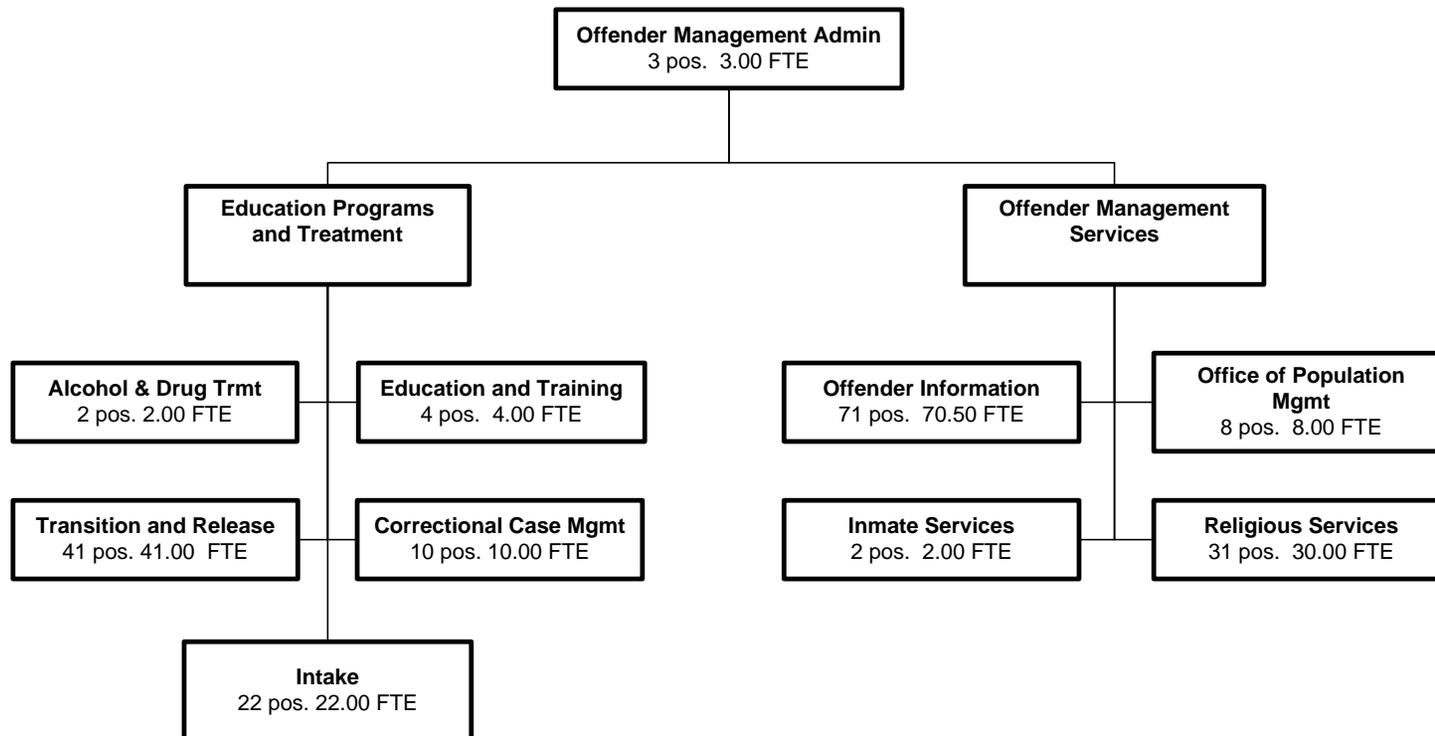


BUDGET NARRATIVE

OREGON DEPARTMENT OF CORRECTIONS

Offender Management & Rehabilitation Division Organizational Chart

2013-15 Current Legislatively Approved Budget



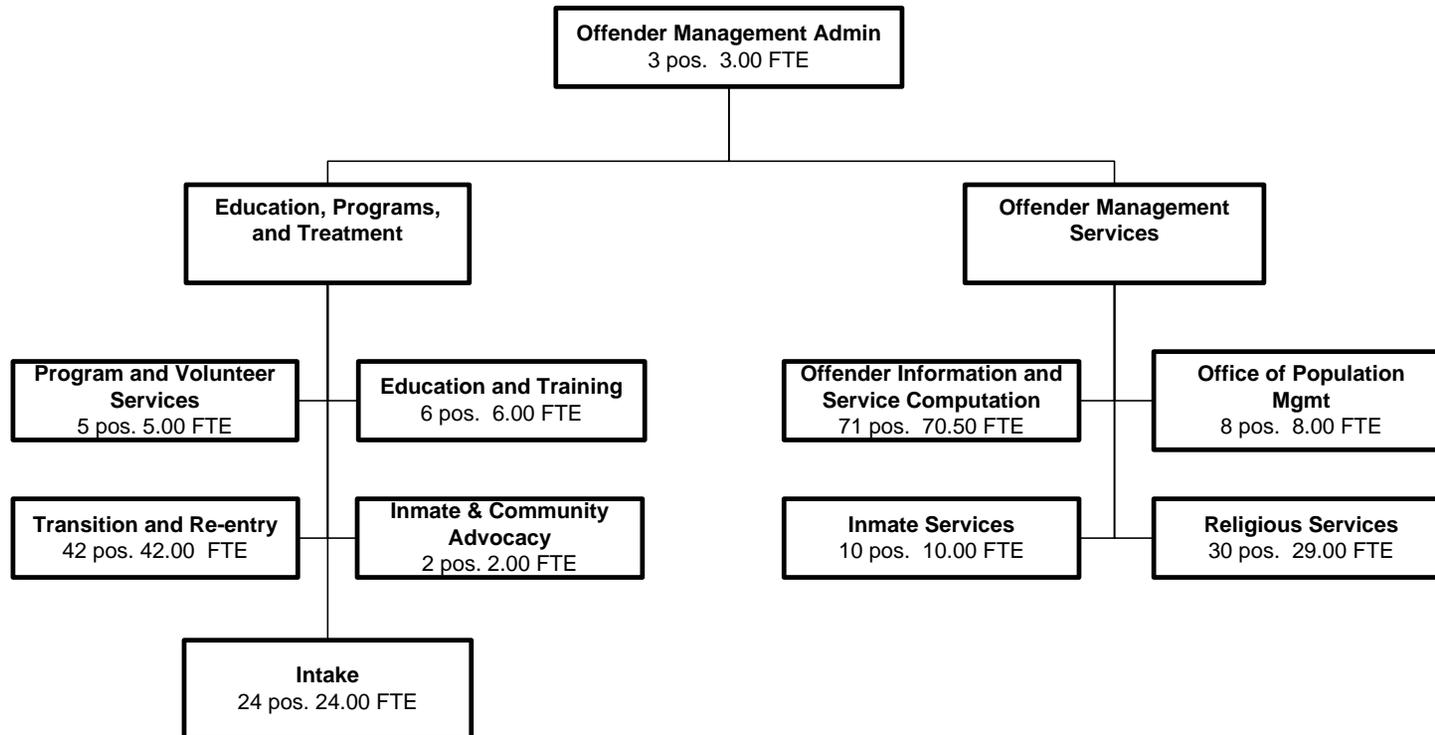
Total Positions: 194
FTE: 192.50

BUDGET NARRATIVE

OREGON DEPARTMENT OF CORRECTIONS

Offender Management & Rehabilitation Division Organizational Chart

2015-17 Agency Request Budget



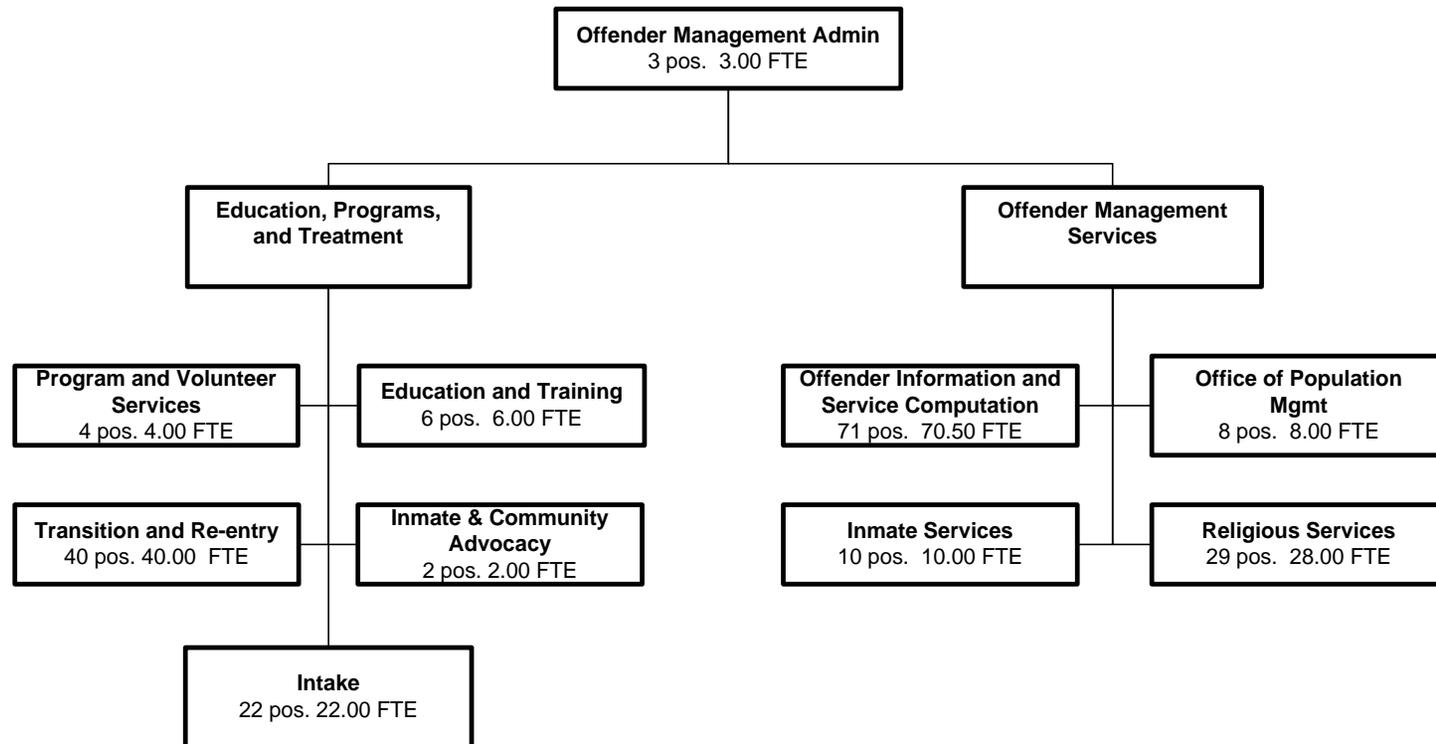
Total Positions: 201
FTE: 199.50

BUDGET NARRATIVE

OREGON DEPARTMENT OF CORRECTIONS

Offender Management & Rehabilitation Division Organizational Chart

2015-17 Governor's Balanced Budget



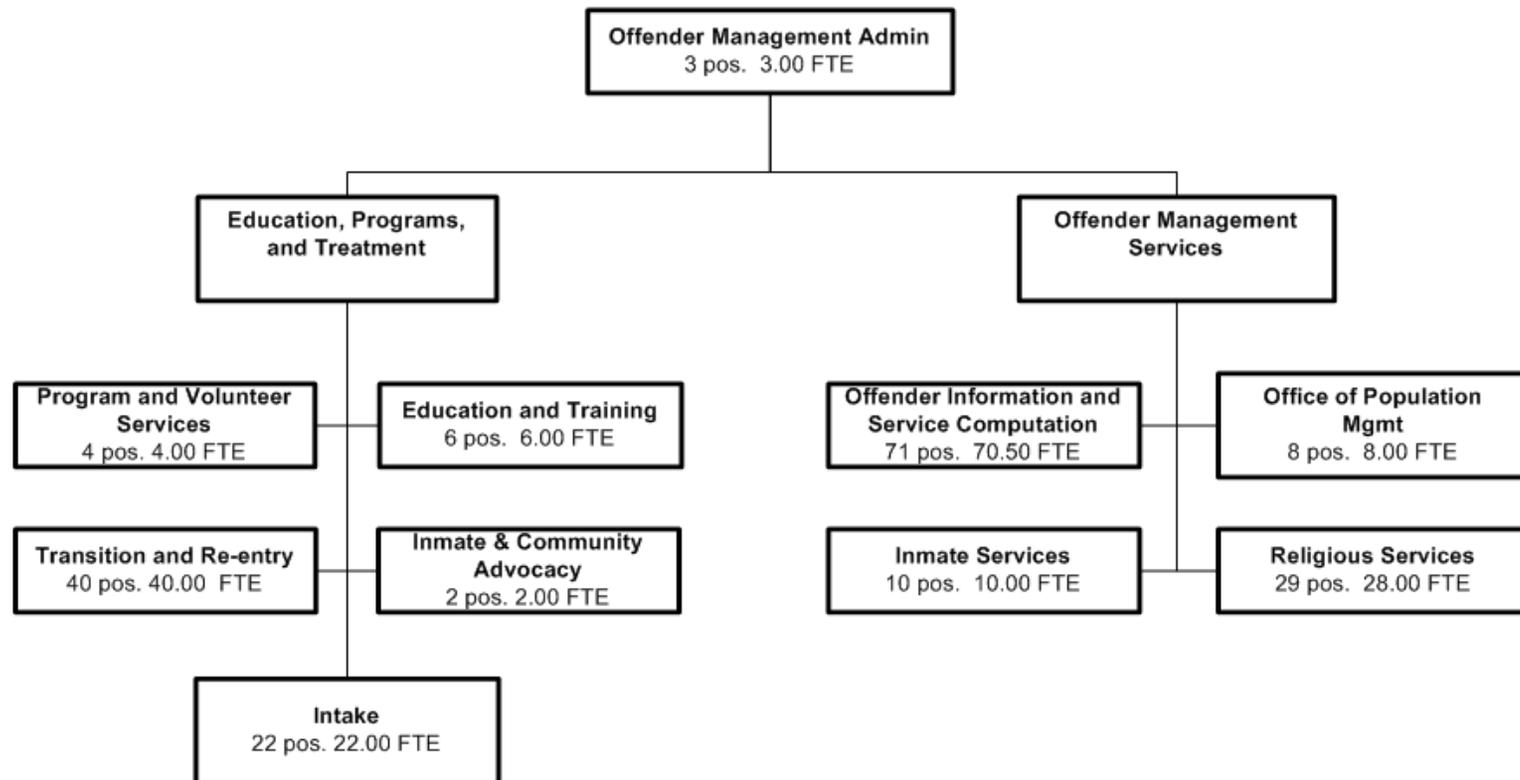
Total Positions: 195
FTE: 193.50

BUDGET NARRATIVE

OREGON DEPARTMENT OF CORRECTIONS

Offender Management & Rehabilitation Division Organizational Chart

2015-17 Legislatively Adopted Budget



Total Positions: 195
FTE: 193.50

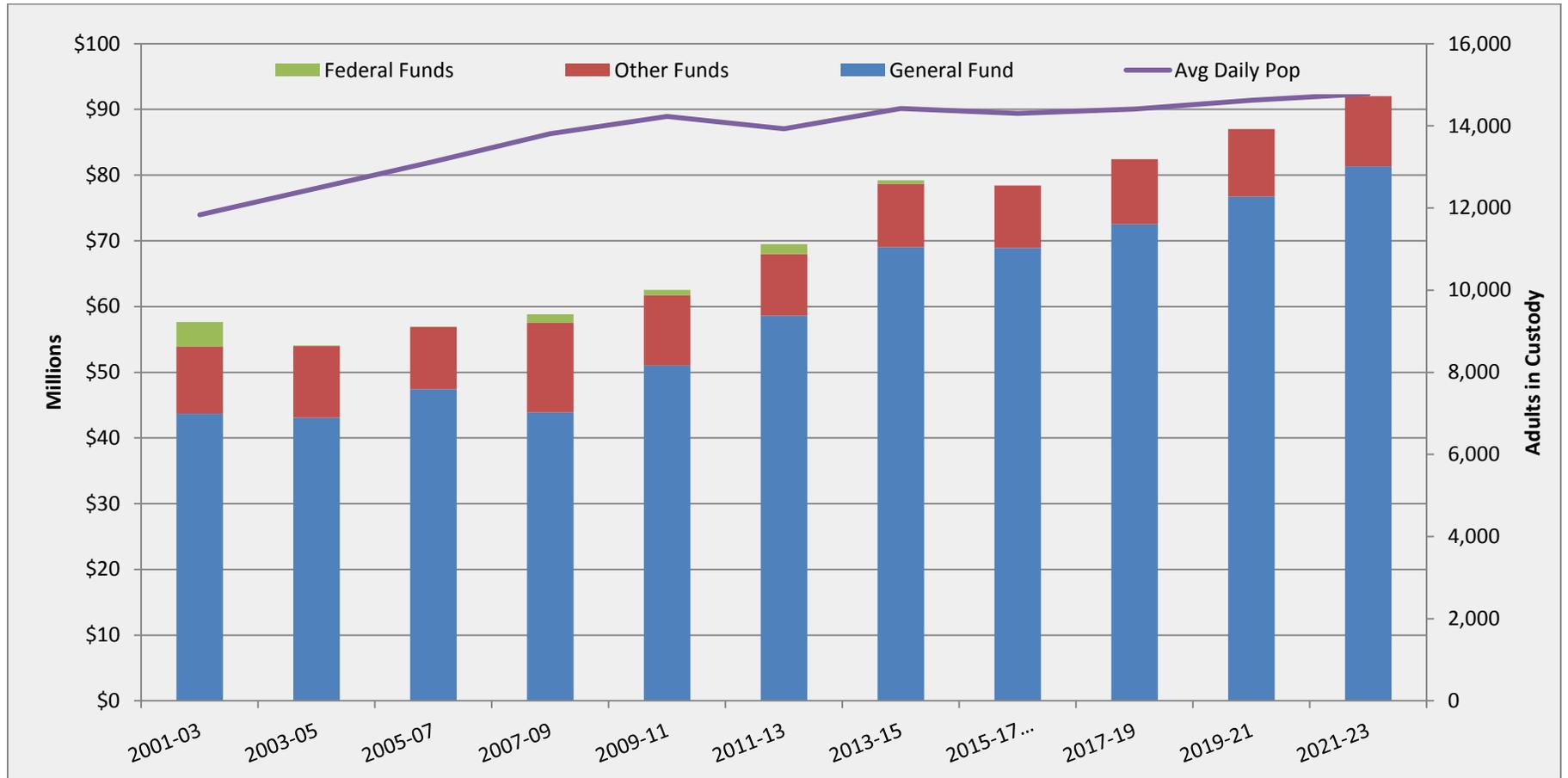
BUDGET NARRATIVE

Offender Management & Rehabilitation Division

Program Unit Executive Summary

- a. 10 Year Plan Outcome Area: Safety
- b. Primary Program Contact: Heidi Stewart, Assistant Director for Offender Management and Rehabilitation
- c. Total Funds Budget

BUDGET NARRATIVE



d. Program Overview

The Offender Management and Rehabilitation (OMR) program is responsible for carrying out the Department of Corrections (DOC) mission to reduce the risk of future criminal conduct. The program impacts more than 14,000 offenders in state prisons and encompasses nine units, which combined, oversees offenders' success from admission to release using dynamic case management strategies that involve the offender, guide and target corrections interventions and enhance linkages to community-based networks of support.

e. Program Funding Request

BUDGET NARRATIVE

For the 2015-2017 biennium, this program includes the base budget from 2013-2015 plus essential packages to adjust for compensation increases and inflation necessary to maintain the current service level and continue carrying out the department's mission to reduce the risk of present and future criminal behavior.

