrative efficiencies to be found in Finance, IT, HR, Accounting, Payroll, and Procurement activities. The Improving Government subcommittee of the Enterprise Leadership Team will be identifying proposed efficiencies or changes in the delivery of service to meet the funding level in the Governor's budget, and will work with individual agencies on the impact to their budget, along with reinvestment opportunities.

Governor's Balanced Budget

Staffing Impact

None

Revenue Source

General Fund	(\$2,203,978)
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2015-17 Fiscal Impact

The actions included in this package will become a part of the Base Budget for 2015-17.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 091 - Statewide Administrative Savings

Cross Reference Name: Central Administration
Cross Reference Number: 29100-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(2,203,978)	-	-	-	-	-	(2,203,978)
Total Revenues	(\$2,203,978)	-	-	-	-	-	(\$2,203,978)
Personal Services							
Undistributed (P.S.)	(1,763,182)	-	-	-	-	-	(1,763,182)
Total Personal Services	(\$1,763,182)	-	-	-	-	-	(\$1,763,182)
Services & Supplies							
Undistributed (S.S.)	(440,796)	-	-	-	-	-	(440,796)
Total Services & Supplies	(\$440,796)	-	-	-	-	-	(\$440,796)
Total Expenditures							
Total Expenditures	(2,203,978)	-	-	-	-	-	(2,203,978)
Total Expenditures	(\$2,203,978)	-	-	-	-	-	(\$2,203,978)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

BUDGET NARRATIVE

Central Administration Division

092 PERS Taxation Policy

Package Description

Purpose

This package, added by the Governor, proposes limiting tax relief calculations for PERS retirees that are Oregon residents and eliminating the income tax reimbursement payments for out of state PERS retirees who do not pay Oregon income tax. The 2012 legislative session [HB 2456 (2012)] enacted a similar proposal, but that only applied to new retirees. This package extends the cost savings by including existing retirees who live out of state.

How Achieved

The savings associated with this proposal are dependent on legislative action.

Governor's Balanced Budget

Staffing Impact

None

Revenue Source

General Fund	(\$45,808)
Other Fund	(1,248)

2015-17 Fiscal Impact

The proposal included in this package requires legislative action. If enacted, this package will become a part of the 2015-17 Base Budget as the new rates will reflect the legislative action.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 092 - PERS Taxation Policy

Cross Reference Name: Central Administration
Cross Reference Number: 29100-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(45,808)	-	-	-	-	-	(45,808)
Total Revenues	(\$45,808)	-	-	-	-	-	(\$45,808)
Personal Services							
PERS Policy Adjustment	(45,808)	-	(1,248)	-	-	-	(47,056)
Total Personal Services	(\$45,808)	-	(\$1,248)	-	-	-	(\$47,056)
Total Expenditures							
Total Expenditures	(45,808)	-	(1,248)	-	-	-	(47,056)
Total Expenditures	(\$45,808)	-	(\$1,248)	-	-	-	(\$47,056)
Ending Balance							
Ending Balance	-	-	1,248	-	-	-	1,248
Total Ending Balance	-	-	\$1,248	-	-	-	\$1,248

BUDGET NARRATIVE

Central Administration Division

093 Other PERS Adjustments

Package Description

Purpose

This package, added by the Governor, proposes capping cost-of-living increases to the first \$24,000 of PERS retiree annual pension income.

How Achieved

The savings associated with this proposal are dependent on legislative action.

