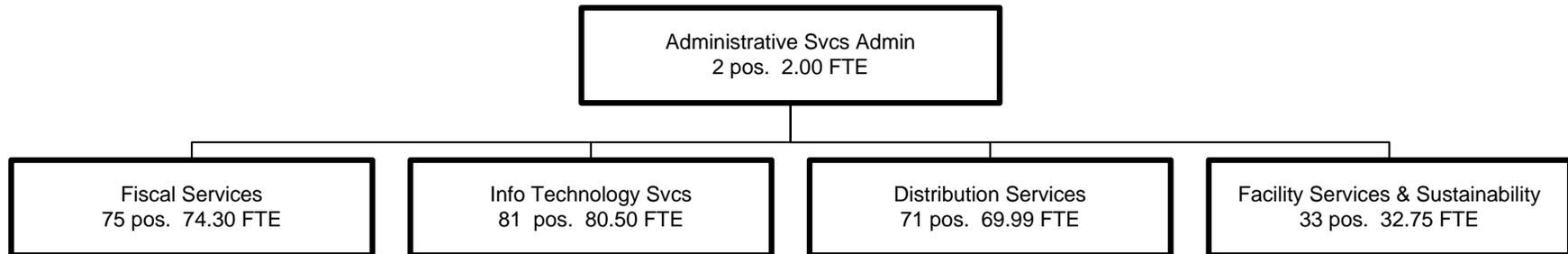


# BUDGET NARRATIVE

## OREGON DEPARTMENT OF CORRECTIONS

### Administrative Services Division Organizational Chart

2015-17 Current Legislatively Approved Budget (Reorganized)