Additionally, this program is requesting a number of policy packages necessary to maintain current program services levels and improve efficiencies within the program. The Agency Request Policy Option Packages total an additional \$1,951,558 in General Fund dollars and are as follows (described in detail later in this document).

- 103 – Staffing: New Initiatives and Existing Workload (Eliminated in Legislatively Adopted Budget)
- 108 – Education – GED Fees and Inflation Restoration (Eliminated in Legislatively Adopted Budget)
- 110 – Technology Infrastructure (Eliminated in Legislatively Adopted Budget)
- 111 – Staff Enhancements to Address Workload (Eliminated in Legislatively Adopted Budget)
- 115 – Education Services Delivery System Changes (Approved in Legislatively Adopted Budget)

f. Program Description

This program provides a continuum of evidence-based interventions as well as other services, opportunities and tools to offenders to successfully transition to Community Corrections partners for supervision upon release from the DOC. Upon admission to DOC, offenders receive a variety of assessments to identify security, medical, mental health, substance abuse, educational, and cognitive risks. A criminal risk assessment tool is also used to calculate inmates' risk to recidivate. The results of the individualized and criminal risk factor assessments are used to create an individualized case plan for each offender. The individualized case plan identifies interventions and supervision strategies, facility work assignments, programming, treatment, and educational/vocational activities that are appropriate to the offender's strengths and needs. The plan promotes positive change and assists offenders with developing pro-social behaviors to facilitate prison adjustment and successful re-entry.

DOC targets resources to offenders with a moderate to high risk of recidivating using evidence-based practices, in a multi-disciplinary case management approach from admission to release. The OMR program provides these offenders with a continuum of programs, services and structured activities designed to reduce their risk of future criminal conduct.

OMR includes the operation of offender intake processing, offender records, sentence computation, offender custody level classification, transfer coordination of offenders between institutions, alcohol and drug treatment, cognitive behavioral restructuring, parenting, education, apprenticeship and work skills, offender services, religious services, victim services, volunteer services, inmate and community advocacy, transition programs and release planning.

BUDGET NARRATIVE

OMR programs directly impact every inmate beginning at intake, continuing as these individuals participate in programs and access institution resources such as religious services and work skills and ending with targeted transition preparation for their release from DOC. Individualized case management and use of evidence-based programs, services and interventions provides integrated, continuous, and meaningful services from intake to release. OMR's program offerings and overall budget cannot keep pace with the unique and substantial needs of the growing number of adults in custody who require the division's services and we are challenged to respond to expectations from the public and policymakers to ensure adults in custody are adequately prepared to be productive citizens and lead crime-free lives once back in the community

g. Program Justification and Link to 10-Year Outcome

The purpose of the OMR Division is to enhance public safety through successful offender re-entry. Success is measured by the absence of conviction for new crimes. Reduced rates of crime directly lead to enhanced community safety and to the reduction of future victimization. OMR is the catalyst for offenders' successful re-entry to the community by overseeing the following functions:

- Accurately computing offenders' release dates to ensure offenders are held accountable for their actions;
- Providing a continuum of evidence-based programs that target interventions to those assessed as having the highest risk to reoffend;
- Providing education, vocational training, work opportunities and other institution activities and services designed to prepare offenders to become law abiding, contributing members of society; and
- Collaborating within DOC and with other entities with a role in supporting successful offender transition including criminal justice agencies (including other states), community corrections, and Board of Parole and Post-Prison Supervision as well as state, local, federal, and private agencies.
- Governor's Re-Entry Council – Oregon's Governor has made effective re-entry from incarceration to the community a public safety priority for the state. Recognizing that re-entry is not solely a corrections issue, a Governor's Re-entry Council was established to work collaboratively across agencies and organizations far beyond the criminal justice system to identify and minimize barriers to successful re-entry.

Oregon continues to lead the nation with the lowest recidivism rate and to focus on evidence-based practices while using research and data to monitor and improve program effectiveness.

A review of the 2006 Washington State Institute for Public Policy study, "Evidence-Based Public Policy Options to Reduce Future Prison Construction, Criminal Justice costs, and Crime Rate" finds that offenders participating in evidence-based programs offered in prison recidivate at a statistically significant lower rate as compared to non-participants. Education, alcohol and drug treatment, cognitive behavioral therapy and vocational training in prison are among the programs mentioned in the study that

BUDGET NARRATIVE

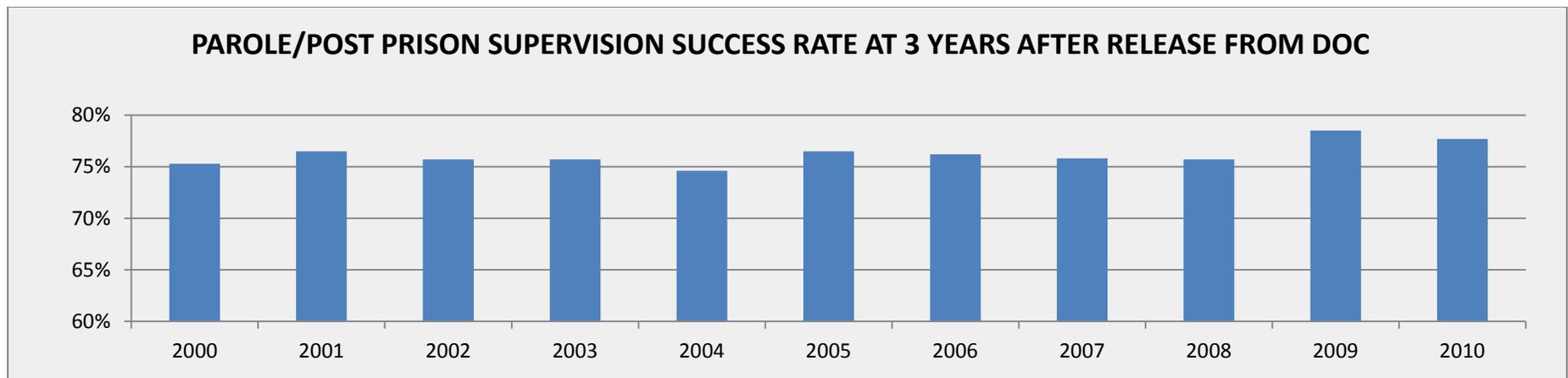
reduce recidivism, leading to the outcome of less crime and lower incarceration rates thus a reduction in costs for Oregonians. National research also indicates that evidence-based interventions that target criminogenic needs as well as to offenders with a moderate to high risk of committing new crimes produce better outcomes for both the offenders and the community. Lastly, according to the Oregon Criminal Justice Commission (CJC), each percent reduction in prison bed use (each percentage in recidivism reduction) saves \$4.3 million dollars in taxpayer and victim costs.

Promoting successful offender outcomes through effective programming, services and reentry planning provides a focus for positive action that is consistent with both public expectations and the central responsibilities of the corrections continuum from intake to release. The OMR program works collaboratively across agencies to ensure an inmate's set of experiences and accomplishments during incarceration leads to success in the community and helps secure Oregon's public safety agenda.

h. Program Performance

Quality Metric – Recidivism

The following chart presents the rate at which individuals released from prison have succeeded in avoiding a return to prison for three years following release. This measure is specific to DOC releases and does not include probation or local control releases.



Timeliness Metric – Completion of LS/CMI's on Inmates Before Leaving Intake

The department uses the Level of Service/Case Management Inventory (LS/CMI), which is a validated assessment tool, to determine inmates' risk to recidivate and to identify criminogenic risk factors. Programs are then targeted to adults in custody

BUDGET NARRATIVE

based on their risk to reoffend and their risk factors. This measure shows the percentage of adults in custody who receive an LS/CMI assessment before they transfer from Intake to their first housing institution.

2011-2012	2012-2013	2013-2014
11.5%	87.3%	96.2%

Quantity Metric – Case Plan Compliance

Each inmate is assessed at intake as to their risk to re-offend. Adults in custody assessed at a medium or high risk to re-offend receive an assessment of their specific criminal risk factors. A corrections plan is then developed to address those criminal risk factors. The programs that are prioritized on an inmate's corrections plan include education, alcohol and drug treatment, and cognitive programs. Programs in the DOC are prioritized for adults in custody with a medium or high risk to re-offend. This measure demonstrates the overall percentage of adults in custody in the prioritized risk groups who enter a program required in their corrections plan each fiscal year.

2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
76.1%	76.9%	74.4%	68.9%	73.5%

Quantity Metric – Medium/High Risk Inmates Offered Treatment

Treatment programs are targeted to adults in custody with treatment need and the highest risk to reoffend. This measure looks at the percentage of released inmates in the target group who were offered treatment prior to their release. Process changes and internal management restructuring resulted in a higher number of low risk inmates being offered treatment between 2012 and 2014, which accounts for the percentage decline in those years. Future performance numbers should trend upward due to a refocusing of resources toward the medium and high risk offenders.

2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
42.8%	42%	45%	43.3%	41.4%

Quality Metric – Successful Treatment Completions

This measure shows the percentage of releasing inmates during each fiscal year that successfully completed a treatment program. Process changes and internal management restructuring resulted in a higher number of low risk inmates participating in treatment between 2012 and 2014, which accounts for the percentage decline in those years. Additionally, the treatment

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programs have struggled to adjust to increased participation from adults in custody with co-occurring mental health needs. As the treatment programs enhance their capability to treat adults in custody with mental health acuity and with the department's refocusing of resources toward the medium and high risk offenders, future performance numbers should trend upward.

2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
77%	76%	69.5%	68.1%	74.9%

Quantity Metric – Medium/High Risk Inmates Offered Cognitive Behavioral Change Programming

Cognitive Behavioral Change programs are targeted to adults in custody assessed as having the highest risk to reoffend and an identified cognitive need. This measure shows the percentage of medium/high risk adults in custody with an identified cognitive need that were offered cognitive programming during each fiscal year. The process for referring adults in custody to the cognitive behavioral change programs has changed over the years and is what accounts for the drop in percentages displayed below. Previously, there wasn't a concerted effort to target the medium and high risk inmates for the programs and therefore all risk levels were offered cognitive programming. Additionally, there are adults in custody who arrived at DOC prior to receiving an identified cognitive need on their case plan. Such individuals are referred to cognitive programs by their DOC counselor on a case by case basis and may not have the cognitive need noted on the corrections plan.

2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
46.7%	42.6%	33.3%	33.2%	34.2%

Quality Metric – Successful Cognitive Behavioral Change Program Completions

This measure shows the percentage of releasing inmates during each fiscal year that successfully complete a cognitive behavioral change program. Over the past several biennia the cognitive behavioral change programs have increased in intensity and duration in order to align with evidence based practices and enhance accountability to behavioral expectations and curriculum standards. While the quality of the program has increased, the significant program changes have resulted in a reduced percentage of successful completers as displayed below.

2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
88.8%	81.2%	80.7%	77.6%	74%

Quality Metric – Percent of Releasing Inmates Completing Parenting Programs

A recent DOC research study found that adults in custody who underwent parenting training while in prison were 95% less like than those in a control group to report criminal activity in the year following the training. Additionally, women were 59% and men

BUDGET NARRATIVE

27% less likely to be arrested one year after their release from prison. Parenting programs are voluntary programs and therefore this measure shows the number of releasing inmates during each fiscal year who participated in a parenting program prior to their release from custody.

2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
9.6%	9.4%	9.1%	9.5%	8.8%

Quantity Metric – Percentage of Releasing Inmates Completing GED’s

During the intake process inmates’ education needs are assessed through various tests and a verification of educational credentials (e.g. high school diploma, GED) is completed. Education services are then focused toward Adults in custody without a verified high school diploma or GED. The measurement below compares the GED completion rates for adults in custody releasing during each fiscal year who were assessed as needing a GED and achieved a GED prior to their release.

2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
51.6%	57.2%	55%	57.3%	67.1%

Quantity Metric – Percentage of Releasing Inmates Completing Transition Classes

During their last six months of incarceration adults in custody voluntarily participate in transition classes designed to prepare them for release and transitioning into the community. The set of classes provides adults in custody with a self-assessment of skills, training and guidance on how to re-enter work, family and community life, after serving time within a state correctional facility. These transition classes focus on employment skills, working with a Parole Officer, family connections, financial management and locating and obtaining housing. This measure shows the percentage of released inmates in each fiscal year that successfully completed at least one of the transition classes.

2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
31.1%	32.6%	32.2%	36.8%	34%

In addition to the metrics listed above, the OMR Division has several other performance measures that are reflected in the agency’s scorecard as follows.

Measure Name	Measure Calculation	Target	January 2014 QTR	May 2014 QTR	July 2014 QTR

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Birth Certificates & Social Security Cards	Percent of inmates releasing with birth certificates and replacement social security cards	≤49%	58.60%	37.46%	39.10%
All inmate visits	Percent of inmates within 3 years of release who receive visits	70%	66.6%	33.5%	36.7%
Friends and family visits	Percent of all inmates who receive visits from friends and family	70%	2,615	2,924	2,199
Volunteers	Number of active volunteers	2,750	87.60%	84.54%	78.00%
Telmate phone contacts	Number of Video Interactive Phone (VIP) Calls	7,850	7,684	8,476	5,969
Inmates using Telmate	Number of inmates participating in VIP Calls	2,400	2,227	2,974	1,697

i. Enabling Legislation/Program Authorization

- **U.S. Constitution, 14th Amendment; Case Law: Bounds v. Smith** Mandates inmates' rights to use law libraries & legal resources and mandate that prisons provide such legal resources.
- **137.225** Mandates the sealing of an inmate's record if court ordered.
- **137.310** Authorizes execution of sentencing judgments, entry of escape warrants & release of inmates with completed DOC sentences to counties with unexpired county sentences.
- **137.320** Authorizes establishment of case file & sentence calculation per ORS 137.370.
- **137.750; 137.751** Authorizes DOC to allow inmates in programs and apply earned time if ordered in the sentencing judgment (short-term transitional leave, AIP, 2nd look conditional release, work release)
- **137.775; 179.375; Oregon Constitution (Article 1; Bill of Rights – Sec. 2 &3); Religious Land Use & Institutionalized Persons Act of 2000 (RLUIPA)** Mandates protection of inmates' religious liberty and that DOC provide adequate chaplaincy services to inmates.
- **182.525** Mandates that 75% of program funding be for evidence-based programs.

BUDGET NARRATIVE

- **144.096; 137.375** Mandates release plan contents & timelines; Authority to adjust release date prior to a weekend or holiday.
- **144.260** Mandates notification to the District Attorney & sentencing Judge 30 days prior to an inmate's release from DOC.
- **179.040(2)(b)** Authorizes DOC to enter into agreements for services of all kinds, including personal services contracts designated under ORS 279A.055.
- **181.603** Mandates notification to sex offenders of their obligation to register as sex offender.
- **181.800 – 181.801** Mandates a sex offender risk assessment tool for use in classifying sex offenders into one of three risk levels; mandates DOC conduct sex offender risk assessment before certain persons are released from the department's custody. **343.041; Federal Law 34 CFR, Part 300.11; Individuals with Educational Disabilities (IDEA) Act of 2004;** Mandates evaluation/services to individuals with educational disabilities.
- **420A.203; 420A.206** Mandates DOC's procedures for 2nd Look conditional releases & court filing responsibilities; Release plan timeline requirements.
- **421.081- 421.084** Mandates adult basic education, English as a second language & preparation for the GED.
- **421.120** Mandates eligibility criteria & formula for calculation of good time & extra good time; authority to establish rules for application, retraction & restoration of the time.
- **421.121** Mandates earned time eligibility requirements and maximum amount of time credits allowed; authority to establish rules for application, retraction & restoration of time.
- **421.166** Mandate to establish an emergency leave program.
- **421.168** Mandate to establish a short-term transitional leave program.
- **421.504** Mandate to establish cognitive-based alternative incarceration program (AIP).
- **421.506** Mandate to establish an intensive AIP addiction program.
- **421.508; 421.510** Mandates certain eligibility requirements for inmates to participate in AIP and authorization requirements for an inmate's release to non-prison leave and release to post-prison supervision upon completion of the program in accordance with ORS 137.751.
- **423.020(1)(e)(2); Oregon Constitution (Article 1 – Sec. 41)** Mandates DOC to provide work or training programs to inmates who are motivated, capable & cooperative and to provide alcohol & drug treatment to those inmates whose addiction is preventing their effective participation in work or training programs.
- **423.085** Mandates the establishment of an Administrator of correctional education position with the mandate to plan, design & implement the correctional education system required in ORS 421.081. Authorizes the use of contracts for delivery of the

BUDGET NARRATIVE

education system and that all appropriated money for general, professional & technical education instruction be expended for those purposes only.