Governor's Balanced Budget

Staffing Impact

None

Revenue Source

General Fund	(\$366,740)
Other Fund	(9,989)

2015-17 Fiscal Impact

The proposal included in this package requires legislative action. If enacted, this package will become a part of the 2015-17 Base Budget as the new rates will reflect the legislative action.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 093 - Other PERS Adjustments

Cross Reference Name: Central Administration
Cross Reference Number: 29100-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(366,740)	-	-	-	-	-	(366,740)
Total Revenues	(\$366,740)	-	-	-	-	-	(\$366,740)
Personal Services							
PERS Policy Adjustment	(366,740)	-	(9,989)	-	-	-	(376,729)
Total Personal Services	(\$366,740)	-	(\$9,989)	-	-	-	(\$376,729)
Total Expenditures							
Total Expenditures	(366,740)	-	(9,989)	-	-	-	(376,729)
Total Expenditures	(\$366,740)	-	(\$9,989)	-	-	-	(\$376,729)
Ending Balance							
Ending Balance	-	-	9,989	-	-	-	9,989
Total Ending Balance	-	-	\$9,989	-	-	-	\$9,989

BUDGET NARRATIVE

Central Administration Division

102 Oregon Institute for Public Policy

Package Description

Purpose

The Oregon Department of Corrections and the Oregon Youth Authority have developed a shared resource model for researchers at both agencies. The consolidation of the research units has improved effectiveness, promoted the development of research strategies and ensured continued development of staff. Formalizing the shared resource model by establishing a new program, the Oregon Public Safety Partnership (OPSP), across Oregon's public safety agencies will create an Oregon version of the Washington State Institute for Public Policy (WSIPP).

The WSIPP provides objective information to the legislature, the governor and agency leaders. Although most academic-agency collaborations fail to provide useful information to agencies and government leaders, WSIPP has a unique blend of economists/researchers ideally suited for providing useful information. This unique blend of economists/researchers dedicated to improving agency programs has been the foundation for WSIPP's success. Creating a similar organization in Oregon without this unique group of individuals would most likely result in a failed collaboration. Oregon has a unique and talented group of researchers capable of providing program evaluation services to Oregon's public safety agencies. In addition, Oregon also has data systems that can identify factors contributing to the flow of individuals to the youth and adult correctional systems. These analyses would allow Oregon to target diversion factors years before youth and adults are considered for incarceration. Quantifying program effectiveness and identifying factors associated with families later accessing public services would be the focus of these researchers.

How Achieved

The OPSP would provide objective program evaluation estimates by development of the Program Evaluation Continuum. The data warehouse enables researchers to provide continual estimates of effectiveness; these are necessary if useful program effectiveness programs are to be developed. The current program evaluation efforts do not provide sufficient information to improve services and assure reductions in recidivism. The automated system that quantifies effectiveness will be combined with measures of program fidelity, cost-effectiveness, and will identify the best candidates for each program. Information derived from the Program Evaluation System should allow programs to improve and allow agency administrators to develop the complement of services to best serve their client populations. This will require \$2,530,847 General Fund and 12 positions (12.00 FTE), consisting of an Administrator, Executive Support Specialist, Economist, Information Systems Specialist and 8 Research Analysts.

BUDGET NARRATIVE

The Partnership will have a Board of Directors and Advisory Committee. The Board will include the Directors of DOC, OYA, the Criminal Justice Commission, the Department of Public Safety Standards and Training, the Superintendent of State Police and the governor's advisor on Public Safety. This Board will create the research agenda and assure statewide issues are addressed. The Advisory Committee will consist of Deputy Directors, Assistant Directors, community partners, juvenile justice Directors, crime victim advocacy groups, agency staff, defense attorneys and District Attorneys. The Advisory Committee will recommend projects to the Board and insure implementation of completed research.

Quantifying Results

The new Oregon Public Safety Partnership has two central themes:

- Developing a program evaluation continuum that would quantify program effectiveness, assess program fidelity, recognize offender populations best served with existing programs, and align programs with specific offender characteristics. These efforts would more efficiently use existing resources and lower recidivism rates.
- Use existing management information systems to identify family and individual characteristics associated with continued involvement with public service agencies. Identifying these characteristics will allow resources to be diverted to agencies that more effectively and more efficiently serve families and individuals. These analyses will identify the "feeder" systems for agencies and recognize the family issues associated with continued involvement with public service agencies.

Agency Request Budget

Staffing Impact

Positions	12
FTE	12.00

Revenue Source

General Fund	\$2,530,847
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Governor's Balanced Budget

The Governor did not recommend this package.