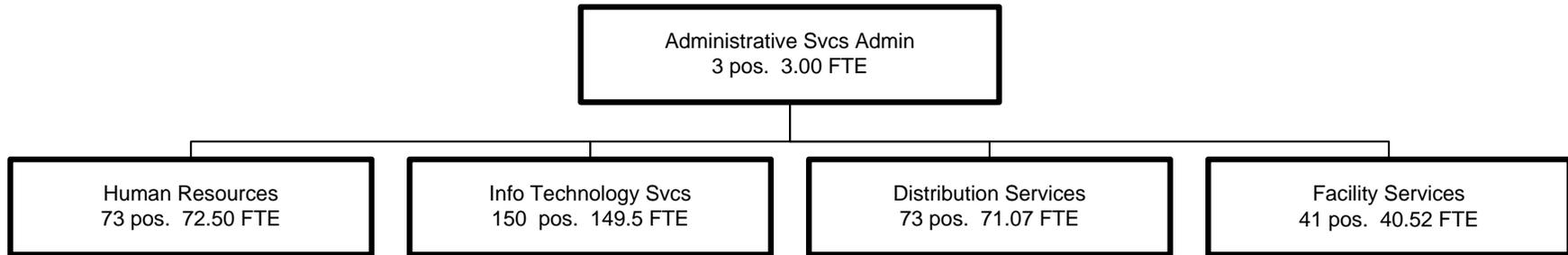


**Total Positions: 262**

**FTE: 259.54**

# BUDGET NARRATIVE

## OREGON DEPARTMENT OF CORRECTIONS Administrative Services Division Organizational Chart 2017-19 Agency Request Budget



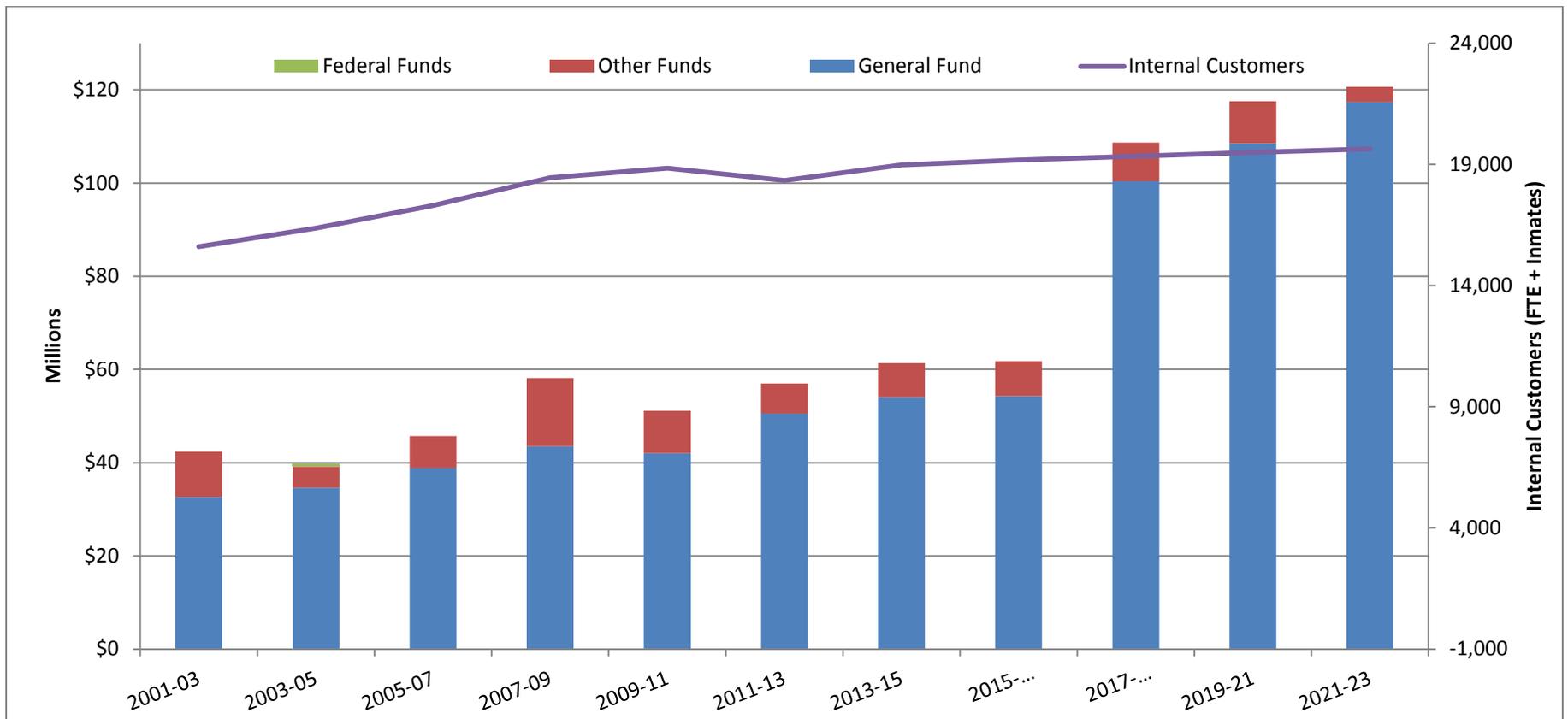
**Total Positions: 340**  
**FTE: 336.59**

# BUDGET NARRATIVE

## Administrative Services

### Program Unit Executive Summary

- a. Long-Term Focus Areas that are impacted by the program: Healthy and Safe Oregonians, Excellence in State Government, and Responsible Environmental Stewardship
- b. Primary Program Contact: Daryl Borello, Assistant Director for Administrative Services Division
- c. Total Funds Budget



# BUDGET NARRATIVE

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## d. Program Overview

During the 2013-2015 biennium, the General Services Division was restructured and renamed as the Administrative Services Division. Fiscal Services, now known as Financial Services, moved out of Administrative Services and now falls under the Office of the Chief Financial Officer. Human Resources is no longer a division; it is a unit within the Administrative Services Division. This division provides services that are fundamental to day-to-day DOC operations in four key areas: Information Technology, Facilities Services, Human Resources, and Distribution Services. These services are provided directly to employees, offenders, volunteers, community corrections, and other partner agencies.

## e. Program Funding Request

This program is requesting \$108,717,877 to provide key services that are fundamental to day-to-day DOC operations in four vital areas: Information Technology, Facilities Services, Human Resources, and Distribution Services. This request includes \$618,733 to fund the creation of the Diversity & Inclusion Unit. This unit will help the agency fulfil the Governor's initiative for creating a diverse and inclusive work environment. The Diversity & Inclusion Administrator will directly report to the Assistant Director for Administrative Services. In addition, this request includes funding for eight Policy Option Packages, which are described in detail later in this document:

- 102 – PREA Compliance
- 103 – Governor's Initiatives
- 104 – Technology Infrastructure
- 105 – Cap Imp & Renewal
- 106 – Staff Wellness
- 107 – Workforce Recruit, Dev & Retention
- 108 – Technology Initiatives
- 111 – Technology Positions