- **423.150 (BM57)** Mandates DOC to provide treatment services to drug-addicted persons who are at a high or medium risk of reoffending & who have moderate to severe treatment needs; Mandates use of an actuarial risk assessment tool to determine treatment eligibility.
- **476.730** Mandates notification to the State Fire Marshal & Department of State Police of an inmate's release or escape if incarceration is for an arson crime.
- **802.087** Mandates ODOT and DOC enter into agreements and jointly adopt rules to assist inmates to obtain a driver license or identification card prior to their release from DOC.

j. Funding Streams

The program is funded almost entirely with General Fund. A small amount of Federal pass through funds are received from the State through formula based grants designated for correctional education programs as well as Other Funds provided from a variety of sources, including grants, private donations and charges for Inmate Work Program services and products.

k. Comparison and Proposed Funding Changes from 2013-2015

During the 2015-17 biennium, OMR will continue carrying out the department's mission to reduce the risk of future criminal behavior.

The 2015-17 funding proposal for the OMR program includes the base budget and essential packages, which includes 193 positions and 191.5 FTE. Additionally, through a number of policy packages in the Agency Request Budget described below, this program is requesting eight new positions (8 FTE), as well as specific funding for a replacement computer-based offender data collection and assessment system, General Education Development (GED) testing cost increases, and inflation restoration to the Education and Training budget.

Administrative reductions and loss of positions over the past several biennia in conjunction with the expansion of treatment and restorative justice programs, implementation of computerized GED testing, and a focus toward re-entry as well as increased professional services costs related to education services has made it difficult to maintain current service levels, meet the changing needs of the department and work toward process improvements.

BUDGET NARRATIVE

Program Unit Narrative

The Offender Management and Rehabilitation (OMR) Division includes the following sub-units: Intake, Offender Information and Sentence Computation (OISC), Office of Population Management (OPM), Programs and Volunteer Services, Education and Training, Religious and Victim Services, Inmate and Community Advocacy, and Transition and Re-Entry. An overview of each sub-unit is described in more detail below.

The OMR Division is responsible for carrying out the Department of Corrections (DOC) mission to reduce the risk of future criminal conduct. The program impacts more than 14,000 offenders in state prisons and encompasses nine units that oversee an offender's success from admission to release using dynamic case management strategies that involve the offender, guide and target corrections interventions, and enhance linkages to community-based networks of support.

DOC targets resources to offenders with a moderate to high risk of recidivating using evidence-based practices and employing a multi-disciplinary case management approach from admission to release. The OMR Division provides these offenders with a continuum of evidence-based interventions as well as other services, structured activities, opportunities, and tools to facilitate a successful transition to Community Corrections partners and reduce their risk of future criminal behavior.

Upon admission to DOC, offenders receive a variety of assessments. The department also applies a criminal risk assessment tool to calculate inmates' risk to recidivate. The results of the individualized assessments are used to create a case plan for each offender that identifies interventions and supervision strategies, facility work assignments, programming, treatment, and educational/vocational activities that are appropriate to the offender's strengths and needs. The plan is designed to promote positive change and assist with developing pro-social behaviors to facilitate prison adjustment, institutional conduct and successful re-entry.

Offender Management and Rehabilitation Administration

The Offender Management and Rehabilitation (OMR) Administration section provides policy and legislative direction to the OMR division; management oversight of OMR budget, contracts and federal grants, and monitoring of division business practices to ensure adherence with statutory requirements as well as DOC policies and administrative rules. The OMR administration also ensures that evidence based practices are utilized with all offender programs and services, and coordinates audit teams to provide quality assurance reviews of service delivery and contractual obligations.

Additionally, the OMR Administration works collaboratively with the Operations and Community Corrections Divisions as well as other criminal justice agencies to provide inmate work opportunities and training, treatment and religious services programs, transition services including community reach-ins, and comprehensive release planning to achieve successful re-entry of adults in custody. The OMR Administration sub-unit also provides the following:

BUDGET NARRATIVE

- Ensures the legality of OMR managed Interagency Governmental Agreements (IGA), contracts and grants, in addition to compliance with contractual and reporting requirements.
- Provides oversight, analysis, and management of program and division operations including program design and process improvements to ensure that a systems-wide approach is used for all implementation strategies.
- Evaluates program data to validate that adults in custody with the highest risk to reoffend are receiving interventions, thereby ensuring that DOC's scarce resources are being utilized appropriately.
- Ensures that OMR policy decisions are data driven.
- Executive leadership for the Governor's Re-Entry Council.

Intake

The Intake Unit is comprised of 432 male and 52 female intake beds. The unit is responsible for processing all offenders sentenced to the custody of the Oregon Department of Corrections. Processing includes offender orientation, informational classes, as well as completion of a variety of assessments and information gathering tools aimed at collecting data for departmental use, and ensuring appropriate facility and program placement throughout the inmate's incarceration. Intake works in collaboration with the OISC unit, Security, Health Services, Behavioral Health Services, Education and Training Unit, Addictions Treatment and Cognitive Behavioral Services and others to ensure every offender entering the system is provided a thorough case plan identifying appropriate treatment and program needs, criminal risk factors, and other potential concerns to be addressed during their incarceration.

The primary objective of Intake is to conduct a complete and individualized assessment of each offender entering DOC to include medical, mental health, vulnerability, education, program eligibility, classification, and criminal risk/needs/responsivity factors. The outcome is a high quality case plan that guides facility placement, and serves as the primary tool for tracking an inmate's progress in working to mitigate identified risk factors. The case plan is passed on to the receiving facility staff and ultimately the community corrections partners upon the offender's release, aiding in a seamless transition of offenders throughout the system.

The Intake Unit suffered the reduction of two union represented positions during the 2007-2009 biennium through an internal reallocation of the positions to other units as well as the abolishment of one management position. Additionally, there has been a 6% increase in the number of offender intakes since the 2007-2009 biennium and an overall unit workload increase of nearly 33% due to department policy decisions regarding expansion of assessments and screening tools as well as legislative changes. To meet this increased work load while maintaining a high level of quality and efficiency, the Intake Unit has been utilizing two unfunded double-fill positions (one represented; one management) since February of 2013. Hence, two positions are being requested as part of Policy Option Package number 111.

Offender Information and Sentence Computation Unit

BUDGET NARRATIVE

The Offender Information and Sentence Computation (OISC) unit is responsible for the sentence calculations and institutional records of approximately 14,000 adults in custody incarcerated under the authority of DOC as well as the maintenance of offender records for 34,000 Oregon parole and probation files. The staff of OISC obtains and maintains the data responsible for determining each inmate's release date. OISC maintains cooperative working relationships with other agencies including Community Corrections, Board of Parole and Post-Prison Supervision (BPPPS); Oregon Department of Justice; Attorney General's Office; and federal, state, and local law enforcement agencies from which this information is obtained. OISC interprets judgments, computes inmate sentences and discharge dates, adjusts time requirements necessitated by inmate programming and disciplinary actions, responds to detainer and notification requests, processes and tracks interstate agreements on detainees, and processes extraditions.

The over-arching goal for OISC is to ensure that the period of lawful DOC incarceration to which an offender is sentenced is accurately and correctly computed, enabling DOC to correctly and lawfully fulfill its mission to hold offenders accountable for their actions.

Sentence Computation

Adults in custody are delivered to DOC with legal documents stating their period of incarceration. Staff computes the term of imprisonment based on an array of sentencing structures and details permitted by statute and policy, accounting for legal modifications to judgments, and separate time reduction incentive programs. Staff is responsible to review and ensure credit for time served in jail prior to sentencing and delivery to DOC is computed and applied correctly to the inmate's DOC sentence.

Each month, OISC is responsible for the initial sentence computation of approximately 400 adults in custody, the release of approximately 400 adults in custody, and the sentence maintenance of more than 14,000 adults in custody incarcerated under the authority of DOC who are serving their sentences at each of the state institutions or other agency facilities throughout the state.

Institutional Support

OISC has staff geographically located throughout the state at each of the DOC institutions. These staff primarily support activities related to maintaining accurate records while an inmate is incarcerated, ensuring sentencing information is processed, and coordinating with other state and federal jurisdictions with respect to inmate custody and transfer issues.

Offender Records

The OISC Offender Records section is responsible for all offender records in the State of Oregon. These include the sentencing documents while an offender is incarcerated, storage of the DOC records while an offender is on post-prison supervision or parole, and archiving records of discharged offenders. This unit also handles public information requests and subpoenas regarding offender records in addition to archiving documents on all closed felony cases in Oregon and sealing convictions when directed to do so by a court.

Office of Population Management

BUDGET NARRATIVE

The Office of Population Management (OPM) is responsible for providing an infrastructure for system-wide strategic planning and communication regarding DOC's population management strategies. With approximately 958 emergency/temporary beds in use, an increasing mental health population and an emphasis on community-based transition programs, OPM integrates these strategies, and the coordination of inmate movement with all DOC activities. This office provides a global systems perspective to ensure the right inmate is placed in the right bed at the right time during each phase of incarceration beginning at intake and continuing to release. Encompassing 14 prisons and more than 14,000 adults in custody, the efficient and effective manner in which adults in custody are assigned to institutions is a critical requirement for DOC to achieve its overall mission.

The fundamental responsibilities of OPM include the operation of all aspects of systems development/redesign, strategic planning, and management to ensure efficient movement and housing of all DOC adults in custody, including: general population, special populations, and inmates housed out-of-state, in Oregon Youth Authority (OYA) facilities, at the Oregon State Hospital (OSH), in federal prisons, and in county rental facilities. OPM recommends DOC policy to executive management regarding inmate classification and work crew eligibility, high risk inmate placement, bed capacity management and resource allocation, central transfer authority, inmate placement decisions, interstate compact, fire crew coordination, and inmate conflict management.

OPM case manages adults in custody housed at the OSH, OYA, and other federal, state and county jurisdictions. In addition, OPM is responsible for the completion of all administrative reviews regarding inmate placement and earned time credit as well as approving classification overrides, screening for treatment placement, conducting sex offender risk assessments, and coordinating with U.S. Immigration and Customs Enforcement and other external agencies.

The passage of two recent bills has created a significant workload impact on OPM:

- ORS 137.124 (as amended in 2013 and 2014) allows juveniles sentenced to DOC to be transported directly to OYA, bypassing the DOC Intake Center. As county juvenile departments have begun transporting the DOC youth directly to OYA, the one staff member who case manages this population has experienced a significant increase in workload, as it requires more immediate and frequent trips to OYA facilities to conduct Intake procedures. Also of note is the collaboration DOC and OYA have been engaging in for enhanced case management of the DOC youth housed at OYA. This case management shift in addition to the direct transport has required more resources and shifting of work with the OPM.
- ORS 181.800-.181.845 (creates sex offender levels), as currently written, has the potential to create workload issues for OPM. DOC has submitted a legislative concept (LC 29100/011) requesting amendments to clarify roles and responsibilities around these statutes.

Programs and Volunteer Services Unit

The Programs and Volunteer Services Unit is responsible for the overall planning, coordination and management of the department's

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treatment and behavioral change programs along with the statewide volunteer program. DOC contracts with numerous private agencies to deliver intensive treatment services and behavioral change programs throughout the prisons across the state.

Treatment Programs

The department provides alcohol and other drug (A&D) treatment and cognitive behavioral therapy program interventions to adults in custody assessed as having the highest risk to reoffend, a history of substance use or dependency and high levels of criminality. The treatment programs have the total capacity to treat 395 male and 102 female inmates at any given time. All in-prison treatment programs are certified by the Oregon Health Authority (OHA) Addictions and Mental Health (AMH) Division as required by Division 12 of their administrative rules. Such programs are designed and implemented around cognitive behavioral therapy models of intervention and incorporate social learning practices to prepare clients to re-enter mainstream society. Services are delivered in a manner consistent with the cognitive ability and learning style of the individuals in treatment, and whenever possible, the programs include family and significant others during the treatment process.

Behavioral Change Programs

The department provides behavioral change programs, which include cognitive restructuring and parenting programs. Cognitive restructuring programs serve individuals who are assessed with moderate to high levels of criminality, antisocial attitudes, criminal associates and are the highest risk to reoffend. These skill building programs are offered at 12 institutions across the state and are designed to help adults in custody examine attitudes, values, belief systems and thinking patterns that led to their criminal behavior and to replace them with pro-social skills that lead to successful re-entry. The Pathfinders cognitive restructuring program uses role plays and graduated practices in order to emphasize using newly acquired skills to increase pro-social interactions and reduce future criminal behavior.

Parenting Inside Out is an evidence-based voluntary parent management skills program specifically designed for criminal justice involved parents and families. Parenting Inside Out is designed to help adults in custody acquire skills that improve parent child interactions, enhance family relationships and replace anti-social parenting skills with pro-social skills that promote healthy child adjustment and prevent problem behaviors with children. Parenting programs are provided across 11 institutions and serve adults in custody who are parents motivated to learn new skills that will enhance family reintegration post release.

Volunteer Services

The Volunteer Services Program includes over 2,600 active volunteers who donate time and skills to provide essential services and activities to adults in custody across every division and program throughout the prison system. The volunteer program is a centralized unit responsible for managing, recruiting, performing background checks, training, evaluating and recognizing volunteers for offering a wide variety of programs geared toward pro-social engagement with the community and successful re-entry.

BUDGET NARRATIVE

Sixty percent of volunteers represent faith based organizations providing religious worship, one on one faith counseling and other spiritual and cultural growth opportunities. A&D 12-Step volunteers make up another ten percent of the volunteer corps. Re-entry, education, and life skills volunteers round out the remaining group of volunteers where adults in custody have the opportunity to learn new and beneficial pursuits including quilting, yoga, clock making repair, bookkeeping, non-violent communications, creative writing and more.

As the treatment and behavioral change programs have evolved into evidence-based programs over the past ten years in accordance with legislative mandates, the Programs and Volunteer Services Unit requires close monitoring and continuous oversight. This expansion has resulted in an increased number of contract service providers and the expenditure of professional services dollars from a biennial average of \$6.3M to \$14.4M. Additionally, the loss of management positions from legislative cuts during the 2011-2013 biennium followed by department reorganization, resulted in the combining of the volunteer program responsibilities with the treatment and behavioral change programs. Therefore, Policy Option Package number 103 has been submitted, which includes a request for a Programs and Volunteer Services Administrator. Package 103 was eliminated in the Governor's Balanced Budget.

Education and Training Unit

The Education and Training Unit (ETU) is responsible for providing a continuum of Adult Basic Skills Development (ABSD), Work-Based Education (WBE) programs, and apprenticeship training opportunities to adults in custody housed across DOC facilities. The ABSD programs are required by ORS 421.084 and the federal Individuals with Disabilities Education Act (IDEA) and include: English as a Second Language (ESL), Adult Basic Education (ABE), General Educational Development (GED), and Special Education. Each of these program interventions target one or more of an inmate's criminal risk factors as identified on their case plan.

This unit contracts with six local community colleges as service providers for both ABSD and WBE instructional programs. Through the utilization of 70 FTE contracted personnel and over 200 trained inmate tutor assistants, over 3,000 adults in custody receive ABSD services each year and 74% who enter DOC with an education need are served in the program prior to their release.

Adult Basic Skills Development

ABSD programs provide assessment and instruction in speaking, listening, reading, writing, math, and computer literacy at multiple levels. Core skills and knowledge are taught with an emphasis on connecting skills with those necessary to perform the responsibilities of various life roles such as parent, employee, citizen, and family member. This unit provides a full range of adult basic skills programming targeted to students who enter custody without a high school diploma or GED and/or who are functioning below basic literacy levels. Program delivery models include both computer aided and tutor-based instruction as a support to the ABSD continuum. Special education services are prioritized to school age youth with disabilities (under age 22 without a diploma or GED) and educational Diagnosticians provide additional services to older inmates who have demonstrated on-going learning difficulties.

BUDGET NARRATIVE

Work-Based Education

The WBE model provides adults in custody with quality career technical education using community college and industry standard curriculum and certification. Each program has a real world production component where a product is produced or a service is provided and modest revenue is earned to offset the cost of materials and supplies. The programs are designed to integrate sound business practices, customer service, and quality control which are learned and practiced in the production setting. Upon completion, the inmate student receives a certificate of completion from the community college, industry certification, and/or college credits toward the Associate of Oregon Transfer degree. Programs of study include: Welding, Automotive Technologies, Building Construction Trades, Computer Technology, Hair Design and Eyeglass Recycling & Dispensing Optician. The programs serve 300 to 400 WBE students each biennium.

Apprenticeship and Work Skills

The ETU currently offers apprenticeship opportunities in electrical, sheet metal, cabinetmaking and painting. In addition, ETU also offers certified training programs in welding and custodial. The apprenticeship and training programs are a partnership between the DOC ETU, DOC institution physical plants, and the Bureau of Labor & Industries (BOLI). Programs are governed by standards set forth by BOLI and the specific trade or industry. Apprenticeships are 4,000 to 6,000 hours and training programs are 2,000 hours in length. The programs require both on-the-job training and trade specific academic classes that fit BOLI standards for related training. Upon completion, successful participants receive a journeyman card from BOLI and electrical trades are given the opportunity to test for their electrical license. After achieving journeyman status, adults in custody apply their skills by working in physical plants, correctional industries, inmate work programs, and WBE programs.

The ETU coordinates other applicable industry certifications for adults in custody who are working in DOC institution physical plants or other institution work that includes an advanced skill area requiring certification outside of WBE or Apprenticeship.

The ETU has experienced several challenges that have impacted the unit's budget and ability to maintain current education service levels:

- Historically, the ETU budget has received the standard 3% professional services inflation rate. However, administrative reductions in the overall DOC budget resulted in a lack of inflation increases for the ETU budget the past several biennia. The absence of inflation increases as well as increased educational instruction costs through the community college contracts has resulted in a 12% decline in the number of adults in custody who received education services between the 2009-2011 and 2011-2013 biennia. On January 1, 2014 GED Testing Service moved from a pencil and paper GED test to a computer based model that now aligns with the College and Career Readiness Standards for Adult Education (a subset of the Common Core State Standards).
- GED Testing Service's decision to move to a computer-only based testing model was implemented to help improve the

BUDGET NARRATIVE

measurement of students' skills and concepts that cannot be appropriately captured with a paper/pencil test. It also allows for more efficient and accurate collection of data. The new test format and content is anticipated to be more challenging for corrections students than the previous test resulting in an increased need for future technology and equipment updates. This move to a computer-based model has created a cost increase to DOC for both the official GED test as well as the predictor tests that precede the official test. Additionally, due to an unavoidable delay in implementing the computer-based GED format, adults in custody were not able to take their GED tests during the first six months of 2014. This delay is anticipated to create a future drop in the performance numbers for DOC regarding the number of GED completions each fiscal year.