Staffing Impact

None

BUDGET NARRATIVE

Central Administration

103 Public Safety Building

Package Description

Purpose

This package requests Other Funds expenditure authority for costs incurred as bonds are sold to finance approved projects.

How Achieved

Projections of costs associated with sales of bonds are calculated by the Department of Administrative Services Capital Investment Section. Proceeds from these sales of bonds are also used to pay for issuance costs, including bond counsel and related legal fees. The budget in this package supports Policy Package 103 Public Safety Building. There is also a corresponding Policy Package 103 in the Debt Service Program Unit that contains the associated Debt Service obligation.

Agency Request Budget

Staffing Impact

None

Revenue Source

Other Funds	\$837,600
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Governor's Balanced Budget

The Governor did not recommend this package.

Staffing Impact

None

Revenue Source

Other Funds	\$0
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BUDGET NARRATIVE

2015-17 Fiscal Impact

This package was denied and will not have an impact in the 2015-17 biennium.

BUDGET NARRATIVE

Central Administration

104 Junction City

Package Description

Purpose

This package requests Other Funds expenditure authority for costs incurred as bonds are sold to finance approved projects.

How Achieved

Projections of costs associated with sales of bonds are calculated by the Department of Administrative Services Capital Investment Section. Proceeds from these sales of bonds are also used to pay for issuance costs, including bond counsel and related legal fees. The budget in this package supports Policy Package 104 Junction City. There is also a corresponding Policy Package 104 in the Debt Service Program Unit that contains the associated Debt Service obligation.

Agency Request Budget

Staffing Impact

None

Revenue Source

Other Funds	\$552,674
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Governor's Balanced Budget

The Governor did not recommend this package.

Staffing Impact

None

Revenue Source

Other Funds	\$0
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BUDGET NARRATIVE

2015-17 Fiscal Impact

This package was denied and will not have an impact in the 2015-17 biennium.

BUDGET NARRATIVE

Central Administration Division

107 National PREA Standards Compliance

Package Description

Purpose

This package requests the establishment of five new positions in the Inspector General's Office of the Department of Corrections (DOC). The package also includes funding for technology solutions. The first position is the Prison Rape Elimination Act (PREA) Administrator. The Department of Justice's national PREA standards were published in the federal register on June 20, 2012, and become effective on August 20, 2012. In those standards it states, "An agency shall employ or designate an upper-level, agency-wide PREA coordinator with sufficient time and authority to develop, implement, and oversee agency efforts to comply with the PREA standards in all of its facilities." ODOC was an early adopter of PREA and ending sexual violence in the department's 14 institutions is a priority. There has never been a funded position for the Administrator. In the past, the department received grants to help offset the cost, but PREA is a permanent and significant function and the federal standards require this position.

The other four positions requested are for regional PREA Lieutenants. These positions will assist the PREA Administrator in implementing the PREA standards. The federal standards state, "(c) Where an agency operates more than one facility, each facility shall designate a PREA compliance manager with sufficient time and authority to coordinate the facility's efforts to comply with the PREA standards." Tracking, responding to and investigating PREA incidents require a significant amount of time and cannot be absorbed into another position. These positions support the department's mission of running safe and secure institutions for staff and inmates.

Technology Solution #1- Eliminate Pat Down Searches

Replace physical pat down searches with metal detection devices or other Transportation Security Administration (TSA) body scanner devices. This technology would increase inmate movement and reduce the need for staff to physically touch inmates. Several products address this issue in different ways. The equipment to accomplish this costs \$2.9M across the following options:

A. Chair Metal Detector (Ranger Security BOSS II)

This metal detector is a chair that detects any metal on or inside the inmate.

BUDGET NARRATIVE

B. Metrasens Metal Detector

Metrasens sells a portable and highly sensitive metal detector, which has been successfully tested at the Oregon State Penitentiary. It is made to detect and differentiate between knives, cell phones and other metal objects.