## f. Program Description

The Administrative Services Division is responsible for the delivery of services that support DOC daily operations. These services include employee services, providing access to information, constructing new facilities, maintaining and renovating existing facilities, maintaining and repairing communications networks and equipment, and the efficient distribution of goods. These services are part of the foundation upon which DOC operates safe, secure, and civil correctional institutions. The budget for Administrative Services is impacted by changes in the offender population, investments in new technology, and the age of the facilities and equipment that the division is responsible for maintaining. Significant investments in technology are

## BUDGET NARRATIVE

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needed to maintain current levels of service, to meet security mandates, and to ensure business continuity across all sections of this program and DOC. These costs cannot be covered within the current budget.

The Administrative Services Division includes four primary program sub-units – Information Technology, Facilities Services, Human Resources, and Distribution Services – all of which are under the management of Administrative Services Administration. Please see the Program Unit narrative below for more detailed information regarding the function of each of these sub-units.

g. Program Justification and Link to Long-Term Outcomes

Administrative Services supports DOC's success in keeping adults in custody securely incarcerated for the duration of their sentence, which plays a key role in keeping Oregonians healthy and safe. Administrative Services provides the direct support of daily operations needed for institutions to function safely and securely. And, through the use of the Oregon Accountability Model, Administrative Services staff support offenders' successful transition to society and reduce the likelihood of committing future crime.

Representatives from the Administrative Services Division are also part of the state's Improving Government Steering Committee, which resources statewide projects designed to find ways to modernize, streamline, and improve administrative functions to get better results at a lower cost – a key example of creating excellence in state government. Central to the success of these projects is fostering collaboration among agencies and their employees and, at times, with organizations that do business with the state. Administrative Services is involved in enterprise IT governance and the Human Resources Information System business case.

## BUDGET NARRATIVE

### h. Program Performance

The Administrative Services Division monitors performance through the agency's scorecard. The performance measures that apply to Administrative Services are as follows.

Measure Name	Measure Calculation	Target	1 <sup>st</sup> quarter 2015	2 <sup>nd</sup> quarter 2015	3 <sup>rd</sup> quarter 2015	4 <sup>th</sup> quarter 2015
IT service response time	Percent of time an incident request (break/fix) is responded to within the established service window timeline	92%	96%	97%	97%	96%
Work order efficiency	Number of institutions using the Benchmate system	100%	40%	40%	50%	72%
Canteen sales	Growth in sales	5%	4.55%	2.63%	4.12%	17.5%
Canteen net income	Growth in net income	3%	24.85%	-58%	18%	13.7%
Hiring (Trial Service)	Percentage of staff hired 6, 9, or 12 months ago who completed trial service this quarter	95%	77.4%	92.40%	89.1%	79.6%
Annual Training	Percentage of staff who attended some training	100%	79.01%	89.87%	88%	88%
Labor Relations	Percentage of grievances resolved prior to arbitration	95%	94.1%	94.15%	94.22%	94.26%
Leave without pay	Percent of staff entering leave without pay per month	4%	8.93%	10.30%	9.3%	9.1%
Gender Diversity	Achieve Governor's female gender diversity goal for DOC	38%	32%	32.40%	33.65%	33.65%

In addition, since 2002, staffing available to support Information Technology functions has grown about 25 percent, while the number of systems DOC has to support those functions has increased by 250 percent. Infrastructure upgrade projects slated for completion during 2015-17 will create the ability to add needed systems to support increasing business demands for technology. However, current FTE will not support any growth in that area, requiring hosted solutions or contracted work for any major additions.

### i. Enabling Legislation/Program Authorization

This program directly supports daily operations required to operate correctional facilities as mandated by the Oregon Constitution Article I, Sections 13, 15, 16, and 44; ORS 423.020 1 (a-d); ORS 423.075 5 (a-d); case law based on the 8<sup>th</sup> Amendment, U.S. Constitution; and the 2003 Federal Prison Rape Elimination Act (PREA).

Facilities Services has specific enabling authorizations with certain mandates included in ORS 179 Administration of Institutions, ORS 270 Management of State Owned Property, and ORS 276 Public Facilities, Contracting and Insurance.