To address the inflation issue and increased contract costs as well as fund the increased GED testing costs, Policy Option Package number 108 has been submitted. Package 108 was eliminated in the Governor's Balanced Budget.

Religious and Victim Services

Religious and Victim Services provides a wide continuum of faith-based services including worship services, meditation, religious study and music programs, anger management, serious illness/death notifications, pastoral counseling opportunities to meet the constitutional and legal mandates of the U.S. Constitution, Oregon State Constitution, federal and state legislation, and case law. Through the Home for Good in Oregon (HGO) faith-based re-entry program, Religious Services provides pre and post-release transitional support for those adults in custody seeking a connection to a faith community or mentor. This program sub-unit plays a key role for DOC in forming relationships and partnerships with the community. The unit supervises and coordinates the ministry of a large pool of nearly 2,000 volunteers, and provides support services to crime victims and their families through the Victim Information and Notification Everyday (VINE) system and the Facilitated Dialogue program.

Religious Services

Religious Services brings hope and meaning to the lives of all adults in custody by conducting a full range of religious services for all of the faith traditions represented in the inmate population as well as general, sickness, and bereavement counseling. Restorative Justice is a new body of research that is emerging around the country on the specific role and impact of spirituality and religion in helping offenders to change their lives and reintegrate in a pro-social manner with their families and communities. Religious Services has integrated Restorative Justice programs into three of the DOC's prisons with the hope of expanding this programming to additional prisons. This program sub-unit also provides oversight to the community and faith-based re-entry program called, "Home for Good in Oregon" (HGO). HGO is a statewide program of volunteers and faith and community-based organizations that assist communities to more safely reintegrate offenders into their communities. The re-entry program helps community members to provide offenders with a pro-social support system that helps them to develop their spirituality and learn new pro-social attitudes and ways of behaving without crime. Developing such pro-social networks, associates and skills are a key component of evidence-based practices for reducing recidivism. Through its network of over 300 trained community-based volunteers, over 200 of whom have been designated as approved community mentors, Religious Services has become a critical part of DOC's re-entry efforts.

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Crime Victim Services

The Victims Services Program covers the management of the Victim Information Notification Everyday (VINE) system and the Facilitated Dialogue Program. This includes management of the statewide contract for the VINE system that services DOC and all 36 counties in Oregon. Currently, over 50,000 Oregonians have registered for VINE and Oregon has the most used VINE system of all the states that are currently using VINE. Victims Services also works with victim's organizations and advocates to assist victims in the process of healing and restoring their lives. At the request of crime victims, DOC Chaplains and community volunteers, who are extensively trained as facilitators, help these crime victims to conduct face-to-face dialogues with their offenders in prison through the Facilitated Dialogue Program.

Issues the Religious Services sub-unit is currently facing include:

- Being in a status of non-compliance with the American Correctional Chaplain's Association (ACCA) recommendation of a 1 to 500 chaplain/inmate ratio in each institution. Achieving this ratio not only allows enhanced individual service by our chaplains to our adults in custody, but also provides time for the chaplains to develop and oversee programming designed to reach the unreached within our inmate population.
- A lack of sufficient minority-faith volunteers on the East side of our State for both inside and re-entry programming. Religious Services and HGO staff intentionally recruit volunteers from communities near institutions and regions in need of minority-faith religious and/or re-entry programming.
- Funding challenges as additional evidence-based practices and program models regarding Restorative Justice programs are explored. To meet these challenges, a Restorative Justice Coordinator position has been requested through the submission of Policy Option Package number 111. Package 111 was eliminated in the Governor's Balanced Budget.

Inmate and Community Advocacy

The Inmate and Community Advocacy Unit oversee two areas of Agency activities. The first is quality of life and rights issues for adults in custody including coordination of statewide systems that deliver constitutionally mandated services. These include legal libraries, mail and telephone systems and the grievance system. Additionally, this Unit provides policy oversight to incentive programming, visitation, group activities, inmate access to technology and use of leisure time. This Unit is focused on increasing opportunities for personal responsibility among the incarcerated by providing healthy forums for dissent and problem solving, opportunities to earn increased responsibilities and privileges, multiple forums to maintain healthy connections with community support systems and positive in-custody activities as alternatives to criminal culture.

The second overarching function of this unit is to be a liaison between the department and people in the community who have a vested interest in the rights and welfare of adults in custody. These people include friends, family, and groups that advocate for the

BUDGET NARRATIVE

incarcerated and their children. This Unit communicates regularly with members of the community and provides high levels of customer service to resolve problems answer questions and address concerns. Over the last few years the Agency has placed increased value and expectations on connecting adults in custody to healthy family and social connections in the community. This Unit has oversight and duties related to increasing meaningful contact via traditional visitation, enhanced visitation and technology.

Nearly 60% of our adults in custody have not received a visit in the last year, however, an additional 20% of the population now receive video enhanced phone calls due to provisions of new technology inside our facilities. Visitation while in prison is a significant predictive factor in successful re-entry and continued contact between children of the incarcerated and their parent in prison mitigates the heavy social consequences often endured by an estimated 15,000 children in Oregon. This unit is working to increase cross-agency and community collaborations to reduce the barriers to visitation, increase services to families affected by incarceration and establish research efforts to better establish best practices in this area.

Transition and Re-Entry

Transition and Re-Entry is a state-wide program that provides education, planning and release preparation services to inmates housed in DOC institutions, the OYA, Oregon inmates housed out-of-state, and inmates under the custody of another state serving a concurrent Oregon sentence. Transition programming to inmates housed in institutions designated as releasing institutions and the management and processing of all visiting applications and appeals is also a responsibility of this unit.

The Transition and Re-Entry unit manages the Governor's Re-Entry Council, division and department initiatives, projects and other endeavors concerning successful offender transition and reentry, which includes partnering with department staff, other state, federal and local agencies, and community organizations. Additionally, as the department has recognized the importance of coordinating the application and/or enrollment of inmates in state and federal benefits programs (including pre-qualification for Medicaid and Social Security benefits for those with severe medical and/or mental health needs) for which they are eligible upon release, a Re-Entry Benefits Coordinator position was created last biennium to assist all releasing inmates with the application process. Unfortunately, one position is not sufficient to meet the large workload of assisting the 4,600 releases per year throughout 14 prisons across the state. Therefore, an additional Re-Entry Benefits Coordinator position is being requested through the submission of Policy Option Package number 103. Package 103 was eliminated in the Governor's Balanced Budget.

Per Executive Order Number 07-05 under Governor Kulongoski, the Governor's Re-Entry Council was established for the purpose of planning, developing, implementing and overseeing a multi-agency transition approach to collaboratively identify and minimize the barriers that offenders find when transitioning out of incarceration. Additionally, as directed in the Governor's Executive Order, the DOC is responsible for overall management of the Re-Entry Council and associated sub-committees and implementation teams. The complexity of issues and the workload associated with the efforts and scope of the Governor's Re-Entry Council requires a full-time position, which the department doesn't currently have. Therefore, within Policy Option Package 103, the OMR program is requesting a

BUDGET NARRATIVE

Governor's Re-Entry Council Coordinator position. Package 103 was eliminated in the Governor's Balanced Budget.

Inmate Services

The Inmate Services Unit (ISU) is the central location within DOC responsible for ordering inmate birth certificates; processing 3,000 to 4,000 visiting applications, and preparing, reviewing, and recommending approval/denial of approximately 100 visiting appeals per month. Another responsibility of the ISU is ordering police reports and other historical documents related to inmates' criminal histories and archiving of such documents in addition to standardizing, streamlining, and automating associated processes. The Inmate Services Unit works very closely with other divisions and units including Operations, Business services, and Inspections as well as each of the individual institutions.

Transition Services

Transition Services assists in addressing some of the common barriers to offender re-entry. This unit offers an interactive, skills-based curriculum that focuses on soft skills around employment, obtaining and keeping housing, working with a parole and probation officer (PO), financial management, family and managing stress and practicing health self-care. Adults in custody are assessed on Re-Entry needs and receive services specific to their needs. Community partners and resources are engaged in "reach-in" to facilitate effective release to community supervision. Another responsibility of the Transition Services is to coordinate multiple agency reach-ins as well as community transition programs offered at the institution.

Release Services

Release Services coordinates the release planning efforts for all adults in custody leaving legal custody of the DOC. Release Counselors work with offenders, PO's, other DOC divisions, the BPPPS, and other state, local, and federal agencies and organizations to help inmates be successful on community supervision. Release plans include supervision requirements, housing, employment, support services, medical, and mental health care referrals.

Concerted release planning begins approximately six months before release. With an eye to public safety concerns, release counselors collaborate with the inmate, county community corrections agencies, the BPPPS, DOC medical and mental health professionals, state agencies and private providers to develop a plan designed to help inmates integrate into their communities, meet basic needs such as housing and employment, and ensure continuity of medical and/or mental health care post-release.

Proposed New Laws That Apply to the Program Unit

Four of the agency's nine legislative concepts (LC) for the 2015 session fall under the leadership of the Offender Management and Rehabilitation Division as described below.

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- LC 29100/001 would make prison terms for aggravated murder and murder sentences of “life” ineligible for earned time sentence reductions under ORS 421.121. Additionally, this legislative concept would amend ORS 421.120 to remove the ability for inmates to receive an additional 60 days earned time sentence reduction for completion of a high school diploma, General Education Development (GED) certificate, a certificate or degree from a post-secondary education institution as defined in ORS 337.511, or a journey level certification from a registered apprenticeship program as defined in ORS 660.010.
- LC 29100/003 would establish statutory authority for DOC to receive and expend other fund grant dollars on Re-Entry support and services for offenders releasing from DOC to supervision in the community. Such grant funds would provide the DOC the ability to fund Re-Entry services that begin in prison and continue upon release of offenders into the community.
- LC 29100/010 would provide statutory authority for the Oregon Youth Authority and the juvenile department to disclose and provide copies of reports and other materials relating to a child, ward, youth or youth offender’s history and prognosis to the DOC for DOC to perform official duties relating to the exercise of custody or supervision of a person committed to the legal and physical custody of the DOC.
- LC 29100/011 would amend ORS 181.800 to repeal the juvenile predatory sex offender statutes and clarify that the Board of Parole and Post- Prison Supervision (BPPPS), not DOC, is responsible for classifying inmates into sex offender levels. Current statutes that require DOC to make the sex offender classifications will cause increased workload for DOC to meet ‘due process’ requirements. This LC also seeks to substitute the term, “methodology” for “tool” to allow for assessment methodologies such as LSCMI and evaluation, remove the requirement that tool be based on “statistical likelihood” of reoffending, and establish authority for the disclosure of juvenile records by OYA and the juvenile department to the BPPPS for use in classifying sex offenders.
- In each of the last two legislative sessions, credit for time served bills have been submitted by the House Judiciary to expand the application of credit for time served from the county jail when the crime of conviction stems from the same criminal episode as the original offenses charged. If another such bill were to be introduced and ultimately pass during the upcoming legislative session, this will have a significant workload impact on the Offender Information and Sentence Computation Unit within the Offender Management and Rehabilitation program as well as the number of inmates who will be entitled to application of additional time served credits toward their terms of incarceration.

LC 29100/001 was assigned as HB 2423 and LC 29100/003 was assigned as SB 232; both bills passed this session. LC 29100/010 was assigned as HB 2425 and did not survive. However, some of the language was added to HB 2313 and passed. LC 29100/011 evolved into HB 2320 and passed. The credit for time served concept was introduced as HB 2310, and passed successfully.

BUDGET NARRATIVE

Expenditures by Fund Type, Positions and Full-Time Equivalents – 2015-17 Agency Request Budget

Program Sub-Unit	Position/FTE	Revenue Sources			
		General Fund	Other Funds	Federal Funds	Total Funds
Offender Management & Rehabilitation Administration	3 / 3.00	\$2,179,170	\$225,946	\$0	\$2,405,116
Intake	24 / 24.00	\$5,005,313	\$0	\$0	\$5,005,313
Offender Information & Sentence Computation	71 / 70.50	\$12,494,165	\$0	\$0	\$12,494,165
Population Management	8 / 8.00	\$2,073,330	\$0	\$0	\$2,073,330
Programs & Volunteer Services	5 / 5.00	\$13,126,640	\$5,271,644	\$0	\$18,398,284
Education & Training	6 / 6.00	\$14,192,530	\$3,103,469	\$0	\$17,295,999
Religious & Victim Services	30 / 29.00	\$6,313,719	\$862,876	\$0	\$7,176,595
Inmate & Community Advocacy	2 / 2.00	\$477,944	\$0	\$0	\$477,944
Transition & Re-Entry	52 / 52.00	\$13,040,928	\$46,221	\$0	\$13,087,149
Program Unit Total:	201 / 199.50	\$68,903,739	\$9,510,156	\$0	\$78,413,895

Expenditures by Fund Type, Positions and Full-Time Equivalents – 2015-17 Governor's Balanced Budget

Program Sub-Unit	Position/FTE	Revenue Sources			
		General Fund	Other Funds	Federal Funds	Total Funds
Offender Management & Rehabilitation Administration	3 / 3.00	\$2,179,170	\$225,946	-	\$2,405,116
Intake	22 / 22.00	\$4,434,529	-	-	\$4,434,529

BUDGET NARRATIVE

Offender Information & Sentence Computation	71 / 70.50		\$12,471,690	-	-	\$12,471,690
Population Management	8 / 8.00		\$2,073,330	-	-	\$2,073,330
Programs & Volunteer Services	4 / 4.00		\$12,884,896	\$5,271,644	-	\$18,156,540
Education & Training	6 / 6.00		\$14,102,639	\$3,103,469	-	\$17,206,108
Religious & Victim Services	29 / 28.00		\$6,138,876	\$862,876	-	\$7,001,752
Inmate & Community Advocacy	2 / 2.00		\$477,944	\$0	-	\$477,944
Transition & Re-Entry	50 / 50.00		\$12,616,119	\$46,221	-	\$12,662,340
Program Unit Total:	195 / 193.50		\$67,379,193	\$9,510,156	-	\$76,889,349

Expenditures by Fund Type, Positions and Full-Time Equivalents – 2015-17 Legislatively Adopted Budget

Program Sub-Unit	Position/FTE	Revenue Sources			
		General Fund	Other Funds	Federal Funds	Total Funds
Offender Management & Rehabilitation Administration	3 / 3.00	\$1,923,726	\$225,946	-	\$2,149,672
Intake	22 / 22.00	\$4,434,529	-	-	\$4,434,529
Offender Information & Sentence Computation	71 / 70.50	\$12,494,165	-	-	\$12,494,165
Population Management	8 / 8.00	\$2,073,330	-	-	\$2,073,330
Programs & Volunteer Services	4 / 4.00	\$12,884,896	\$5,271,644	-	\$18,156,540
Education & Training	6 / 6.00	\$14,431,794	\$3,103,469	-	\$17,535,263
Religious & Victim Services	29 / 28.00	\$6,138,876	\$862,876	-	\$7,001,752
Inmate & Community Advocacy	2 / 2.00	\$477,944	\$0	-	\$477,944
Transition & Re-Entry	50 / 50.00	\$12,616,119	\$46,221	-	\$12,662,340
Program Unit Total:	195 / 193.50	\$67,475,379	\$9,510,156	-	\$76,985,535

Revenue Sources and Proposed Revenue Changes

Other Fund revenues shown in the Offender Management and Rehabilitation Administration sub-unit are associated with currently unfunded expenditure limitation that was related to an earlier Workplace and Community Transition Training grant. The federal

BUDGET NARRATIVE

appropriation was received for the Education and Training sub-unit during the 2009-2011 biennium and used to pay for career technical instructional services to adults in custody through Intergovernmental Agreements with several community colleges. The grant was no longer funded after 2011.

Other Fund revenues shown in the Programs and Volunteer Services sub-unit are received from Inmate Welfare Funds (IWF) that are used to fund professional services contracts for delivery of treatment, cognitive restructuring and parenting programs to adults in custody. Of the \$5,271,644 of Other Funds for this sub-unit, \$242,490 is unfunded limitation that was previously used for receipt of a Residential Substance Abuse Treatment grant from the Criminal Justice Commission.

Other Fund revenues shown in the Education and Training sub-unit are received from IWF, Inmate Work Programs (IWP), and federal pass through grant funds that DOC receives from the Oregon Department of Education. The grant dollars are used to cover instructional costs paid to Community Colleges through Intergovernmental Agreements for providing Adult Basic Skills Development and special education services, as required by the Individuals with Disabilities Education Act. Additionally, the grant dollars also fund program and equipment costs associated with work-based education programs. The IWF revenue is used to cover some of the instructional costs paid to community colleges for the delivery of work-based education programs in four of the prisons.

Other Fund revenues shown in the Religious and Victim Services sub-unit are received from donations and from victim restitution payments made by adults in custody. The most recent donation came from the Confederated Tribe of the Siletz Indians and these funds are being used to cover travel expenses for Native American volunteers who travel to institutions around the state providing Native American religious services (sweat ceremonies). The victim restitution revenues are used to provide victim notification services in Oregon through the operation and maintenance of the Victim Information Notification Everyday (VINE) system.

Other Fund revenues shown in the Transition and Re-Entry sub-unit are received from IWF and are used to pay for inmate subsidy upon release as well as costs associated with Department of Motor Vehicle trips to assist adults in custody with obtaining a valid photo identification card prior to their release from DOC custody.

While there is currently some unfunded limitation within the OMR program, the department is actively seeking new grants. Additionally, the Government Efficiencies and Communications Office within DOC is submitting a policy package request for a Grants Manager position to focus on researching, applying, receiving and monitoring grants for the department. The approval of this policy package would provide the department the necessary resource to take advantage of available grants to help supplement program costs within the OMR program and elsewhere throughout the department.