C. TSA Style Body Scanners

This technology detects illegal and dangerous items. Typically it is used to identify the presence of weapons and contraband that are hidden beneath a person's clothing. The system takes five seconds from entry to report and scans the entire body. Processing 100 inmates through the scanner would take approximately 15 minutes. Each unit costs \$170,000.

Technology Solution #2 – Replace Daily Count

Replace daily count with a technology solution. Depending on the software married up with these systems, you can use the systems to track movement, schedule program/job movement, restrict access to areas, track inmate associations (STM, criminal investigations and PREA investigations) and count inmates. To pilot this program at CCCF and OSCI is \$13,578,059.

A. Tracking Bracelets by 3M

Electronic inmate tracking would allow DOC to wirelessly monitor inmates and perform real-time location supervision, tightening inmate control and enhancing the security for staff. The system could be used to track STM inmate movement, who they affiliate with (both in partnering on crime and who their victims are), track who is in the yard during a disturbance, etc. The system would be used in PREA cases to address location of events and who was where when the events took place. One alternative considers having staff participate in the bracelet program.

B. Biometric Scanners

This solution includes biometric scanners at key locations (housing units, work location, recreation areas, dining).

BUDGET NARRATIVE

Technology Solution #3 – Additional Cameras at Coffee Creek Correctional Facility

Add, upgrade and replace existing camera and recording equipment along with Physical Plant modifications in the plant maintenance and culinary areas to provide the capability to constantly record and periodically scan these areas to discourage inappropriate behavior by staff and inmates, as well as to assist us should we need to investigate potential allegations or concerns. This solution will cost \$219,787.

How Achieved

DOC has a zero tolerance for sexual abuse. The PREA Administrator will be an independent advisor reporting directly to the Inspector General. The primary purpose of this position will be to develop effective programs to monitor and train the agency in preventing the sexual abuse of inmates housed by DOC. This position will provide overall assessment of activities, facilitate discussions with staff and administrators and prepare plan-of-action steps for the Office of Inspector General, Policy Group and Operations. This position will also develop strategic plans for cultural change efforts, prepare monthly reports with a work plan for each year of the assignment, prepare an annual report highlighting the progress that was made for that year and provide leadership in creating a structure which encourages reporting and unbiased investigations.

The PREA Administrator will be responsible for working collaboratively with external stakeholders such as Oregon State Police, District Attorneys, Community Corrections, Oregon Cure, Attorney General Sexual Assault Task Force, Oregon Sheriff, Jail Commanders Association and Oregon Youth Authority. The Administrator will also work with DOC's 14 institutions statewide to identify individual areas of concern and make recommendations to prevent sexual assault while establishing a list of security equipment enhancements and priorities. Responsibilities will include presentations to staff and developing action plans for managers to ensure all staff are trained in a consistent manner and in compliance with national standards. Also, this position will work with other correctional agencies at the county level to increase awareness and foster relationships with DOC partners and stakeholders. Training will include: inmate and staff training, identification of vulnerable and sexually assaultive inmates, safe reporting mechanisms for inmates, training auditors for continual monitoring of the systems effectiveness of projects and safe/legal housing for victims and sexually assaultive inmates. The Administrator will assist with instituting specialized Sexual Assault Response Teams (SART) within each institution (when a violation is reported) and will help coordinate and deliver a staff awareness campaign.

The Administrator will be responsible for the development, revision and distribution of the department's written policy on PREA, to include analyzing the policy issues concerning PREA and developing and implementing proposals. This will include oversight of policies and strategies to support the PREA program, coordinating periodic reviews of existing administrative rules and policies, writing DOC policy based on current National Standards and recommending plans to change policy direction based on experience, audit outcomes, changes to the federal regulations/standards and data analysis.

BUDGET NARRATIVE

The four PREA Lieutenant positions will be mirrored after the department's Security Threat Management (STM) Lieutenants. These four lieutenants will work regionally in order to detect, respond to and investigate PREA incidents and ensure compliance with the federal PREA standards. They will also be responsible for data collection and reporting. These lieutenants will be the lead for the Department's (SART) ensuring proper procedure is followed.

