

**Revised Proposal to Expand ADPC Staff
October 2014**

What are the duties of the Commission and its staff?

The Oregon Legislature created the Alcohol and Drug Policy Commission (ORS 430.241 and ORS 430.242) to conduct monitoring, analysis, and oversight activities. Governing statutes for eight state departments require those departments to conduct certain collaborative activities with or led by the ADPC.

1. ADPC oversight activities (paraphrased from ADPC's enabling statutes)

The Alcohol and Drug Policy Commission is required to:

- Establish statewide priorities and policies for alcohol and drug prevention and treatment services. ORS 430.242(1)(a)
- Recommend state agency budget allocations, in the Governor's budget, for alcohol and drug prevention and treatment services. ORS 430.242(1)(b)
- Establish minimum standards for licensing, contracting for, providing and coordinating services. ORS 430.242(1)(c)
- Establish statewide performance measures for Oregon's alcohol and drug prevention and treatment programs. ORS 430.242(2)(e)
- Authorize suspension of state funds (or funds administered by the state) to programs that do not comply with ADPC rules or budget priorities or that do not provide effective prevention or treatment services. ORS 430.241(11)(c)
- Implement a plan for structuring Oregon's data collection and reporting systems for alcohol and drug prevention and treatment programs to ensure the accountability of state-funded programs. ORS 430.242(2)(d)
- Identify duplicative, inefficient, wasteful or unnecessary data collection, sharing and analysis functions in state agencies regarding drug and alcohol programs. ORS 430.242(3)(d)
- Direct the unit within the Oregon Health Authority that conducts analyses and evaluations of prevention and treatment programs to modify business processes and to change or stop data collection, data sharing or data analysis functions that are duplicative, inefficient, wasteful or unnecessary. ORS 430.242(4)(d)(A-B)

2. Other ADPC oversight requirements (paraphrased from other Oregon statutes)

The Alcohol and Drug Policy Commission is also required to:

- Review evaluations of criminal justice programs conducted by the Criminal Justice Commission. ORS 423.150(3)
- Monitor effectiveness, costs and other areas of public interest concerning drug court programs and release statistics and analyses to the public. ORS 3.450(6)
- Adopt rules to structure public school district alcohol and drug abuse policies and implementation plans. ORS 336.222
- Adopt rules to structure public university alcohol and drug abuse policies and implementation plans. ORS 335.120
- Monitor data from prenatal health care providers related to drug and alcohol use by pregnant Oregonians. ORS 430.920
- Monitor Oregon Health Authority's accomplishments, issues, resources, needs, and priorities for drug and alcohol treatment. ORS 430.256(2)

- Establish budget priority policies to guide the Oregon Health Authority in funding local alcohol and drug treatment and prevention services. ORS 430.359(2)
- Monitor all treatment data from every local alcohol and drug treatment and prevention services provider that is funded by Oregon Health Authority. ORS 430.366(2)
- Monitor data from the Employment Department regarding the performance of alcohol and drug prevention and treatment programs. ORS 657.665

What is the reason for this staff expansion?

The Commission has never been funded or staffed properly to conduct these legislatively-mandated activities; most have never occurred. Additional staff would enable the ADPC to accomplish the many things listed above.

The proposed plan is to add an Economist, a Research Analyst, and an Executive Support Specialist.

The Economist would develop economic models and other analytical methods to determine cost-effectiveness of Oregon’s substance use-related services. The Economist would collaborate with the Criminal Justice Commission, the Department of Corrections, the Oregon Youth Authority, the Oregon Health Authority, the Oregon Liquor Control Commission to provide effectiveness and outcome analysis of treatment, prevention, and regulation policy.

The Research Analyst for the ADPC would acquire and analyze data presently gathered and archived by OHA, DHS, DOC, OYA, ODE, and the Courts, especially the Drug Courts, in order to fulfill the Commission’s cross-department data gathering and monitoring requirements. This position would also help monitor and report changes in public safety, public health, educational outcomes associated with changes in Oregon’s alcohol and drug regulations.

The Executive Support Specialist would provide support to the Commission and staff, compiling information, creating reports, handling logistics for Commission and committee meetings.

How the four proposed ADPC staff positions are described in the State’s HR system

1. Principal Executive/Manager G, 24 months, PF (permanent, full-time)
2. Economist 4, 24 months, PF
3. Research Analyst 4, 24 months, PF
4. Executive Support Specialist 2, 24 months, PF

These positions would be funded by General Funds and Tobacco Tax Revenue, and administered by the Oregon Health Authority.