BUDGET NARRATIVE

Offender Management and Rehabilitation 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; and 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the 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 2015-17 Base Budget by the standard inflation factor of 3.0%.

Vacancy Savings – Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by the DAS CFO. This formulaic estimate of vacancy savings is then compared against the base budget, resulting in a package 010 adjustment.

PERS Pension Obligation Bonds – The Pension Obligation Bond amount is provided to the DAS CFO. This budgeted amount is distributed to DAS for Debt Service on PERS Pension Obligation Bonds. There is no inflation factor applied to Pension Obligation Bonds.

Agency Request Budget

Staffing Impact

None

Revenue Sources

General Fund	\$1,144,835
Other Funds	642

BUDGET NARRATIVE

Governor's Balanced Budget

Staffing Impact

None

Revenue Sources

General Fund	\$1,144,835
Other Funds	642
Federal Funds	<u>0</u>
Total Funds	\$1,145,477

Legislatively Adopted Budget

Staffing Impact

None

Revenue Sources

General Fund	\$1,144,835
Other Funds	642
Federal Funds	<u>0</u>
Total Funds	\$1,145,477

2017-19 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 2017-19, 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: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,144,835	-	-	-	-	-	1,144,835
Total Revenues	\$1,144,835	-	-	-	-	-	\$1,144,835
Personal Services							
Temporary Appointments	10,776	-	-	-	-	-	10,776
Overtime Payments	5,493	-	-	-	-	-	5,493
Shift Differential	-	-	10	-	-	-	10
All Other Differential	4,636	-	454	-	-	-	5,090
Public Employees' Retire Cont	1,979	-	91	-	-	-	2,070
Pension Obligation Bond	116,329	-	101	-	-	-	116,430
Social Security Taxes	1,599	-	36	-	-	-	1,635
Unemployment Assessments	617	-	-	-	-	-	617
Mass Transit Tax	9,958	-	3	-	-	-	9,961
Vacancy Savings	993,448	-	(53)	-	-	-	993,395
Total Personal Services	\$1,144,835	-	\$642	-	-	-	\$1,145,477
Services & Supplies							
Other Care of Residents and Patients	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	1,144,835	-	642	-	-	-	1,145,477
Total Expenditures	\$1,144,835	-	\$642	-	-	-	\$1,145,477

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(642)	-	-	-	(642)
Total Ending Balance	-	-	(\$642)	-	-	-	(\$642)

BUDGET NARRATIVE

Offender Management and Rehabilitation Division

022 Phase-out Pgm & One-time Costs

Package Description

Purpose

This package includes the financial impact associated with phasing out programs, services, or legislative actions that were terminated during the 2013-15 biennium. This includes the elimination of one-time expenditures and/or reductions that were a part of the 2013-15 budget. The 2013-15 Legislative Adopted Budget contained one time reductions in Package 810, which are phased out in 2015-17.

How Achieved

This package includes the financial impact associated with phasing out the non-PICS Personal Services, Services and Supplies, Capital Outlay, and Special Payments for programs and services eliminated during the 2013-15 biennium.

Note: The position/FTE counts and the PICS financial impact of phased-out positions is included in the Base Budget as part of the automated budget development process. Only the incremental change for the above mentioned non-PICS accounts is included in this package.

Agency Request Budget

Staffing Impact

None

Revenue Sources

General Fund	\$374,462
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Governor's Balanced Budget

Staffing Impact

None

BUDGET NARRATIVE

Revenue Sources

General Fund	\$374,462
Other Funds	0
Federal Funds	0
<hr/>	
Total Funds	\$374,462

Legislatively Adopted Budget

Staffing Impact

None

Revenue Sources

General Fund	\$374,462
Other Funds	0
Federal Funds	0
<hr/>	
Total Funds	\$374,462

2017-19 Fiscal Impact

The actions included in this package will become part of the Base Budget for 2017-19.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	374,462	-	-	-	-	-	374,462
Total Revenues	\$374,462	-	-	-	-	-	\$374,462
Services & Supplies							
Instate Travel	3,709	-	-	-	-	-	3,709
Out of State Travel	155	-	-	-	-	-	155
Employee Training	1,213	-	-	-	-	-	1,213
Office Expenses	44,104	-	-	-	-	-	44,104
Telecommunications	586	-	-	-	-	-	586
Data Processing	1,730	-	-	-	-	-	1,730
Publicity and Publications	49	-	-	-	-	-	49
Professional Services	19,215	-	-	-	-	-	19,215
Employee Recruitment and Develop	112	-	-	-	-	-	112
Dues and Subscriptions	45	-	-	-	-	-	45
Facilities Maintenance	325	-	-	-	-	-	325
Food and Kitchen Supplies	2	-	-	-	-	-	2
Other Care of Residents and Patients	96,151	-	-	-	-	-	96,151
Other Services and Supplies	202,196	-	-	-	-	-	202,196
Expendable Prop 250 - 5000	5,087	-	-	-	-	-	5,087
IT Expendable Property	(217)	-	-	-	-	-	(217)
Total Services & Supplies	\$374,462	-	-	-	-	-	\$374,462

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	374,462	-	-	-	-	-	374,462
Total Expenditures	\$374,462	-	-	-	-	-	\$374,462
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

BUDGET NARRATIVE

Offender Management and Rehabilitation 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 2015-17, inflation factors are 3.0% for standard inflation, 3.3% for Professional Services, 19.2% for Attorney General charges, 3.0% for Facility Rental and Taxes, and 3.0% for Special Payments. Inflation requested in this package is based on the 2015-17 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	\$934,284
Other Funds	288,774
Federal Funds	0

Governor's Balanced Budget

Staffing Impact

None

BUDGET NARRATIVE

Revenue Sources

General Fund	\$911,809
Other Funds	288,774
Federal Funds	<u>0</u>
Total Funds	\$1,200,583

Legislatively Adopted Budget

This 2015 Legislature reverted this package back to the amounts in the Agency Request Budget.

Staffing Impact

None

Revenue Sources

General Fund	\$934,284
Other Funds	288,774
Federal Funds	<u>0</u>
Total Funds	\$1,223,058

2017-19 Fiscal Impact

The actions included in this package will become part of the Base Budget for 2017-19.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	934,284	-	-	-	-	-	934,284
Total Revenues	\$934,284	-	-	-	-	-	\$934,284
Services & Supplies							
Instate Travel	7,734	-	4,105	-	-	-	11,839
Out of State Travel	403	-	55	-	-	-	458
Employee Training	2,414	-	520	-	-	-	2,934
Office Expenses	30,416	-	964	-	-	-	31,380
Telecommunications	4,534	-	93	-	-	-	4,627
Data Processing	3,531	-	148	-	-	-	3,679
Publicity and Publications	113	-	-	-	-	-	113
Professional Services	473,828	-	96,170	-	-	-	569,998
Attorney General	77,023	-	-	-	-	-	77,023
Employee Recruitment and Develop	256	-	95	-	-	-	351
Dues and Subscriptions	101	-	-	-	-	-	101
Facilities Maintenance	736	-	3,158	-	-	-	3,894
Food and Kitchen Supplies	4	-	-	-	-	-	4
Medical Services and Supplies	228,839	-	152,003	-	-	-	380,842
Other Care of Residents and Patients	46,521	-	21,060	-	-	-	67,581
Other Services and Supplies	22,706	-	7,120	-	-	-	29,826
Expendable Prop 250 - 5000	22,100	-	1,315	-	-	-	23,415
IT Expendable Property	13,025	-	1,105	-	-	-	14,130
Total Services & Supplies	\$934,284	-	\$287,911	-	-	-	\$1,222,195

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Recreational Equipment	-	-	863	-	-	-	863
Total Capital Outlay	-	-	\$863	-	-	-	\$863
Total Expenditures							
Total Expenditures	934,284	-	288,774	-	-	-	1,223,058
Total Expenditures	\$934,284	-	\$288,774	-	-	-	\$1,223,058
Ending Balance							
Ending Balance	-	-	(288,774)	-	-	-	(288,774)
Total Ending Balance	-	-	(\$288,774)	-	-	-	(\$288,774)

BUDGET NARRATIVE

Offender Management and Rehabilitation Division

032 Above Standard Inflation

Package Description

Purpose

This package includes funding for above standard inflation as prescribed by DAS. Approval by the DAS CFO is required in order to use this package. The Offender Management and Rehabilitation 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 2015-17 the above standard inflation factor for Medical Services and Supplies is 1.7%, and non-DAS inflation related to facility rent and taxes is 1.4%. These are in addition to the inflation included in package 031.

Agency Request Budget

Staffing Impact

None

Revenue Sources

General Fund	\$177,057
Other Funds	95,750

Governor's Balanced Budget

Staffing Impact

None

BUDGET NARRATIVE

Revenue Sources

General Fund	\$177,057
Other Funds	95,750
Federal Funds	<u>0</u>

Total Funds \$272,807

Legislatively Adopted Budget

Staffing Impact

None

Revenue Sources

General Fund	\$177,057
Other Funds	95,750
Federal Funds	<u>0</u>

Total Funds \$272,807

2017-19 Fiscal Impact

The actions included in this package will become part of the Base Budget for 2017-19.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	177,057	-	-	-	-	-	177,057
Total Revenues	\$177,057	-	-	-	-	-	\$177,057
Services & Supplies							
Professional Services	47,382	-	9,616	-	-	-	56,998
Medical Services and Supplies	129,675	-	86,134	-	-	-	215,809
Total Services & Supplies	\$177,057	-	\$95,750	-	-	-	\$272,807
Total Expenditures							
Total Expenditures	177,057	-	95,750	-	-	-	272,807
Total Expenditures	\$177,057	-	\$95,750	-	-	-	\$272,807
Ending Balance							
Ending Balance	-	-	(95,750)	-	-	-	(95,750)
Total Ending Balance	-	-	(\$95,750)	-	-	-	(\$95,750)

BUDGET NARRATIVE

Offender Management and Rehabilitation Division

040 Mandated Caseload

Package Description

Purpose

Mandated caseload changes included in this package are based on caseload changes for 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 2014 Oregon Corrections Population Forecast published by DAS Office of Economic Analysis is the basis for actions presented in this package. The Governor's Balanced Budget 040 package is based on the October 2014 caseload forecast.

How Achieved

In response to the caseload projections included in the April 2014 Population Forecast, DOC completes a Population Management Plan that details the location and number of beds to be opened and/or closed in the institutions. This plan reflects the continued use of temporary and emergency beds within the department's facilities as needed to manage the changing prison population. Specifically, the plan includes opening temporary and emergency beds during 2015-17 at Oregon State Correctional Institution, Eastern Oregon Correctional Institution, and Two Rivers Correctional Institution. The plan also includes closing temporary and emergency beds during 2015-17 at Oregon State Correctional Institution, Coffee Creek Correctional Facility, Eastern Oregon Correctional Institution, Santiam Correctional Institution, and Snake River Correctional Institution.

During 2013-15, unfunded temporary and emergency beds were brought into production due to discrepancies between the April 2013 Population Forecast and actual prison growth. The funding for those prison beds, had the forecast been correct, would have become part of the 2015-17 base budget. Specifically, unfunded temporary and emergency beds were utilized at Powder River Correctional Facility, Warner Creek Correctional Facility, Deer Ridge Correctional Institution, Eastern Oregon Correctional Institution, and Oregon State Correctional Institution. Unfunded temporary and emergency beds were taken off line at Santiam Correctional Institution, Oregon State Penitentiary, Coffee Creek Correctional Facility, and Snake River Correctional Institution. Actions within this package resolve those issues providing ongoing funding for those beds.

Additional services and supplies funding will be needed in order to meet the needs of this larger population at the various locations indicated. This package was built in the Agency Request Budget to reflect the caseload changes in the April 2014 caseload forecast. The package was updated in the Governor's Balanced Budget to reflect the caseload changes in the October 2014 caseload forecast. The 2015 Legislature denied the changes in the Governor's Balanced budget, and reverted package 040 back to Agency Request

BUDGET NARRATIVE

Budget amounts, which reflect the April 2014 OEA caseload forecast. LFO Package 802 adds caseload changes from April 2014 forecast to the April 2015 forecast.

Agency Request Budget

Staffing Impact

None

Revenue Source

General Fund	\$86,534
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Governor's Balanced Budget

Staffing Impact

None

Revenue Sources

General Fund	\$536,021
Other Funds	0
Federal Fund	0
<hr/>	
Total Funds	\$536,021

Legislatively Adopted Budget

The 2015 Legislature denied the changes in the Governor's Balanced budget, and reverted package 040 back to Agency Request Budget amounts, which reflect the April 2014 OEA caseload forecast. LFO Package 802 adds caseload changes from April 2014 forecast to the April 2015 forecast.

Staffing Impact

None

Revenue Sources

General Fund	\$86,534
Other Funds	0

BUDGET NARRATIVE

Federal Fund	0
Total Funds	\$86,534

2017-19 Fiscal Impact

This package will have an impact on the 2017-19 budget, with beds phasing-in during 2015-17 needing to be funded for a full 24-month period in 2017-19. Base salary and Other Personnel Expenses for new staff will be automatically adjusted by PICS. Additional Services & Supplies and non-PICS Personal Services accounts will be manually adjusted in package 021. The additional operating costs will be offset partially by the elimination of one-time and startup supplies and equipment in package 022.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 040 - Mandated Caseload

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	86,534	-	-	-	-	-	86,534
Total Revenues	\$86,534	-	-	-	-	-	\$86,534
Services & Supplies							
Office Expenses	3,102	-	-	-	-	-	3,102
Telecommunications	482	-	-	-	-	-	482
Data Processing	371	-	-	-	-	-	371
Professional Services	50,466	-	-	-	-	-	50,466
Attorney General	1,283	-	-	-	-	-	1,283
Medical Services and Supplies	24,403	-	-	-	-	-	24,403
Other Care of Residents and Patients	4,653	-	-	-	-	-	4,653
Other Services and Supplies	1,774	-	-	-	-	-	1,774
Total Services & Supplies	\$86,534	-	-	-	-	-	\$86,534
Total Expenditures							
Total Expenditures	86,534	-	-	-	-	-	86,534
Total Expenditures	\$86,534	-	-	-	-	-	\$86,534
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

BUDGET NARRATIVE

Offender Management and Rehabilitation 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

Through this technical adjustment, the Inmate Work Program – Fire Crew Administration Other Funds limitation of \$415,127 is moved from the Offender Management and Rehabilitation Division to the Operations Division.

The Community Corrections Division and the Offender Management and Rehabilitation Division shared a common Other Fund appropriation in prior biennia. Through a re-organization in 2013-15, Community Corrections became its own division. This package completes one part of this re-organization by better aligning limitation to the appropriate division. Other Funds limitation of \$106,369 is transferred from the Offender Management and Rehabilitation Division to the Community Corrections Division.

All of these transfers are within DOC divisions and net to zero for the agency.

Agency Request Budget

Staffing Impact

None

Revenue Sources

General Fund	\$0
Other Funds	(\$521,496)

Governor's Balanced Budget

Staffing Impact

None

BUDGET NARRATIVE

Revenue Sources

General Fund	\$0
Other Funds	(521,496)
Federal Funds	<u>0</u>
Total Funds	(\$521,496)

Legislatively Adopted Budget

Staffing Impact

None

Revenue Sources

General Fund	\$0
Other Funds	(521,496)
Federal Funds	<u>0</u>
Total Funds	(\$521,496)

2017-19 Fiscal Impact

The actions included in this package will become a part of the Base Budget for 2017-19.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Shift Differential	-	-	(335)	-	-	-	(335)
All Other Differential	-	-	(15,590)	-	-	-	(15,590)
Public Employees' Retire Cont	-	-	(3,110)	-	-	-	(3,110)
Pension Obligation Bond	-	-	(1,038)	-	-	-	(1,038)
Social Security Taxes	-	-	(1,219)	-	-	-	(1,219)
Mass Transit Tax	-	-	(96)	-	-	-	(96)
Vacancy Savings	-	-	53	-	-	-	53
Total Personal Services	-	-	(\$21,335)	-	-	-	(\$21,335)
Services & Supplies							
Instate Travel	-	-	(140,952)	-	-	-	(140,952)
Employee Training	-	-	(5,421)	-	-	-	(5,421)
Office Expenses	-	-	(16,264)	-	-	-	(16,264)
Telecommunications	-	-	(3,132)	-	-	-	(3,132)
Data Processing	-	-	(4,986)	-	-	-	(4,986)
Employee Recruitment and Develop	-	-	(3,253)	-	-	-	(3,253)
Facilities Maintenance	-	-	(108,425)	-	-	-	(108,425)
Medical Services and Supplies	-	-	(5,680)	-	-	-	(5,680)
Other Care of Residents and Patients	-	-	(141,571)	-	-	-	(141,571)
Other Services and Supplies	-	-	(10,843)	-	-	-	(10,843)
Expendable Prop 250 - 5000	-	-	(21,685)	-	-	-	(21,685)
IT Expendable Property	-	-	(37,949)	-	-	-	(37,949)
Total Services & Supplies	-	-	(\$500,161)	-	-	-	(\$500,161)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	(521,496)	-	-	-	(521,496)
Total Expenditures	-	-	(\$521,496)	-	-	-	(\$521,496)
Ending Balance							
Ending Balance	-	-	521,496	-	-	-	521,496
Total Ending Balance	-	-	\$521,496	-	-	-	\$521,496

BUDGET NARRATIVE

Offender Management and Rehabilitation Division

103 Staffing: New Initiatives & Existing Workload

Agency Overview

Policy Option package 103 seeks to address issues related to staffing new initiatives and existing workload throughout several divisions within the Oregon Department of Corrections (DOC). The actions within this package permanently fund 11 positions throughout seven divisions. Below is the Agency Request Budget impact summary. Please see division-specific narrative for more detail.