The lieutenants will directly manage the day-to-day PREA investigations and inmates who have a PREA designator. The PREA standards require DOC to investigate all allegations of sexual abuse and sexual harassment, and to gather and analyze information pertaining to intelligence and investigations associated with sexual assault.

PREA Lieutenants will investigate all inappropriate staff/inmate relationships. The PREA Lieutenants will provide consultation and oversight to senior DOC management through active involvement in committees, training development and rule, procedure and policy review and updating.

Agency Request Budget

Staffing Impact

Positions	5
FTE	5.00

Revenue Source

General Fund	\$17,711,341
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Governor's Balanced Budget

The Governor did not recommend this package.

Staffing Impact

None

Revenue Source

General Fund	\$0
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BUDGET NARRATIVE

2015-17 Fiscal Impact

This package was denied and will not have an impact in the 2015-17 biennium.

BUDGET NARRATIVE

Central Administration

109 Deferred Maintenance List

Package Description

Purpose

This package requests Other Funds expenditure authority for costs incurred as bonds are sold to finance approved projects.

How Achieved

Projections of costs associated with sales of bonds are calculated by the Department of Administrative Services Capital Investment Section. Proceeds from these sales of bonds are also used to pay for issuance costs, including bond counsel and related legal fees. The budget in this package supports Policy Package 109 Deferred Maintenance List. There is also a corresponding Policy Package 109 in the Debt Service Program Unit that contains the associated Debt Service obligation.

Agency Request Budget

Staffing Impact

None

Revenue Source

Other Funds	\$313,764
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Governor's Balanced Budget

The Governor did not recommend this package and partially restored in package 090.

Staffing Impact

None

Revenue Source

Other Funds	\$0
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BUDGET NARRATIVE

2015-17 Fiscal Impact

This package was denied and will not have an impact in the 2015-17 biennium.

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Corrections, Dept of
2013-15 Biennium

Agency Number: 29100
Cross Reference Number: 29100-004-00-00-00000

<i>Source</i>	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds						
Federal Revenues	127,800	96,533	96,533	108,800	108,800	-
Charges for Services	4,204	4,780	4,780	3,446	3,446	-
Fines and Forfeitures	1,265	1,505	1,505	1,179	1,179	-
General Fund Obligation Bonds	99,713	-	-	-	89,000	-
Cert of Participation	279,027	-	-	1,704,038	-	-
Sales Income	15,443	13,113	13,113	15,170	15,170	-
Other Revenues	12,081	12,572	12,572	12,446	12,446	-
Transfer In - Intrafund	208,641	501,480	501,480	556,094	556,094	-
Transfer In Other	8,188,263	9,437,227	9,437,227	9,787,477	9,787,477	-
Transfer Out - Intrafund	(7,282,050)	(9,437,227)	(9,437,227)	(9,787,477)	(9,787,477)	-
Total Other Funds	\$1,654,387	\$629,983	\$629,983	\$2,401,173	\$786,135	-
Federal Funds						
Federal Funds	-	109	-	-	600,000	-
Total Federal Funds	-	\$109	-	-	\$600,000	-
Nonlimited Other Funds						
Refunding Bonds	1,293,844	-	-	-	-	-
Total Nonlimited Other Funds	\$1,293,844	-	-	-	-	-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2009-2011 Actual	2011-13 Legislatively Adopted	2011-13 Estimated	2013-15		
						Agency Request	Governor's Balanced	Legislatively Adopted
Social Security Administration incentive funds	Other	0355	\$127,800	\$96,533	\$112,212	\$108,800	\$108,800	\$0
ID card replacements, Witness Fees, copier revenue	Other	0410	4,204	4,780	3,774	3,446	3,446	0
Inmate Restitution for property damage	Other	0505	1,265	1,505	0	1,179	1,179	0
General Fund Obligation Bonds	Other	0555	99,713	0	0	0	89,000	0
Refunding Bonds	Other	0575	1,293,844	0	0	0	0	0
Certificates of Participation to finance project management, construction-related staff and other expenses	Other	0580	279,027	0	0	1,704,038	0	0
Legal records requests revenue, surplus property sales	Other	0705	15,443	13,113	9,777	15,170	15,170	0
Travel reimbursements	Other	0975	12,081	0	12,899	12,446	12,446	0
Prison Rape Elimination Act (PREA) grant	Federal	0995	0	0	600,000	0	600,000	0