What are the current, and past, funding arrangements?

The Commission was originally funded with federal American Recovery and Reinvestment Act (2009) grant funds that were allocated to and administered by the Criminal Justice Commission (CJC). CJC sent these funds (\$900,000) to OHA through an inter-agency agreement. Those funds are no longer available.

The original concept for funding the Commission beyond the end of the 2009-2011 biennium was developed by the former Attorney General, and the Executive Directors of DOC, OYA, and OHA. The plan was to secure funding from the agencies with a collective, large stake in the Commission. Due to changes in leadership and staffing, this plan has not come to fruition.

Presently, the Oregon Health Authority exclusively bears the costs of operating the Alcohol and Drug Policy Commission. The Commission presently has one staff member. Operating costs include State of Oregon payroll costs and various overhead expenses that are allocated by the State on a one-FTE basis. Present operating cost of the Commission is \$173,721, annually.

What are the alternatives? What would be the impact of not funding this proposal?

One alternative is to maintain staffing at the current level with no dedicated position authority or funding. This would mean there is only one staff resource, the Executive Director, for the Commission. The Commission would continue to lack staffing resources and be unlikely to meet its legislative charge or realize its potential to move the prevention and treatment systems forward in ways that were originally conceptualized.

As part of this proposal, other agency leadership will agree to share with OHA the costs of operating the Commission. If this proposal is not approved, Principal Executive Manager position would continue to occupy a “double-fill” in the OHA personnel budget and use funds that could otherwise be used to address staffing needs for the Oregon Health Authority.

What will this proposal cost?

The total costs of this proposal are projected to be \$1,264,748, for the 2015-2017 biennium. This includes “Shared Services” costs (administrative overhead) necessary for all four positions (executive Director; Economist; Research Analyst; Administrative Support Worker.)

Summaries of the new positions

1. Economist 4

The Economist 4 will carry out sophisticated research and analysis for the ADPC of a statewide scope. The Economist 4 will survey and forecast trends in drug and alcohol use. The Economist 4 will use analytical tools to predict the impact of enforcement, regulation, local policy and practices, and statewide policy and practices, on drug and alcohol use. The Economist 4 will use economic data and analysis provided by other ADPC staff and from available published sources to establish and maintain Oregon’s list of approved evidence based practices.

The Economist will

- Use the combined data collection and analysis functions of state agencies with respect to alcohol and drug prevention and treatment programs to monitor and predict drug and alcohol use;
- Use economic modeling to recommend improvements in substance abuse enforcement, treatment, and prevention programming delivered with public funds;
- Establish and maintain Oregon’s single list of approved cost-effective and evidence-based practices. Research economic models used in other states and other states’ “approved lists” to keep Oregon’s standards up-to-date.
- Devise methods to continually update Oregon’s single list of approved cost-effective and evidence-based practices, to add, remove, and revise the list as new evidence becomes available from external sources, and as new analysis is developed by ADPC staff.
- Monitor demographic changes to help plan for alcohol and drug abuse prevention and treatment programs across the state.

- Prepare data and analyses for presentation to the ADPC, the Legislature, other government agencies, and interested parties. Contribute economic analyses to evaluation and research projects conducted by the ADPC.
- Coordinate the use of economic analysis to support improvements in Oregon's service delivery systems. Collect and review national, regional, and local trends. Integrate economic data and analyses into the work of other ADPC staff and with work conducted by other state departments.
- Work with treatment providers, counties, schools, and colleges to acquire data needed for economic analyses.
- Monitor and report on the effects and costs of substance abuse in relation to Oregon's costs of unemployment, accidental injury, welfare, crime, incarceration, etc.
- Assist other ADPC staff the determine type of information to be collected and emphasized.
- Produce practical, timely, and clear reports from available data, all with the purpose of prioritizing evidence-based and cost-effective programming throughout the state.
- Assist ADPC Research Analyst with presentation of research, evaluation, dissemination and statistical analysis, including internal studies, grant applications, national conferences/meetings, and linkages with academic consultants and statewide research community.
- Collaborate with ADPC Research Analyst, act as Principal Investigator or Project Director for research conducted through the ADPC and for grant- or other externally-supported projects.
- Determine the existing types and sources of information within various state departments needed for economic evaluation and analyses. Direct the acquisition, analysis, reporting, and dissemination of information developed by ADPC staff related to delivery of services across the state of Oregon.