- Central Administration Division: 3 Pos., 3.00 FTE, General Fund: \$916,814 **(Eliminated in the LAB)**
- Health Services Division: 1 Pos., 1.00 FTE, General Fund: \$301,856 **(Eliminated in the LAB)**
- Operations Division: 1 Pos., 1.00 FTE, General Fund: \$272,314 **(Eliminated in the LAB)**
- Human Resources: 1 Pos., 1.00 FTE, General Fund: \$225,695 **(Eliminated in the LAB)**
- Community Corrections Division: 1 Pos., 1.00 FTE, General Fund: \$289,314 **(Eliminated in the LAB)**
- Offender Management and Rehabilitation Division: 3 Pos., 3.00 FTE, General Fund: \$666,553 **(Eliminated in the LAB)**
- General Services Division: 1 Pos., 1.00 FTE, General Fund: \$364,939 **(Eliminated in the LAB)**
- Total Package: 11 Pos., 11.00 FTE, General Fund: \$3,037,485 **(Eliminated in the LAB)**

Purpose

During the last two biennia, the DOC has been required to reduce the amount of management service employees and to reduce overall budgets. The addition of these new positions to the Offender Management and Rehabilitation Division will provide the department the necessary resources to meet the full-time workload that exists and fulfill requirements regarding new initiatives.

Program & Volunteer Services Administrator

This policy option package is seeking to establish position authority for a Programs and Volunteer Services Administrator. This position would exist to supervise and direct all operational activities in the Programs and Volunteer Services Unit within the Offender Management and Rehabilitation Division within the Department of Corrections. This position would be responsible for developing, recommending, and implementing department policy, program priorities and the most cost-effective approach to resource allocation necessary to fulfill the department's mission, goals and objectives as mandated by law and determined by the department's executive team.

The responsibilities of this position include managing a \$17M biennial budget that includes the administering and monitoring of \$14.4M in professional services contracts with multiple private non-profit agencies for the delivery of alcohol and drug treatment as well as cognitive

BUDGET NARRATIVE

treatment and parenting inside out programming throughout the department. Additionally, this position would direct the statewide volunteer program that currently oversees 2,600 active volunteers and includes recruiting, training, and approving their access to ensure the safety and security of all volunteers, Adults in Custody (AIC), and staffs. Volunteers are an integral part of the Department of Corrections system and are crucial resources as the department focuses efforts towards AIC's successful rehabilitation and re-entry into the community.

During the 2003-2005 biennium, the programs responsibility was added to the Education and Training Administrator who at that time managed the Statewide Correction's Education Program, which included Adult Basic Skills Development, General Education Development (GED), and Work-based Education Programs delivered by various Community Colleges through Intergovernmental Agreements. Since that time, additional prisons and subsequent education programs were added as well as statewide apprenticeship opportunities. Additionally, as the department continues to enhance the employability and career readiness of AIC's, the Statewide Correction's Education Program is engaging more broadly across the department and the community to develop employment opportunities in preparation for release.

ORS 423.150 mandates the department to provide treatment services to drug-addicted persons who are at a high or medium risk of reoffending and who have moderate to severe treatment needs. Additionally, Article 1 – Section 41 of the Oregon Constitution and ORS 423.020(1) (e)(2) mandates the department to provide alcohol and drug treatment to those Adults in Custody (AIC) whose addiction is preventing their effective participation in work or training programs. Lastly, ORS 421.504 and 421.506 mandates the department to provide cognitive-based and intensive alcohol and drug treatment alternative incarceration programs (AIP).

As the treatment programs have evolved into evidence-based programs in accordance with legislative mandates, the Programs and Volunteer Services unit requires close monitoring and continuous oversight by a dedicated Administrator. The evolution and expansion of treatment services over the past ten years has resulted in an increased number of contract service providers and the expenditure of professional services dollars from a biennial average of \$6.3M to \$14.4M. Additionally, through the loss of management positions during the 2011-2013 legislative cuts, and the resulting department reorganization, the responsibility of the Volunteer Program has been combined with the treatment programs.

The expanded scope of the Statewide Correction's Education Program and the growth of treatment programs from a mere \$6M budget to the current \$17M budget over the past decade has created the necessity to split the Statewide Correction's Education Program and Programs and Volunteer Services responsibilities between two Administrators as opposed to one.

Governor's Re-entry Council Coordinator

This policy package is for a dedicated position to coordinate work of the Governor's Re-Entry Council, a statewide leadership group working collaboratively with state, and local agencies and organizations to increase the success and safety of incarceration to community supervision. Successful reintegration of persons returning from incarceration requires efforts of multiple state and local agencies and organizations. The Council was established through Executive Order Number 07-05 and requires the department to staff council efforts.

BUDGET NARRATIVE

The Council is responsible for planning, developing, implementing and overseeing a multi-agency transition approach for Oregon including improvements in the success of Adults in Custody (AIC) during their incarceration phase. As directed in the Governor's Executive Order, the Department of Corrections (DOC) is responsible for overall management of the Re-entry Council and associated sub-committees and implementation teams. The management of the Council is currently assigned to a person who is already performing a full-time job, and resources do not currently exist within the department to effectively manage the scope and workload associated with the Council.

This new position will be responsible for working with Council members and their designees to map the cross-jurisdictional transition and re-entry process through the creation of a fundamentals map, by establishing targets, and defining success for transition from incarceration to community, and to identify the impacts to each state and local agency. This includes managing Breakthrough Plans and establishing work groups to implement systems reform and make necessary changes to policies, procedures and practices of state and local agencies involved in the re-entry process. Additionally, this position will be responsible to establish and maintain communication among stakeholders across the state, as well as provide oversight and conduct monitoring of implementation teams and plans focused on policy and practice improvements.

This position will also be responsible for ensuring the Council meets their obligations with regard to defining state-level performance goals and developing system-wide agreements on those state-level deliverables that will result in the improvement of transition from incarceration to community.

Re-entry Benefits Coordinator

This policy option package is to provide staffing to better ensure the department can assist Adults in Custody (AIC) preparing for release to apply for and/or enroll in state and federal benefits programs for which they are eligible, including: health care benefits through the Affordable Health Care Act (Cover Oregon or Cover Oregon replacement), Social Security Administration's Supplemental Income and Disability (SSI/SSDI) programs, Medicaid benefits for persons 64-65 and older (Medicaid's MAGI); as well as, benefits available to Veterans (during incarceration and in preparation for release) and other such benefit streams. The position requested will also ensure the department's compliance with those benefit application and enrollment processes which are governed by other state and/or federal agencies.

Under the Affordable Care Act, large numbers of individuals are newly-eligible for health insurance for both medical and behavioral health care. In the fall of 2013, the department repurposed a position to serve as a Re-entry Benefits Coordinator. This position assists AIC's preparing for release to complete applications and ensure OHA or DHS determine eligibility status prior to release from incarceration. This is accomplished during brief eligibility windows, which differ for Cover Oregon, the Medicaid (MAGI) program for those aged 64+ and older, and for Social Security (SSI/SSDI).

Since 2008, the department has each year released an average of 4,600 AIC's from prison to the community, and another 97 young AIC's per year from OYA's physical custody. The majority of these individuals will be eligible for Cover Oregon, Medicaid and/or other benefits

BUDGET NARRATIVE

upon release from incarceration. Currently there is only one position dedicated to the effort and requires this one position to travel statewide to all 14 prisons in order to assist the releasing AIC's with applying for benefits for which they qualify.

How Achieved

Program & Volunteer Services Administrator

The current scope of knowledge and responsibility that exists in both the Education and Training unit as well as Programs and Volunteer Services unit is too much workload for one Administrator. The funding for a Programs and Volunteer Services Administrator position will provide the department with separate and distinct oversight in each of the areas that is necessary to ensure the delivery of effective programs that focus on rehabilitation and the successful re-entry of AIC's into the community.

Governor's Re-entry Council Coordinator

The addition of this new position will provide the department the necessary resource to meet the full-time workload that exists with managing the Governor's Re-Entry Council and associated planning, implementation and monitoring efforts. This position will also allow the current person performing these duties to return to performing one job instead of two.

Re-entry Benefits Coordinator

The addition of this new position will provide the department the necessary resource to meet the large workload of assisting as many of the 4,600 releasing inmates to apply for re-entry benefits. This additional resource may be most beneficial by potentially making an east/west geographical split of the work and thereby reducing the travel time and overtime placed on one position.

Quantifying Results

The department has developed Correctional Outcomes through Research and Engagement (CORE) as a means to monitor and measure the daily work performed throughout the department. This will allow the department the ability to identify opportunities for improvement and streamline processes as well as use data for identification of constraints, effectively use resources and ultimately promote public safety. To gauge the department's progress, each core process is measured and replicated on an agency scorecard.

Program & Volunteer Services Administrator

The benefits and outcomes of adding a new Programs & Volunteer Services Administrator will be tied to the following CORE operating process (OP) measures and outcome measures (OM):

OP #2: Preparing for Successful Release/Re-entry

- OP2b: A&D Treatment - Percent of releasing A&D treatment participants in the targeted risk group who complete a program.
- OP2c: Cognitive Treatment – Percent of releasing cognitive treatment participants in the targeted risk group who complete a program.

BUDGET NARRATIVE

- OP2d: Combination Cognitive with A&D Treatment – Percent of releasing combination cognitive with A&D treatment participants in the targeted risk group who complete a program.

OP #5: Connecting Inmates to Family and Community

- OP5c: Volunteers – Number of active volunteers.
- OP5d: Parenting Programs – Percent of released parenting program participants who completed the program.

OM#8: Case Plan Adherence

- OM8b: Case plan compliance - Percentage of moderate/high released inmates who complete a program prioritized on their case plan.

OM #5: Recidivism

- OM5a: 36-month recidivism rate of offenders released to post-prison supervision
- OM5c: 36-month recidivism rate of offenders released to Linn and Douglas counties on post-prison supervision
- OM5e: Re-arrest for any reason

Key Performance Measure (KPM) #3: Number of offenders who are convicted of a new felony crime within three years of their release from a prison sentence.

KPM #10: Percentage of AIC's who successfully complete short-term transitional leave (STTL).

- STTL is an inherent part of an AIC's successful release from AIP prior to post-prison supervision. In addition, as the department releases more AIC's onto short-term transitional leave independent to AIP, a focus toward rehabilitation and re-entry leading up to the release is crucial to ensure successful transition to the community.

Part of Operating Process 2 is measuring the successful participation of AIC's in education. Additionally, embedded in OM8b as well as the department's Key Performance #2, is the percentage of moderate/high released inmates who completed an education program as prioritized in their case plan.

As the department begins cascading additional measures, these new positions will play vital roles in collecting and analyzing the data to inform and plan for the improvement of programs and processes that will lead to efficiencies and greater effectiveness.

Governor's Re-entry Council Coordinator

BUDGET NARRATIVE

The Governor's Re-Entry Council is also in the process of developing measures to gauge the progress and accomplishments of the Council's efforts. Given this new position will be dedicated to the work of the Governor's Re-Entry Council, they will use CORE to help focus Council efforts to more effectively and efficiently measure progress.

The addition of this new position and the benefits and outcomes of adding this position will be tied to the following CORE operating process measures (OP) and outcome measures (OM):

OP #2: Preparing for Successful Release/Re-entry

- OP2e: Housing – Percent of inmates with housing identified at release
- OP2f: PO Reach-In's – Percent of moderate/high risk inmates who receive reach-in's before release
- OP2h: Work Assignment History – Percent of inmates receiving a work assignment history document upon release

OP #4: Providing Inmate Work Opportunities

- OP4d: Evaluating inmates upon entry for job readiness – Percent of inmates evaluated at intake for job readiness skills
- OP4f: Providing job readiness skills, resources and supportive services – Number of inmates involved in skill building classes or programming

OP #5: Connecting Inmates to Family and Community

- OP5a: All inmate visits – Percent of inmates within 3 years of release who receive visits
- OP5b: Friends and family visits – Percent of all inmates who receive visits from friends and family
- OP5e: Family Functions – Number of special family functions and events provided
- OP5f: Telmate phone contacts – Number of Video Interactive Phone (VIP) calls
- OP5g: Inmates using Telmate – Number of inmates participating in VIP calls

OP #6: Managing Offenders in the Community

- OP6a: Employment Statewide – Total percent employed
- OP6d: Employment, Linn and Douglas – Total percent employed in Linn and Douglas counties

OM #4: Community Supervision Success

- OM4a: Percentage of post-prison supervision offenders who successfully complete community supervision
- OM4c: Percentage of Linn and Douglas county post-prison supervision offenders who successfully complete community supervision

OM #5: Recidivism

- OM5a: 36-month recidivism rate of offenders released to post-prison supervision

BUDGET NARRATIVE

- OM5c: 36-month recidivism rate of offenders released to Linn and Douglas counties on post-prison supervision
- OM5e: Re-arrest for any reason

OM #10: Public Safety

- OM10c: Percentage of inmates who complete transitional leave
- OM10d: Percentage of those arrested for a felony while on transitional leave

Key Performance Measure (KPM) #3: Number of offenders who are convicted of a new felony crime within three years of their release from a prison sentence.

Re-entry Benefits Coordinator

The addition of this new position and the benefits and outcomes of adding this position will be tied to the following CORE operating process (OP) measures and outcome measures (OM):

OP #3: Managing Inmate Healthcare

- OP3a: Percent of total inmate care encounters that occur off-site - This data is tracked to help the awareness and management of off-site medical care costs. The addition of this position will provide the necessary resource to ensure the application process for Medicaid occurs for AIC's aged 64 and older who experience hospital stays of 24 or more hours and ultimately help reduce costs to the department.

OP #5: Connecting Inmates to Family and Community

- Although a specific measurement has not yet been developed, this position request will directly support the sub-process under OP5, titled, "Connecting and Promoting Healthy Families" by assisting AIC's to obtain all the supportive medical-type benefits they are eligible for. Healthy AIC's upon re-entry also leads to a greater ability to obtain employment.

Key Performance Measure (KPM) #12: Inmate Offsite Healthcare

- This KPM measures the same information as OP3a.

A work plan will be utilized to include the tasks needing to be completed and document who would be responsible for completion. It will support effective expectations and reinforce accountability.

BUDGET NARRATIVE

Agency Request Budget

Staffing Impact

Positions	3
FTE	3.00

Revenue Sources

General Fund	\$666,553*
Other Funds	0
Federal Funds	0
<u>Total Revenue</u>	<u>\$666,553</u>

*\$241,744 (Program & Volunteer Services Administrator)
\$223,739 (Governor's Re-entry Council Coordinator)
\$201,070 (Re-entry Benefits Coordinator)
\$666,553 Total

Governor's Balanced Budget

Staffing Impact

Positions	0
FTE	0.00

Revenue Sources

General Fund	\$0*
Other Funds	0
Federal Funds	0
<u>Total Revenue</u>	<u>\$0</u>

*\$0 (Program & Volunteer Services Administrator)
\$0 (Governor's Re-entry Council Coordinator)
\$0 (Re-entry Benefits Coordinator)
\$0 Total

BUDGET NARRATIVE

Legislatively Adopted Budget

This package was eliminated in the Legislatively Adopted Budget.

Staffing Impact

Positions	0
FTE	0.00

Revenue Sources

General Fund	\$0*
Other Funds	0
Federal Funds	0
<hr/> Total Revenue	<hr/> \$0

*\$0 (Program & Volunteer Services Administrator)

\$0 (Governor's Re-entry Council Coordinator)

\$0 (Re-entry Benefits Coordinator)

\$0 Total

2017-19 Impact

This package was removed in the Legislatively Adopted Budget and so will not become part of the Base Budget for 2017-19.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 103 - Staffing: New Initiatives & Existing Workload

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Personal Services							
Unemployment Assessments	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Total Personal Services	-	-	-	-	-	-	-
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 103 - Staffing: New Initiatives & Existing Workload

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							-
Total Positions	-	-	-	-	-	-	-
Total FTE							
Total FTE							-
Total FTE	-	-	-	-	-	-	-

BUDGET NARRATIVE

Offender Management and Rehabilitation Division

108 GED Testing Fees and Inflation Restoration – (Eliminated in LAB)

Purpose

The purpose of this policy option package is to request funding for the General Education Development (GED) testing fees and an inflation increase on the professional services dollars used to fund Intergovernmental Agreements (IGA) with community colleges for the delivery of Statewide Corrections Education Programs to Adults in Custody (AIC).

GED Testing Fees

Under ORS 421.084, the department is required to provide adult basic skills programs to address the foundational education needs of AIC's ranging from basic literacy through preparation to complete the GED.

GED Testing Service, owner of the GED test, last updated the GED in 2002 and that version, which is in a paper/pencil format, is what has been offered AIC's for the past 12 years. On January 1, 2014 GED Testing Service changed the official content of the GED test as well as moved it to a computer-based format only. These changes have led to an increase in the costs associated with taking GED tests. Both the practice and official GED tests consist of four subject areas that are computer-based and result in a per-subject test charge.

Prior to January 1, 2014, there was not a cost to the department to provide practice tests to AIC's. However, the movement to computer-based testing has also resulted in a \$57.00 increase per test battery (four subject areas) for AIC's taking the official GED test.

Below is a summary of the increased costs:

- Test Battery = All 4 Subject Areas of Science, Social Studies, Reasoning Through Language Arts, and Mathematical Reasoning
- Cost increase between 2002 paper-pencil GED test series and the 2014 computer based GED test series = \$14.25 increase per subject area * 4 subjects = \$57.00 increase per test battery
- New cost for computer-based GED practice tests = \$4.00 per subject area * 4 subject areas = \$16 per practice test battery
- 2,004 AIC's per biennium take the practice test battery * \$16 = \$32,064 per biennium
- 2,004 AIC's per biennium take the office test battery * \$57 (cost increase) = \$114,228 per biennium
- Total biennial increase in GED testing costs = \$32,064 (practice test battery) + \$114,228 (official test battery) = **\$146,292**

BUDGET NARRATIVE

Inflation

Historically, the department's education budget has received the standard 3% professional services inflation rate. However, due to administrative reductions in the overall department budget, the inflation increase was cut from the education budget the past several biennia. Based on the lack of inflation increases over the past several biennia as well as the increased educational instruction costs associated with professional services contracts, it has become increasingly difficult for the department to maintain the same education service level to Adults in Custody as has occurred in prior biennia. The number of AIC's who received education services in 2011-2013 declined by 12% from the prior biennium.

Additionally, education services previously provided by community college staff and eliminated due to budget reductions were replaced by AIC tutors. Preliminary research indicates that the AIC-based tutor programs may not be as effective at reducing recidivism as programs delivered by the community colleges.

2013-2015 GF Education & Training Budget = \$13,102,858 *3% (inflation rate) = \$393,086 inflation request.