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2009-2011 Actual	2011-13 Legislatively Adopted	2011-13 Estimated	2013-15		
						Agency Request	Governor's Balanced	Legislatively Adopted
State Government Service Charges coded to Federal Funds in error, should be Other Funds	Federal	0995	0	109	0	0	0	0
Movement of IWF revenues between organizational units	Other	1010	208,641	501,480	501,602	556,094	556,094	0
Recording of initial Inmate Welfare Fund (IWF) Receipts	Other	1050	8,188,263	9,437,227	8,932,359	9,787,477	9,787,477	0
Transfer from DAS, Wellness grant program	Other	1107	0	0	0	0	0	0
Transfer of IWF revenues between organizational units	Other	2010	(7,282,050)	(9,437,227)	(9,437,227)	(9,787,477)	(9,787,477)	0

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Central Administration

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 29100-004-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
LIMITED BUDGET (Excluding Packages)						
PERSONAL SERVICES						
General Fund	14,698,347	16,232,256	16,232,256	18,723,087	18,628,755	-
Other Funds	222,253	475,091	475,091	524,916	522,349	-
All Funds	14,920,600	16,707,347	16,707,347	19,248,003	19,151,104	-
SERVICES & SUPPLIES						
General Fund	40,666,925	42,440,057	44,250,107	44,250,107	44,250,107	-
Other Funds	394,830	-	26,511	26,511	26,511	-
Federal Funds	-	109	-	-	-	-
All Funds	41,061,755	42,440,166	44,276,618	44,276,618	44,276,618	-
CAPITAL OUTLAY						
General Fund	-	59,171	59,171	59,171	59,171	-
SPECIAL PAYMENTS						
General Fund	68,799	102,321	102,321	102,321	102,321	-
TOTAL LIMITED BUDGET (Excluding Packages)						
General Fund	55,434,071	58,833,805	60,643,855	63,134,686	63,040,354	-
Other Funds	617,083	475,091	501,602	551,427	548,860	-
Federal Funds	-	109	-	-	-	-
All Funds	56,051,154	59,309,005	61,145,457	63,686,113	63,589,214	-
AUTHORIZED POSITIONS	88	85	85	87	87	-
AUTHORIZED FTE	84.55	81.75	81.75	87.00	87.00	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Central Administration

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 29100-004-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
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LIMITED BUDGET (Essential Packages)

010 NON-PICS PSNL SVC / VACANCY FACTOR

PERSONAL SERVICES

General Fund	-	-	-	38,335	38,298	-
Other Funds	-	-	-	4,030	4,026	-
All Funds	-	-	-	42,365	42,324	-

022 PHASE-OUT PGM & ONE-TIME COSTS

SERVICES & SUPPLIES

General Fund	-	-	-	(7,269)	(7,269)	-
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SPECIAL PAYMENTS

General Fund	-	-	-	(2,122)	(2,122)	-
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031 STANDARD INFLATION

SERVICES & SUPPLIES

General Fund	-	-	-	2,942,684	1,959,760	-
Other Funds	-	-	-	637	637	-
All Funds	-	-	-	2,943,321	1,960,397	-

CAPITAL OUTLAY

General Fund	-	-	-	1,420	1,420	-
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SPECIAL PAYMENTS

General Fund	-	-	-	2,405	2,405	-
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032 ABOVE STANDARD INFLATION