2. Research Analyst 4

The Research Analyst 4 will review the data collection, sharing and analysis functions of state agencies with respect to alcohol and drug prevention and treatment programs; identify duplicative, inefficient, wasteful or unnecessary functions; recommend data-based improvements in substance abuse services delivered with public funds.

The Research Analyst 4 will conduct outcome and performance measures; research policy and strategies relating to substance abuse services in Oregon based on a national body of evidence; monitor performance and quality in community alcohol and drug abuse prevention and treatment programs across the state and at all levels.

The Research Analyst will also

- Prepare data and analyses for presentation to the ADPC, the Legislature, other government agencies, and interested parties.
- Coordinate the use of data to support performance monitoring and quality assurance activities. Collect and review national, regional, and local trends in data utilization and outcomes measurement. Integrate data and analyses ti the work of other ADPC staff and with work conducted by other state departments.
- Work with treatment providers, counties, schools, and colleges to acquire data and educate about effectiveness analyses. Recommend to other ADPC staff the type of information to be collected and emphasized.

- Produce practical, timely, and clear reports from available data, all with the purpose of prioritizing evidence-based and cost-effective programming throughout the state.
- Plan and oversee evaluation and research projects for the ADPC. Recommend internal and external research policy and procedures for the office.
- Assist ADPC Economist with presentation of research, evaluation, dissemination and statistical analysis, including internal studies, grant applications, national conferences/meetings, and linkages with academic consultants and statewide research community.
- Collaborating with ADPC Economist, act as Principal Investigator or Project Director for research conducted through the ADPC and for grant- or other externally-supported projects.
- Determine the existing types and sources of information within various state departments needed for planning, coordinating, and evaluating substance abuse services. Direct the acquisition, analysis, reporting, and dissemination of information developed by ADPC staff related to delivery of services across the state of Oregon.
- Confer frequently with ADPC managers and other staff, interested individuals and groups regarding current data, trends, and projections. Regularly prepare and present reports to the ADPC and its committees. Provide technical assistance as requested.
- Develop legislative presentation materials, prepare ADPC position papers and testimony designed to secure Legislative support for ADPC initiatives.

3. Executive Support Specialist (ESS 2)

The Executive Support Specialist (ESS 2) reports to and provides secretarial and administrative support to the Executive Director of the Alcohol and Drug Policy Commission. The ESS also provides secretarial, administrative, and data-entry support to the other members of the Commission staff. The ESS is the primary gatekeeper for calendars for all members of the Commission staff (the Executive Director, the Economist 4, and the Research Analyst 4.)

The ESS coordinates meetings involving staff, other state and federal government staff, stakeholders and the public. The ESS establishes and monitors assignments to staff for the Commission and the Executive Director. The ESS actively participates in the Commission staff's team meetings and is responsible for the follow up and completion of assignments received during the meeting.

The ESS makes decisions regarding highly sensitive and confidential issues and matters. The ESS coordinates meetings on a statewide basis involving Commission staff, the Governor's Office, other state and federal government staff, stakeholders and the public.

The ESS may represent the Commission's interests to other state departments, to Commission members and potential Commissioners, special committee assignments, special projects, and events.

The ESS is primarily responsible for recording public meetings and maintaining all records of meetings required to support the Commission's work, including compliance with Oregon's Public Meetings Law.

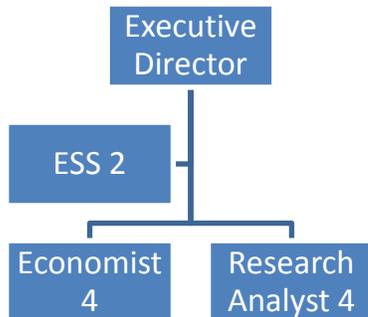
The ESS will

- Meet daily with the Executive Director to review activities to be accomplished.
- Maintain Executive Director's calendar and the calendars of other Commission staff schedule and prioritize meetings and prepare necessary meeting documents. Identify schedule conflicts and adjust as necessary.