How Achieved

GED Testing Fees

The receipt of additional funding to cover increased costs associated with the move to computer-based GED testing for AIC's would provide the department the ability to maintain the same level of testing as in previous years without having to look for reductions in other areas of the Education and Training unit.

Inflation

An inflation increase to the Education and Training Budget would provide the department with a small increase of funding to begin meeting the ever increasing costs of contracting with the local community colleges. The department has consistently requested the community colleges to seek ways to decrease their costs but the majority of the costs are based on labor union agreements regarding salaries. Therefore, to keep up with increasing wages, an inflation increase on the professional services funding would help with some of the gap between funding and actual contracting costs.

Staffing Impact

Positions	0
FTE	0.00

Quantifying Results

The department has developed Correctional Outcomes through Research and Engagement (CORE) as a means to monitor and measure the daily work performed throughout the department. This will allow the department the ability to identify opportunities for improvement and streamline processes as well as use data for identification of constraints, effectively use resources and ultimately promote public safety. To gauge the department's progress, each core process is measured and replicated on an agency scorecard.

BUDGET NARRATIVE

The addition of these two new positions and the benefits and outcomes of adding these positions will be tied to the following CORE operating process (OP) and outcome measures (OM):

- OP2a: Education- Percent of released inmates needing a GED who complete a GED
- OM5a: 36-month recidivism rate of offenders released to post-prison supervision
- OM5c: 36-month recidivism rate of offenders released to Linn and Douglas counties on post-prison supervision
- OM5e: Re-arrest for any reason

Part of Operating Process 2 is measuring the successful participation of AIC's in education. Additionally, embedded in OM8b as well as the department's Key Performance Measure (KPM) #2, is the percentage of moderate/high released inmates who completed an education program as prioritized in their case plan.

KPM #3 (Benchmark #64): KPM #3 measures the number of offenders who are convicted of a new felony crime within three years of their release from a prison sentence.

As the department starts to cascade measures, these new positions would play vital roles in collecting and analyzing the data to inform and plan for the improvement of programs and processes to gain efficiencies and greater effectiveness.

Agency Request Budget

Revenue Sources

General Fund	\$539,378
Other Funds	0
<u>Federal Funds</u>	<u>0</u>
Total Revenues	\$539,378

Governor's Balanced Budget

Revenue Sources

General Fund	\$0
Other Funds	0
<u>Federal Funds</u>	<u>0</u>
Total Revenues	\$0

BUDGET NARRATIVE

Legislatively Adopted Budget

This package was eliminated in the Legislatively Adopted Budget.

Revenue Sources

General Fund	\$0
Other Funds	0
Federal Funds	0
<hr/>	<hr/>
Total Revenues	\$0

2017-19 Impact

This package was removed in the Legislatively Adopted Budget and so it will not become part of the 2017-19 Base Budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 108 - Education - GED Fees & Inflation Restoration

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Services & Supplies							
Professional Services	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

BUDGET NARRATIVE

Offender Management & Rehabilitation Division

110 Technology Infrastructure

Agency Overview

Policy Option package 110 seeks to address issues related to technology upgrades throughout several divisions within the Department of Corrections. The actions within this package permanently fund five positions within the General Services Division, as well as improve infrastructure necessary to ensure departmental efficiency through future biennia. Below is the Agency Request Budget impact summary. Please see the division-specific narrative for more detail.

- General Services Division: 5 Pos., 3.00 FTE, General Fund: \$2,363,664 **(Eliminated in the LAB)**
- Central Administration Division: 0 Pos., 0.00 FTE, General Fund: \$280,000 **(Eliminated in the LAB)**
- Offender Management and Rehabilitation Division: 0 Pos., 0.00 FTE, General Fund: \$198,000 **(Eliminated in the LAB)**
- Total Package: 5 Pos. 3.00 FTE, General Fund: \$2,841,664 **(Eliminated in the LAB)**

Purpose

The Department of Corrections has had many biennia of budget challenges. Because of these budget challenges, DOC has not kept up with technology upgrades and is still using manual and paper processes that do not allow for efficiencies, nor sharing of data to the degree that it could be shared.

How Achieved

DOC is proposing a series of upgrades that will position DOC to begin taking advantage of efficiencies from technology. One upgrade affecting the Offender Management and Rehabilitation Division is the implementation of an electronic data collection and assessment system.

- **Intake Electronic/Computer Based Data Collection and Assessment System**

The DOC Intake Center has utilized the same paper-based offender information collection and assessment process for more than 20 years. Some of the forms used in the process are entered into CIS by hand, while others are scanned into the database using severely outdated Scantron technology driven by a Scantools application and an even older Offender Profile Report Generator (OPRGen) written in COBOL. The current offender assessment system is inefficient and has ongoing and costly problems to maintain. No positions / FTE are requested. A computer-based offender data collection and assessment system solution would:

- Improve process efficiency by reducing the number of staff involved in handling/forwarding/inputting paper assessment.
- Eliminate cost associated with maintaining outdated scanning equipment and supporting software.

BUDGET NARRATIVE

- Eliminate paper and printing costs associated with 15 different forms used to assess approximately 500 inmates per month.
- Increase flexibility of system to react to new programs/research/legislative mandates.
- Increase ease of gathering and analyzing data from the offender assessments..
- Reduce cost of programming staff on fixing the current Program (would allow programmers to work on more value-added systems).

A new system is estimated to cost \$198,000. Below is a summary of costs associated with the purchase of personal computers and monitors as well as software and database connections:

Description	# of Units	Cost Per Unit	Total Cost
Personal Computers & Monitors	90	\$ 1,150	\$ 103,500
Software & Database Connections	90	\$ 1,050	\$ 94,500
TOTAL:			\$ 198,000

Staffing Impact

Positions: 0
 FTE: 0.00

Quantifying Results

The modernization of these critical business areas is essential to the Department's ability to promote public safety by supporting all Department functions that are necessary for offender management, case management, sentence management and fiscal accountability.

- The new and upgraded systems provide the Department of Corrections with a foundation to share data and essential information to improve business efficiencies and decisions.
- Evidence of the successful adoption of these foundation improvements will be demonstrated by an increase in collaboration, a reduction of manual processes, and the quality and speed of decisions.

Agency Request Budget

Revenue Sources

General Fund	\$198,000
Other Funds	0
Federal Funds	0
Total Revenue	\$198,000

BUDGET NARRATIVE

Governor's Balanced Budget

Revenue Sources

General Fund	\$0
Other Funds	0
Federal Funds	0
<u>Total Revenue</u>	<u>\$0</u>

Legislatively Adopted Budget

This package was eliminated in the Legislatively Adopted Budget.

Revenue Sources

General Fund	\$0
Other Funds	0
Federal Funds	0
<u>Total Revenue</u>	<u>\$0</u>

2017-19 Impact

There is no 2017-19 impact from this Policy Option Package; this is a one-time start-up cost and this package was eliminated as part of the 2015-17 Legislatively Adopted Budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 110 - Technology Infrastructure

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Services & Supplies							
Professional Services	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

BUDGET NARRATIVE

Offender Management and Rehabilitation Division

111 Staff Enhancements to Address Workload

Agency Overview

Policy Option package 111 seeks to address issues related to workload throughout several divisions within the Department of Corrections. The actions within this package permanently fund ten positions throughout four divisions. Below is the Agency Request Budget impact summary. Please see division-specific narrative for more detail.

- Central Administration Division: 4 Pos., 4.00 FTE, General Fund: \$904,444 **(Eliminated in the LAB)**
- Community Corrections Division: 2 Pos., 2.00 FTE, General Fund: \$297,738 **(Eliminated in the LAB)**
- Offender Management and Rehabilitation Division: 3 Pos., 3.00 FTE, General Fund: \$547,627 **(Eliminated in the LAB)**
- General Services Division: 1 Pos., 1.00 FTE, General Fund: \$349,189 **(Eliminated in the LAB)**
- Total Package: 10 Pos., 10.00 FTE, General Fund: \$2,098,998 **(Eliminated in the LAB)**

Purpose

Package 111 is to restore position authority in targeted areas of need within the department relating to federal compliance, grants funding, and other key functions within the DOC. Below are the specific positions being requested within the Offender Management and Rehabilitation Division.

Assistant Intake Administrator

This policy option package is seeking an Assistant Intake Administrator position to assist with oversight of the Intake Unit operations and the supervision of 23 represented full time staff. All Adults in Custody (AICs) sentenced to serve time with the Oregon Department of Corrections (DOC) enter through the Intake Unit located at the Coffee Creek Correctional Facility (CCCF) in Wilsonville unless it is determined that CCCF is an inappropriate location based on safety or security reasons.

The Intake Unit, which is comprised of 432 male and 52 female intake beds, has responsibility for assessing and gathering pertinent information about AICs to identify security, medical, mental health, substance abuse, educational and cognitive risks. Upon completion of the assessment and information gathering process, Intake Counselors evaluate the information and use it to determine an individual's custody classification and develop an individualized case plan that serves as the primary tool for tracking an AIC's progress in working to mitigate identified risk factors.

Historically, the Intake Unit has been managed by two management staff, which included an Intake Administrator at the Principal Executive Manager E (PEM-E) level and an Intake Manager at the Principal Executive Manager D (PEM- D) level. However, budget reduction

BUDGET NARRATIVE

strategies during the 2007-2009 biennium resulted in the abolishment of the PEM- E position and a shift of the Intake Administrator position to a PEM-D level. Additionally, during the 2011-2013 biennium, an internal reorganization resulted in the reallocation of an Operations and Policy Analyst 2 position from the Intake Unit to the Population Management Unit within the Offender Management and Rehabilitation Division.

The addition of an Assistant Intake Administrator position would increase the unit's management to staff ratio and provide for a more manageable workload split between the Intake Administrator and the Assistant Intake Administrator. This new position would assist with the daily bed management of the Intake Unit, ensure appropriate housing recommendations are made to the receiving facilities, and directly supervise 12 Intake Counselors and one Quality Assurance Specialist. Additionally, the Assistant Intake Administrator would provide operations oversight and quality assurance to ensure that all AICs receive accurate assessments, case plans and reviews, and that production standards are met by all staff.

Restorative Justice Program Coordinator

This policy package request is in response to a growing need to provide assistance to the department's Victim Services Coordinator who currently oversees the statewide Facilitated Dialogue Program (FDP), the Victim Information and Notification Everyday (VINE) Program covering all 36 Oregon counties, and the development of the Responsibility Letter Bank. These programs are expanding and the person responsible for managing them needs the assistance of this new position (2013 FDP and VINE stats are included).

Specifically, this new position would assist the Victim Services Coordinator with FDP post-dialogue evaluation surveys, as well as facilitator recruitment, selection, and training coordination. Once the Responsibility Letter Bank program is ready for implementation, this position would assist with providing information to institution staff and the community about the program and would participate in the inmate letter review process. This position would also provide community awareness presentations about VINE on the west side of the state to interested stakeholders.

This position has also been designed to allow for the expansion of Restorative Justice programming throughout the department. Restorative Justice is an approach to justice that involves all parties affected by the harm (victims, offenders, families, and community members) to identify the harms, needs, and obligations; and to accept responsibility, make restitution, and take measures to prevent recurrence.

Restorative Justice is the fastest growing effort globally at addressing crime and recidivism. Extensive International Research* has shown that Restorative Justice results in the following:

- Significantly reduces recidivism
- Reduces victim's post-traumatic stress symptoms and related costs
- Reduces victim's desire for violent revenge against offenders
- Provide both victims and offenders with more satisfaction with Justice

BUDGET NARRATIVE

**Justice Department, Republic of South Africa (2012), and Sherman and Strang (2007).*

The department currently has four Restorative Justice Programs, which include the Victim Services unit as well as the piloting of Restorative Justice groups for AICs at Oregon State Penitentiary, Oregon State Correctional Institution, and Coffee Creek Correctional Facility. The impact of each of these groups on both the AICs and staff affiliates has been significant and with the addition of a Restorative Justice Program Coordinator, the department would look to expand Restorative Justice into all 14 institutions.

The Offender Management and Rehabilitation Division of the Oregon Department of Corrections is responsible for carrying out the department's mission to reduce the risk of future criminal conduct in those offenders incarcerated in prison. The Division impacts 14,000 plus inmates in state prisons. Current efforts in both rehabilitation and lowering recidivism through Victim Services and Restorative Justice programming is limited to a fraction of that number.

Intake Counselor

This policy option package seeks to establish one additional Intake Counselor position to provide a more even distribution of workload among all Intake Counselors. The addition of this new position would provide the necessary staffing to ensure the department accurately assesses, classifies and appropriately houses AICs while meeting the daily demands for bed space.

Due to increasing number of AIC intakes, lost positions, and increased workload the Intake Unit is unable to meet production or quality requirements with the current staffing.

The Intake Unit was previously funded for 12 full time Intake Counselor positions, two Operations and Policy Analyst 2 positions, and two management positions, in addition to four assessment staff and five support staff. However, an internal reorganization resulted in the reallocation of one counselor and one Operations and Policy Analyst position to other functional units during the 2009-2011 and 2011-2013 biennia respectively. Additionally, one of the management positions was abolished during the 2007-2009 biennium.

A 6% increase in AIC intakes since the 2007-2009 biennium, in addition to an overall workload increase of nearly 33% for Intake Counselors, with production standards remaining the same has created the need to re-establish the previously reallocated Counselor position. The increased demands on the Intake Unit have been a result of both department policy decisions regarding assessments and screening tools as well as legislative changes which have included:

- Completion of full Level of Service/Case Management Inventory (LS/CMI) to identify risks and mitigate those risks through the development of case plans for all AICs during the intake process;
- Screening and review of each AIC entering the department for vulnerability and/or aggressive risk per the Prison Rape Elimination Act (PREA) standards;

BUDGET NARRATIVE

- Identification and screening for Short Term Transitional Leave (STTL) eligibility as well as processing and tracking of STTL violators as they return to the department;
- Identification, screening and referral of treatment eligible inmates to the newly formed Treatment Assignment Screening Committee (TASC);
- Manual data entry due to lack of connection and links between antiquated offender data information systems and newer computer applications; and
- Screening and designation of crucial information to help with risk mitigation and case planning of AICs such as arson and escape background as well as prior sex offenses, behavior concerns and victim information.

How Achieved

Assistant Intake Administrator

The addition of this new position would provide the department with the ability to split the operational, supervision, and administrative duties of the Intake Unit between two management staff instead of one to ensure that the needs of the Intake Center and its staff as well as AICs and the department are being met. This new position would allow for a more manageable workload for the Intake Administrator and provide them with the ability to focus on strategic planning and process improvement efforts to bring necessary efficiencies to the Intake Unit operations.

Restorative Justice Program Coordinator

There is an abundance of evidence-based research that has demonstrated the value of Restorative Justice in addressing rehabilitation efforts and lowering recidivism. The addition of a Restorative Justice Program Coordinator would provide the department with the resource needed to expand Restorative Justice Programs from 3 to 14 institutions as well as provide much needed support for the department's growing Victim Services programming (FDP, VINE and the Responsibility Letter Bank). Additionally, to achieve these goals, a statewide focused position is necessary to assure effective recruitment, training and supervision of all Restorative Justice personnel and programming.

Intake Counselor

In order to meet production numbers, maintain a high level of quality and operate efficiently, the Intake Unit has been utilizing an unfunded work out-of-class developmental counselor position since February of 2013. The addition of this new position will provide the department the necessary resource to meet expectations and manage the demanding workload that exists to ensure accurate assessments, custody classification, and case planning occur for all AICs that enter into the department.

In addition to providing a more manageable workload disbursement and maintain current production and quality standards, this new position would also assist with coverage and overtime issues associated with staff training needs and leave use.

BUDGET NARRATIVE

Quantifying Results

The department has developed Correctional Outcomes through Research and Engagement (CORE) as a means to monitor and measure the daily work performed throughout the department. This will allow the department the ability to identify opportunities for improvement and streamline processes as well as use data for identification of constraints, effectively use resources and ultimately promote public safety. To gauge the department's progress, each core process is measured and replicated on an agency scorecard.

Assistant Intake Administrator

The addition of this new position and the benefits and outcomes of adding this position will be tied to the following CORE operating process (OP) and outcome measures (OM):

OP #2: Preparing for Successful Release/Re-entry

- Sub-process #1: Assessing inmate risks and needs - In the process of developing specific process measures
- Sub-process #3: Determining appropriate housing for successful case management - In the process of developing specific process measures
- Sub-process #4: Developing, managing and adjusting case plans - In the process of developing specific process measures

OM #8: Case Plan Adherence

- OM8a: Completed case plans at intake – Percent of all inmates who leave intake with a completed case plan
- OM8b: Case plan compliance – Percentage of moderate/high risk released inmates who complete a program prioritized on their case plan. The Intake Unit's responsibility to ensure the completion of a Level of Service/Case Management Inventory and subsequent individualize case plan for each AIC is crucial to the housing and program placement of AICs throughout their incarceration.

Key Performance Measure #2: Completed Corrections Plan - Percentage of moderate/high released inmates who completed an education program as prioritized in their case plan:

Restorative Justice Program Coordinator

The addition of this new position and the benefits and outcomes of adding this position will be tied to the following CORE operating process (OP) measures and outcome measures (OM):

OP #2: Preparing for Successful Release/Re-entry

- Sub-process #5: Engaging family and community in programs and re-entry
- Sub-process #8: Providing pro-social programs and opportunities
- Sub-process #9 - Managing transition and re-entry

BUDGET NARRATIVE

OP5: Connecting Inmates to Family and Community

OM #5: Recidivism

- OM5a: 36-month recidivism rate of offenders released to post-prison supervision
- OM5c: 36-month recidivism rate of offenders released to Linn and Douglas counties on post-prison supervision
- OM5e: Re-arrest for any reason

Key Performance Measure (KPM) #3: KPM #3 measures the number of offenders who are convicted of a new felony crime within three years of their release from a prison sentence.

KPM #10: As the department releases more AICs onto short-term transitional leave, a focus toward restorative justice and re-entry leading up to the release will be crucial to ensure successful transition to the community. Therefore, the addition of this new position can also be tied to Key Performance #10, which measures the percent of AICs who successfully complete transitional leave.