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Central Administration

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 29100-004-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
SERVICES & SUPPLIES						
General Fund	-	-	-	3,204	3,204	-
040 MANDATED CASELOAD						
SERVICES & SUPPLIES						
General Fund	-	-	-	55,625	21,423	-
060 TECHNICAL ADJUSTMENTS						
SERVICES & SUPPLIES						
General Fund	-	-	-	205,824	205,824	-
Other Funds	-	-	-	80,000	80,000	-
All Funds	-	-	-	285,824	285,824	-
TOTAL LIMITED BUDGET (Essential Packages)						
General Fund	-	-	-	3,240,106	2,222,943	-
Other Funds	-	-	-	84,667	84,663	-
All Funds	-	-	-	3,324,773	2,307,606	-
LIMITED BUDGET (Current Service Level)						
General Fund	55,434,071	58,833,805	60,643,855	66,374,792	65,263,297	-
Other Funds	617,083	475,091	501,602	636,094	633,523	-
Federal Funds	-	109	-	-	-	-
All Funds	56,051,154	59,309,005	61,145,457	67,010,886	65,896,820	-
AUTHORIZED POSITIONS	88	85	85	87	87	-
AUTHORIZED FTE	84.55	81.75	81.75	87.00	87.00	-

**Program Unit Appropriated Fund Group and Category Summary
2013-15 Biennium
Central Administration**

**Version: Y - 01 - Governor's Budget
Cross Reference Number: 29100-004-00-00-00000**

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
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LIMITED BUDGET (Policy Packages)

PRIORITY 0

081 MAY 2012 E-BOARD

PERSONAL SERVICES

General Fund

- - - (198,632) (197,596) -

AUTHORIZED POSITIONS

- - - (1) (1) -

AUTHORIZED FTE

- - - (1.00) (1.00) -

090 ANALYST ADJUSTMENTS

SERVICES & SUPPLIES

Other Funds

- - - - 89,000 -

Federal Funds

- - - - 507,851 -

All Funds

- - - - 596,851 -

091 STATEWIDE ADMINISTRATIVE SAVINGS

PERSONAL SERVICES

General Fund

- - - - (1,763,182) -

SERVICES & SUPPLIES

General Fund

- - - - (440,796) -

092 PERS TAXATION POLICY

PERSONAL SERVICES

General Fund

- - - - (45,808) -

Other Funds

- - - - (1,248) -

**Program Unit Appropriated Fund Group and Category Summary
2013-15 Biennium
Central Administration**

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Cross Reference Number: 29100-004-00-00-00000**

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
All Funds	-	-	-	-	(47,056)	-
093 OTHER PERS ADJUSTMENTS						
PERSONAL SERVICES						
General Fund	-	-	-	-	(366,740)	-
Other Funds	-	-	-	-	(9,989)	-
All Funds	-	-	-	-	(376,729)	-
102 OREGON INSTITUTE FOR PUBLIC POLICY						
PERSONAL SERVICES						
General Fund	-	-	-	2,472,335	-	-
SERVICES & SUPPLIES						
General Fund	-	-	-	58,512	-	-
AUTHORIZED POSITIONS	-	-	-	12	-	-
AUTHORIZED FTE	-	-	-	12.00	-	-
103 PUBLIC SAFETY BUILDING						
SERVICES & SUPPLIES						
Other Funds	-	-	-	837,600	-	-
104 JUNCTION CITY						
SERVICES & SUPPLIES						
Other Funds	-	-	-	552,674	-	-
107 NATIONAL PREA STANDARDS COMPLIANCE						
PERSONAL SERVICES						

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Central Administration

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 29100-004-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
General Fund	-	-	-	913,205	-	-
SERVICES & SUPPLIES						
General Fund	-	-	-	16,798,136	-	-
AUTHORIZED POSITIONS	-	-	-	5	-	-
AUTHORIZED FTE	-	-	-	5.00	-	-
109 DEFERRED MAINTENANCE LIST						
SERVICES & SUPPLIES						
Other Funds	-	-	-	313,764	-	-
TOTAL LIMITED BUDGET (Policy Packages)						
General Fund	-	-	-	20,043,556	(2,814,122)	-
Other Funds	-	-	-	1,704,038	77,763	-
Federal Funds	-	-	-	-	507,851	-
All Funds	-	-	-	21,747,594	(2,228,508)	-
AUTHORIZED POSITIONS	-	-	-	16	(1)	-
AUTHORIZED FTE	-	-	-	16.00	(1.00)	-
TOTAL LIMITED BUDGET (Including Packages)						
General Fund	55,434,071	58,833,805	60,643,855	86,418,348	62,449,175	-
Other Funds	617,083	475,091	501,602	2,340,132	711,286	-
Federal Funds	-	109	-	-	507,851	-
All Funds	56,051,154	59,309,005	61,145,457	88,758,480	63,668,312	-
AUTHORIZED POSITIONS	88	85	85	103	86	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Central Administration