- Monitor Executive Director’s e-mails; alert Executive Director to time-sensitive matters and those requiring review and response.
- Coordinate with all Commission staff to assure timely completion of assignments. Review and proof/edit documents prior to review and approval by Commission staff.
- Be alert to “hot topics” requiring immediate attention of Commission Director and staff. Compose and/or transcribe correspondence, reports, and other documents using a variety of computer software programs.
- Manage confidential materials as needed for Executive Director including personnel actions, performance appraisals, and disciplinary actions. Track timelines and prepare materials related to executive staff performance appraisals.
- Coordinate the scheduling of Commission and Committee meetings, including scheduling room and amenities, developing of Commissioner packets, documents, and presentations.
- Coordinate the development of budget packages, budget documents, and legislative testimony in preparation for the legislative session, interim committee meetings, and presentation of reports.
- Coordinate and/or provide support to meetings of Commission staff, special committees, interdepartmental meetings and other workgroups as required, including preparation and distribution of minutes.
- Act as a communications link between the Commission and Federal, State, local and private agencies, and the general public; coordinate work activities between sections with other departments. Coordinate preparation and dissemination of information and materials to Commission and other stakeholders.
- Support Commission staff in the monitoring and tracking of legislative bills and concepts. Works with staff to implement and maintain tracking system for Senate/House bills, legislative concepts and budget concepts.

Alcohol and Drug Policy Commission
Appendix A

ADPC Organization Chart 10/9/14



This expanded organization will enable the Alcohol and Drug Policy Commission to fulfill its mandated duties. The following is a summarized, paraphrased list of ADPC's responsibilities, as required by various statutes:

ORS 430.241 directs the ADPC to:

- Plan, evaluate and coordinate policies for funding and delivery of prevention and treatment services.
- Recommend budget priorities for prevention and treatment services across state agencies and throughout this state.
- Recommend budget policy priorities that identify additional funding from federal and private sources.
- Recommend budget policy priorities for terminating state funds, or funds administered by this state, to programs that do not comply with ADPC's rules.
- Recommend budget policy priorities for terminating state funds for ineffective prevention or treatment services.

ORS 430.242 directs the ADPC to:

- Establish priorities and policies for alcohol and drug prevention and treatment services.
- Establish a long-term strategic prevention and treatment plan for this state.
- Adopt budget policy recommendations for state agency budget allocations, in the Governor's proposed budget.
- Establish minimum standards for licensing, contracting for, providing and coordinating services.
- Promote effective and efficient use of resources.
- Reduce unnecessary administrative requirements.
- Develop and implement a plan for structuring Oregon's data collection and reporting systems.
- Enable participating state agencies, Judicial Department, local governments, and providers to share data.
- Improve and ensure the fidelity of evidence-based treatment practices.
- Improve alcohol and drug prevention and treatment programs.
- Ensure the accountability of publicly funded programs.
- Establish high-level, statewide performance measures.

- Advance the science of prevention and treatment.
- Establish protocols and procedures to improve data collection, sharing, analysis, interoperability.
- Maintain safeguards for confidentiality of information.
- Maintain safeguards for protecting trade secret information.
- Review data collection, sharing and analysis of participating state agencies regarding prevention and treatment programs.
- Identify duplicative, inefficient, wasteful or unnecessary functions.
- Recommend improvements.
- Designate a statewide data repository for data related to prevention and treatment.
- Require participating state agencies, local governments and providers to furnish data to the designated statewide data repository.
- Direct participating state agencies, local governments and providers to furnish other data, information and reports that the ADPC considers necessary.
- Furnish data to participating state agencies, local governments, providers, Judicial Department.
- Direct the unit within the Oregon Health Authority that conducts analyses and evaluations of prevention and treatment programs to modify its systems and business processes.
- Change or stop data collection, data sharing or data analysis functions that is duplicative, inefficient, wasteful or unnecessary.
- The ADPC may establish up to 10 pilot programs to phase in the ADPC's long-term strategic prevention and treatment plan and implement ADPC prevention programs.
- The ADPC may apply for and receive gifts and grants from any public or private source.
- The ADPC may award grants from funds appropriated to the commission by the Legislative Assembly or any other source.
- The ADPC shall develop a science-based model alcohol and drug prevention program for use in conjunction with the ADPC pilot programs.
- The ADPC may adopt Rules.