These process and outcome measures are vital as related to both rehabilitation and eventual recidivism measures. Restorative Justice is evidence-based programming shown to impact both inside behavior of the offender as well as reducing community-based recidivism.

Intake Counselor

The addition of this new position and the benefits and outcomes of adding this position will be tied to the following CORE operating process (OP) measures and outcome measures (OM):

OP #2: Preparing for Successful Release/Re-entry

- Sub-process #1: Assessing inmate risks and needs - In the process of developing specific process measures
- Sub-process #3: Determining appropriate housing for successful case management - In the process of developing specific process measures
- Sub-process #4: Developing, managing and adjusting case plans - In the process of developing specific process measures

OM #8: Case Plan Adherence

- OM8a: Completed case plans at intake – Percent of all inmates who leave intake with a completed case plan
- OM8b: Case plan compliance – Percentage of moderate/high risk released inmates who complete a program prioritized on their case plan. The Intake Unit's responsibility to ensure the completion of a Level of Service/Case Management Inventory and subsequent individualize case plan for each AIC is crucial to the housing and program placement of AICs throughout their incarceration.

BUDGET NARRATIVE

Key Performance Measure #2: Completed Corrections Plan - Percentage of moderate/high released inmates who completed an education program as prioritized in their case plan.

Agency Request Budget

Staffing Impact

Positions	3
FTE	3.00

Revenue Sources

General Fund	\$547,627*
Other Funds	0
Federal Funds	0

*\$185,519 (Assistant Intake Administrator)
\$174,843 (Restorative Justice Program Coordinator)
\$187,265 (Intake Counselor)
\$547,627 Total

Governor's Balanced Budget

Staffing Impact

Positions	0
FTE	0.00

Revenue Sources

General Fund	\$0*
Other Funds	0
Federal Funds	0
<u>Total</u>	<u>\$0</u>

*\$0 (Assistant Intake Administrator)
\$0 (Restorative Justice Program Coordinator)
\$0 (Intake Counselor)
\$0 Total

BUDGET NARRATIVE

Legislatively Adopted Budget

This package was eliminated in the Legislatively Adopted Budget.

Revenue Sources

General Fund	\$0*
Other Funds	0
Federal Funds	0
<hr/>	<hr/>
Total	\$0

*\$0 (Assistant Intake Administrator)

\$0 (Restorative Justice Program Coordinator)

\$0 (Intake Counselor)

\$0 Total

2017-19 Impact

This package was removed in the Legislatively Adopted Budget and so it will not be included in the 2017-19 budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 111 - Staff Enhancements to Address Workload

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Personal Services							
Unemployment Assessments	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Total Personal Services	-	-	-	-	-	-	-
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 111 - Staff Enhancements to Address Workload

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							-
Total Positions	-	-	-	-	-	-	-
Total FTE							
Total FTE							-
Total FTE	-	-	-	-	-	-	-

BUDGET NARRATIVE

Offender Management and Rehabilitation Division

115 Education Services Delivery System Changes (Eliminated in the LAB)

Purpose

The purpose of this package is to request position authority for two positions within the Education and Training Unit to assist in the delivery of Statewide Corrections Education Programs to Adults in Custody (AICs).

During the 1989-1991 biennium, the Education and Training Unit lost many permanent department education staff. To complete the work and meet educational reporting requirements, the department's IGA with Chemeketa Community College for educational services was expanded to include central unit administrative support. There are currently two Chemeketa contractors fulfilling critical assignments in the Education and Training Unit:

- One position gathers, tracks, and manages all of the data for education and training programs. This data is used for many reasons, but specifically for reporting on the Federal Education funds DOC receives from the office of Community Colleges and Workforce Development.
- The other position serves as the education technical expert for the Education and Training Unit.

The roles of these positions would better be suited to DOC employees for the following reasons:

- The Education and Training Unit Administrator would have more authority and flexibility to utilize the resources to meet changing needs in the unit.
- The two positions would be able to attend more meetings as Education and Training Unit and DOC representatives.
- There currently exists a risk for the department and potential conflict of interest by having employees from one contractor advising, tracking, and reporting on the work of other contractors.
- The independent contractor versus employee lines are currently blurred within the Education and Training Unit, which creates a potential audit risk to the department if it were determined that the department is contracting to obtain what in reality are employees. Additionally, if it was deemed that either of the two Education positions are employees rather than independent contractors, then under the Oregon Tort Claims Act the state would have to defend and indemnify that person up to the tort claim limits regardless of whether the contract provides to the contrary. The misclassification of employees as independent contractors may also lead to other adverse consequences, such as liability for violations of Oregon Revised Statute Chapter 240 and possible payment of back PERS and other benefits as well.

BUDGET NARRATIVE

How Achieved

The addition of two positions within the Education and Training Unit would provide for better utilization of central office resources and would clearly reduce the department's risk of utilizing contractors as employees.

These new positions would not increase the Education and Training Unit budget, but would instead require a fund shift from Services and Supplies (Professional Services) into Personal Services.

This conversion of contract-to-DOC positions would reduce the amount of the department's costs for the IGA with Chemeketa Community College because the department would no longer contract with Chemeketa for these administrative services that really are the responsibility of the department.

The budget for these two positions within the Chemeketa IGA is approximately \$19,498 per month, including the 10% administrative costs applied by Chemeketa as part of the IGA. The Personal Services costs plus other personnel expenses for these to become DOC positions would be approximately \$15,663 per month with a resulting biennial savings to the department of \$92,073. The savings remaining from this fund shift would be used to offset other education budget deficits that currently exist due to increased professional services costs and a lack of inflation increases.

Quantifying Results

The department has developed Correctional Outcomes through Research and Engagement (CORE) as a means to monitor and measure the daily work performed throughout the department. This will allow the department the ability to identify opportunities for improvement and streamline processes as well as use data for identification of constraints, effectively use resources and ultimately promote public safety. To gauge the department's progress, each core process is measured and replicated on an agency scorecard.

The addition of these two new positions and the benefits and outcomes of adding these positions will be tied to the following CORE operating process (OP) and outcome measures (OM):

- OP2a: Education- Percent of released inmates needing a GED who complete a GED
- OM5a: 36-month recidivism rate of offenders released to post-prison supervision
- OM5c: 36-month recidivism rate of offenders released to Linn and Douglas counties on post-prison supervision
- OM5e: Re-arrest for any reason

Part of Operating Process 2 is measuring the successful participation of AICs in education. Additionally, embedded in OM8b, as well as the department's Key Performance Measure (KPM) #2, is the percentage of moderate/high risk released inmates who completed an education program as prioritized in their case plan:

BUDGET NARRATIVE

KPM #3 (Benchmark #64): KPM #3 measures the number of offenders who are convicted of a new felony crime within three years of their release from a prison sentence.

As the department starts to cascade measures, these new positions would play vital roles in collecting and analyzing the data to inform and plan for the improvement of programs and processes to gain efficiencies and greater effectiveness.

Agency Request Budget

Revenue Sources

General Fund	\$0
Other Funds	0
<u>Federal Funds</u>	<u>0</u>
Total Funds	\$0

Governor's Balanced Budget

Staffing Impact

Positions	0
FTE	0.00

Revenue Sources

General Fund	\$0
Other Funds	0
<u>Federal Funds</u>	<u>0</u>
Total Funds	\$0

Legislatively Adopted Budget

This package was eliminated in the Legislatively Adopted Budget.

Staffing Impact

Positions	0
FTE	0.00

Revenue Sources

BUDGET NARRATIVE

General Fund	\$0
Other Funds	0
<u>Federal Funds</u>	<u>0</u>
Total Funds	\$0

\$408,459 GF dollars would be shifted from the Services and Supplies allocation to Personal Services that would be used to fully fund this policy package.

2017-19 Impact

The actions included in this package will become part of the Base Budget for 2017-19.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 115 - Education Services Delivery System Changes

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Personal Services							
Class/Unclass Sal. and Per Diem	246,144	-	-	-	-	-	246,144
Empl. Rel. Bd. Assessments	88	-	-	-	-	-	88
Public Employees' Retire Cont	48,072	-	-	-	-	-	48,072
Social Security Taxes	18,830	-	-	-	-	-	18,830
Unemployment Assessments	74	-	-	-	-	-	74
Worker's Comp. Assess. (WCD)	138	-	-	-	-	-	138
Mass Transit Tax	1,477	-	-	-	-	-	1,477
Flexible Benefits	61,056	-	-	-	-	-	61,056
Total Personal Services	\$375,879	-	-	-	-	-	\$375,879
Services & Supplies							
Instate Travel	3,146	-	-	-	-	-	3,146
Office Expenses	14,534	-	-	-	-	-	14,534
Data Processing	1,226	-	-	-	-	-	1,226
Professional Services	(408,459)	-	-	-	-	-	(408,459)
Other Services and Supplies	2,428	-	-	-	-	-	2,428
Expendable Prop 250 - 5000	6,098	-	-	-	-	-	6,098
IT Expendable Property	5,148	-	-	-	-	-	5,148
Total Services & Supplies	(\$375,879)	-	-	-	-	-	(\$375,879)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 115 - Education Services Delivery System Changes

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-
Total Positions							
Total Positions							2
Total Positions	-	-	-	-	-	-	2
Total FTE							
Total FTE							2.00
Total FTE	-	-	-	-	-	-	2.00

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
1500164	MMN X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,231.00	125,544 64,764				125,544 64,764
1500165	AAONC0861	AA PROGRAM ANALYST 2	1	1.00	24.00	02	5,025.00	120,600 63,420				120,600 63,420
TOTAL PICS SALARY								246,144				246,144
TOTAL PICS OPE								128,184				128,184
TOTAL PICS PERSONAL SERVICES =			2	2.00	48.00			374,328				374,328

BUDGET NARRATIVE

Offender Management and Rehabilitation Division

801 LFO Analyst Adjustments (SB 5504)

Package Description

Purpose

This package was created by the Legislature. The package includes multiple budget reductions, technical adjustments between Appropriations, and additional limitation to spend increased revenues.

How Achieved

For the Department of Corrections, this package includes adjustments to the agency's primary appropriation bill (SB 5504). Those adjustments include: personal service budget reductions applied to vacancy savings, elimination of Community Corrections Local Jail Supplement funding, additional limitation to spend an anticipated increase in inmate work program revenue and a net zero shift between divisions for OCHIN and Central Print Services.

For the Offender Management and Rehabilitation Division this package reflects a technical adjustment for an internal rebalancing of print services costs. Costs are centralized in Administration. In this division, the reduction is \$249,949 General Fund in Services and Supplies. The Administration Division will be increased by the same amount.

Legislatively Adopted Budget

Package created by the Legislature.

Staffing Impact

Positions	0
FTE	0.00

Revenue Source

General Fund	(\$249,949)
Other Funds	\$0
Federal Funds	<u>\$0</u>
Total Funds	(\$249,949)

BUDGET NARRATIVE

2017-19 Fiscal Impact

Vacancy savings are re-projected each biennium based on agency experience, and so the portion reduced due to vacancy savings will not impact the 2017-19 budget. Additional inmate work program limitation and net zero shifts between divisions will be included in the 2017-19 Base Budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 801 - LFO Analyst Adjustments

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(249,949)	-	-	-	-	-	(249,949)
Total Revenues	(\$249,949)	-	-	-	-	-	(\$249,949)
Services & Supplies							
Office Expenses	(249,949)	-	-	-	-	-	(249,949)
Total Services & Supplies	(\$249,949)	-	-	-	-	-	(\$249,949)
Total Expenditures							
Total Expenditures	(249,949)	-	-	-	-	-	(249,949)
Total Expenditures	(\$249,949)	-	-	-	-	-	(\$249,949)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

BUDGET NARRATIVE

Offender Management and Rehabilitation Division

802 LFO April 2015 Population Forecast (SB 5504)

Package Description

Purpose

This package was created by the Legislature. It includes caseload related adjustments stemming from the most recent caseload forecast for the number of adults in custody, which is produced by the Office of Economic Analysis (OEA).

How Achieved

For the Department of Corrections, this package includes adjustments to the agency's primary appropriation bill (SB 5504). This package adds appropriation to account for the increase in caseload that is assumed in the April 2015 OEA forecast as compared with the April 2014 OEA forecast.

Legislatively Adopted Budget

Package created by the Legislature.

Staffing Impact

Positions	0
FTE	0.00

Revenue Source

General Fund	\$778,642
Other Funds	\$0
Federal Funds	<u>\$0</u>
Total Funds	\$778,642

2017-19 Fiscal Impact

Adjustments made in this package will be included in the 2017-19 Base Budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 802 - April 2015 Population Forecast

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	778,642	-	-	-	-	-	778,642
Total Revenues	\$778,642	-	-	-	-	-	\$778,642
Services & Supplies							
Office Expenses	29,507	-	-	-	-	-	29,507
Telecommunications	4,317	-	-	-	-	-	4,317
Data Processing	3,404	-	-	-	-	-	3,404
Professional Services	440,170	-	-	-	-	-	440,170
Attorney General	12,742	-	-	-	-	-	12,742
Medical Services and Supplies	221,755	-	-	-	-	-	221,755
Other Care of Residents and Patients	44,534	-	-	-	-	-	44,534
Other Services and Supplies	22,213	-	-	-	-	-	22,213
Total Services & Supplies	\$778,642	-	-	-	-	-	\$778,642
Total Expenditures							
Total Expenditures	778,642	-	-	-	-	-	778,642
Total Expenditures	\$778,642	-	-	-	-	-	\$778,642
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

BUDGET NARRATIVE

Offender Management and Rehabilitation Division

840 LFO SB 5507 End Of Session (SB 5507)

Package Description

Purpose

This package was created by the Legislature. The package includes debt service adjustments and changes in DAS fees.

How Achieved

For the Department of Corrections, this package includes the following adjustments: DAS fee reductions, bond issuance costs, and an adjustment to the estimate of ongoing debt service on capital projects.

Legislatively Adopted Budget

Package created by the Legislature.

Staffing Impact

Positions	0
FTE	0.00

Revenue Source

General Fund	(\$5,495)
Other Funds	\$0
Federal Funds	<u>\$0</u>
Total Funds	(\$5,495)

2017-19 Fiscal Impact

Adjustments made in this package will be included in the 2017-19 Base Budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 840 - SB 5507 End of Session

Cross Reference Name: Offender Management & Rehabilitation
Cross Reference Number: 29100-011-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(5,495)	-	-	-	-	-	(5,495)
Total Revenues	(\$5,495)	-	-	-	-	-	(\$5,495)
Services & Supplies							
Instate Travel	(2,088)	-	-	-	-	-	(2,088)
Office Expenses	(1,758)	-	-	-	-	-	(1,758)
Data Processing	(1,649)	-	-	-	-	-	(1,649)
Total Services & Supplies	(\$5,495)	-	-	-	-	-	(\$5,495)
Total Expenditures							
Total Expenditures	(5,495)	-	-	-	-	-	(5,495)
Total Expenditures	(\$5,495)	-	-	-	-	-	(\$5,495)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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

Corrections, Dept of
2015-17 Biennium

Agency Number: 29100
Cross Reference Number: 29100-011-00-00-00000

<i>Source</i>	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
Other Funds						
Charges for Services	304,613	1,158,547	1,158,547	579,294	579,294	579,294
Admin and Service Charges	185,079	-	-	-	-	-
Interest Income	12,331	17,672	17,672	-	-	-
Sales Income	30,794	71,923	71,923	63,379	63,379	63,379
Donations	1,504	735	735	5,998	5,998	5,998
Other Revenues	302,154	798,168	798,168	7,486,070	7,486,070	7,486,070
Transfer In - Intrafund	3,570,370	6,822,625	6,822,625	1,002,652	1,002,652	1,002,652
Tsfr From Justice, Dept of	12,867	25,329	25,329	26,000	26,000	26,000
Tsfr From Criminal Justice Comm	139,084	-	-	-	-	-
Tsfr From HECC	-	-	-	189,850	189,850	189,850
Tsfr From Education, Dept of	166,206	202,014	202,014	208,074	208,074	208,074
Tsfr From Comm Coll/Wkfr Dev	88,700	184,320	184,320	-	-	-
Transfer Out - Intrafund	(63,411)	-	-	-	-	-
Total Other Funds	\$4,750,291	\$9,281,333	\$9,281,333	\$9,561,317	\$9,561,317	\$9,561,317
Federal Funds						
Federal Funds	10,392	-	-	-	-	-
Total Federal Funds	\$10,392	-	-	-	-	-

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

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17		
						Agency Request	Governor's Balanced	Legislatively Adopted
Inmate work programs revenue	Other	0410	\$304,613	\$1,158,547	\$520,528	\$579,294	\$579,294	\$579,294
Administration charges	Other	0415	185,079	0	18,910	0	0	0
Interest income from inmate work programs	Other	0605	12,331	17,672	0	0	0	0
Inmate work programs revenue	Other	0705	30,794	71,923	77,780	63,379	63,379	63,379
Miscellaneous donations	Other	0905	1,504	735	10,909	5,998	5,998	5,998
Inmate Welfare Funds supporting Alcohol and Drug as well as Educational programs	Other	0975	302,154	798,168	11,845,364	7,486,070	7,486,070	7,486,070
Transfer of revenue between funds to properly align other fund cash balances	Other	1010	3,570,370	6,822,625	22,755	1,002,652	1,002,652	1,002,652
Transfers from Department of Justice for Prison Industries Enhancement programs	Other	1137	12,867	25,329	32,648	26,000	26,000	26,000
Transfer from Criminal Justice Commission	Other	1213	139,084	0	0	0	0	0

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

for inmate alcohol and drug programs								
Source	Fund	ORBITS	2011-2013 Actual	2013-15	2013-15 Estimated	2015-17		
		Revenue Acct		Legislatively Adopted		Agency Request	Governor's Balanced	Legislatively Adopted
Transfers from HECC	Other	1525	0	0	0	189,850	189,850	189,850
Transfers from Department of Education for inmate educational programs	Other	1581	166,206	202,014	106,943	208,074	208,074	208,074
Transfers from Community Colleges for inmate educational programs	Other	1586	88,700	184,320	184,800	0	0	0
Transfer of revenue between funds to properly align revenue to programs	Other	2010	(63,411)	0	(218,674)	0	0	0
Federal grant for inmate educational programs	Federal	0995	10,392	0	0	0	0	0