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 29100-004-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
AUTHORIZED FTE	84.55	81.75	81.75	103.00	86.00	-
NONLIMITED BUDGET (Excluding Packages)						
SERVICES & SUPPLIES						
Other Funds	1,293,844	-	-	-	-	-
TOTAL NONLIMITED BUDGET (Excluding Packages)						
Other Funds	1,293,844	-	-	-	-	-
NONLIMITED BUDGET (Current Service Level)						
Other Funds	1,293,844	-	-	-	-	-
TOTAL NONLIMITED BUDGET (Including Packages)						
Other Funds	1,293,844	-	-	-	-	-
OPERATING BUDGET						
General Fund	55,434,071	58,833,805	60,643,855	86,418,348	62,449,175	-
Other Funds	1,910,927	475,091	501,602	2,340,132	711,286	-
Federal Funds	-	109	-	-	507,851	-
All Funds	57,344,998	59,309,005	61,145,457	88,758,480	63,668,312	-
AUTHORIZED POSITIONS	88	85	85	103	86	-
AUTHORIZED FTE	84.55	81.75	81.75	103.00	86.00	-
TOTAL BUDGET						
General Fund	55,434,071	58,833,805	60,643,855	86,418,348	62,449,175	-
Other Funds	1,910,927	475,091	501,602	2,340,132	711,286	-
Federal Funds	-	109	-	-	507,851	-

**Program Unit Appropriated Fund Group and Category Summary
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Central Administration**

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Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
All Funds	57,344,998	59,309,005	61,145,457	88,758,480	63,668,312	-
AUTHORIZED POSITIONS	88	85	85	103	86	-
AUTHORIZED FTE	84.55	81.75	81.75	103.00	86.00	-

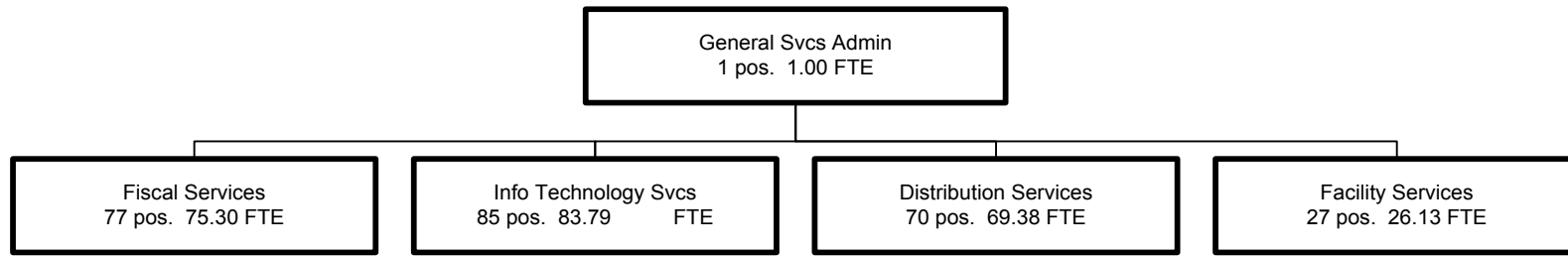
BUDGET NARRATIVE

General Services Division
Program Description

OREGON DEPARTMENT OF CORRECTIONS

General Services Division Organizational Chart

2011-13 Legislatively Adopted Budget



Total Positions: 260
FTE: 255.60