ORS 430.242(5) requires all "participating state agencies"* to do these things:

- Provide staff support and financial resources to assist the commission.
- Make reasonable modifications to the information systems of the state agencies.
- Furnish information, assistance and advice as the commission considers necessary.
- Coordinate grant applications that seek funding for alcohol or drug prevention or treatment programs with the ADPC.
- Coordinate with research entities.
- Encourage research to evaluate and refine prevention and treatment efforts.
- Educate the public about issues related to alcohol and drug use.
- Educate the public about effectiveness of evidence-based prevention and treatment services.
- Promote a treatment delivery infrastructure to meet increases in demand for services.
- Ensure a skilled addictions treatment workforce.
- Provide effective treatment assessment mechanisms.
- Assess funding priorities and explore opportunities for additional federal resources for alcohol and drug prevention and treatment services.
- Solicit program proposals that address ADPC-identified priorities, from agencies, associations, individuals and all political subdivisions of the state.
- Evaluate and report to the commission, in the manner and at intervals prescribed by the

commission, on the cost and effectiveness of the state agency's treatment programs.

- Share computer systems and technologies.
- Collect and analyze data related to the performance of prevention and treatment programs.
- Investigate the impacts of drug and alcohol abuse on Oregonians.

* ORS 430.241 defines "participating state agencies" to include the ADPC members, plus the Oregon Criminal Justice Commission and the Oregon State Police, two agencies that are not included in the ADPC's membership.

ORS 423.150 directs the Oregon Criminal Justice Commission to:

- Evaluate cost-effectiveness of programs intended to reduce criminal behavior and report its evaluation findings to the ADPC.

ORS 3.450 directs the Drug Courts to:

- Release program information to the ADPC to enable analysis about the effectiveness, costs and "other areas of public interest."

ORS 336.222 directs the K-12 public schools to:

- Consult rules adopted by the State Board of Education in consultation with the ADPC when creating each district's alcohol and drug abuse policy and implementation plan, which includes prevention curriculum, public information programs, intervention with students who appear to have drug or alcohol abuse problems.

ORS 336.235 directs the State Board of Education to:

- In consultation with the ADPC, adopt minimum content for each school district's policy and plan

ORS 351.105 directs the State Board of Higher Education to:

- In consultation with the ADPC, adopt minimum content for each school district's policy and plan.

ORS 352.008 directs the Oregon University System to:

- In consultation with the ADPC, adopt minimum content for each school district's policy and plan.

ORS 353.120 directs the Oregon Health and Science University to:

- In consultation with the ADPC, adopt minimum content for each school district's policy and plan.

ORS 430.920 directs all Oregon prenatal health care providers to:

- Report results and patient demographics to the ADPC following first-trimester drug and alcohol assessments.

ORS 430.342 directs each local county planning committee to:

- Create alcohol and drug prevention and treatment service plans following ADPC's guidelines.
- Report its local needs and priorities to the Budget Advisory Committee of the ADPC.

ORS 430.256 directs the Oregon Health Authority to:

- Report to the ADPC on its accomplishments and issues each biennium.
- Report to the ADPC its new biennial plan describing its resources, needs and priorities for all alcohol and drug abuse programs.

ORS 430.270 directs the Oregon Health Authority to:

- Publicize the effects of alcohol and drugs, consistent with the coordination of the ADPC.

ORS 430.335 directs the Oregon Health Authority to:

- Provide or contract for alcohol and drug treatment, encourage or fund research, coordinate public and private treatment programs, apply for grant funds, administer financial assistance, and develop alcohol-free housing, in accordance with the policies, priorities and standards established by ADPC.

ORS 430.357 directs the Oregon Health Authority to:

- Establish minimum standards for alcohol and drug prevention and treatment programs in accordance with the rules, policies, priorities and standards of the ADPC.

ORS 430.359 directs the Oregon Health Authority to:

- When funding local programs with a matching-fund arrangement, do so according to the budget priority policies adopted by the ADPC.

ORS 430.366 directs every grant recipient and provider of alcohol and drug abuse prevention, early intervention and treatment services funded with moneys from the Mental Health Alcoholism and Drug Services Account to:

- Report to the ADPC all service data, in the form and manner prescribed by the ADPC.

ORS 430.395 directs the Oregon Health Authority to:

- Fund regional centers for the treatment of adolescents with drug and alcohol dependencies consistent with the budget priority policies adopted by the ADPC.

ORS 430.424 directs the Oregon Health Authority to:

- Distribute moneys in the Drug Prevention and Education Fund consistent with the budget priority policies adopted by the ADPC.

ORS 657.665 directs the Employment Department to:

- Disclose payroll and hours information to the ADPC to evaluate performance of alcohol and drug prevention and treatment programs or the impact of the programs on employment.