Fiscal Services also has specific mandates and authorizations for fiscal functions include in ORS 291 State Financial Administration, for contracts and procurement in ORS 279 Public Contracting, and for specific institution-related activities in ORS 421 Department of Corrections Institutions.

# BUDGET NARRATIVE

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Information Technology Services is mandated by ORS 423.478 and 423.555 to provide a statewide information system and data services sufficient to allow tracking of offenders and measure the effectiveness of correctional programs.

Distribution Services has authorization under ORS 421 Department of Corrections Institutions: Compacts, and ORS 423.020 Department of Corrections: duties and powers and fees, to establish the commissary system to provide inmates the ability to purchase acceptable items above and beyond what the department is required to provide, to use these products to provide security and behavioral tools through positive incentive programs, and to direct profit from sales of these products into the Inmate Welfare Fund to be used for inmate activities and programs, including education.

j. Describe the various funding streams that support the program

The majority of the Administrative Services Division is funded with General Fund dollars, and this percentage of funding has increased over the last two biennia. The Other Funds budget is provided from four primary sources:

- Article XI-Q Bonds: Bond measures support construction and correction of deferred maintenance issues. This funding source has decreased based on shifting priorities.
- Commissary Sales: This operation is self-funded. Profits above operating expenses are deposited to the Inmate Welfare Fund outside of Administrative Services.
- CDC Sales and Rentals: Revenue from recycling efforts and lease agreements with other state agencies, authorized for use in partially maintaining host facility.
- Property Sales and Rentals: Revenue from property sales and property lease agreements, authorized for use in maintaining property.

k. Describe how the 2017-19 funding proposal compares to the program authorized for the agency in 2015-17

In the 2017-19 biennium, the Administrative Services division will continue to provide critical services that are fundamental to day-to-day DOC operations in four vital areas: Information Technology, Human Resources Facilities Services, and Distribution Services.

# BUDGET NARRATIVE

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## **Program Unit Narrative**

The Administrative Services Division includes the following subunits: Information Technology Services, Facilities Services, Human Resources, and Distribution Services. The following is an overview of each subunit.

### ***Information Technology Services***

Information Technology Services provides central support, management, and maintenance of information technology activities, including computer services, for more than 6,000 users at 14 institutions, three administrative sites, and 36 county parole and probation offices. This section develops and maintains software and databases that support offender management (sentencing, security threat management, and case management), inmate programming (work assignments and education), and key business functions (budget, finance, and operational metrics). These systems are utilized by employees, adults in custody, and agency partners daily to support operations 24 hours a day, seven days a week.

Because of several biennia of budget challenges, DOC has not kept up with technology upgrades. DOC is still using manual and paper processes that do not allow for efficiencies or data sharing to the degree that it could. DOC is proposing a series of upgrades that will position the agency to begin to take advantage of efficiencies from technology. These are described in detail later in this document.

### ***Facilities Services***

Facilities Services is responsible for the administration of repair and maintenance programs for existing institutions. Services provided include helping set priorities for deferred maintenance, management of leased facilities and property holdings, support for communications infrastructure, coordination of conservation and sustainability efforts, and ensuring code compliance in maintenance and repair activities (i.e., fire safety code, electrical, plumbing). These services are utilized most frequently by employees during normal business hours with emergency support available 24 hours a day, seven days a week.

The Facilities Services section includes the Communications Infrastructure unit. This unit provides the infrastructure necessary to allow the operation of critical systems, including information systems, access control, and video surveillance and recording, and radio communications systems. These systems are in need of upgrade and replacement throughout the department. Because of these needs, the infrastructure team is managing a heavy workload with a backlog of projects and tasks. With the increasing demand for mobile technology and seamless operations, there continues to be a lack of resources necessary to manage the growing project list.

There is also a need to bring all of DOC's aging institutions into compliance with the federal PREA standards. This will require upgrades and expansion of DOC's current video surveillance and recording equipment.

# BUDGET NARRATIVE

## ***Human Resources***

The Human Resources (HR) Division is responsible for all aspects of employee services including employee and labor relations, recruitment, personnel records, Federal Medical Leave Act (FMLA)/Oregon Family Leave Act (OFLA) management, training and professional development, and classification and compensation. The HR Division is a centralized unit within DOC that is administered centrally. However, some employees are stationed at institutions outside of Salem to provide direct services at the worksite. The central HR office provides the resources that cannot cost-effectively be duplicated at the institutions. These include recruitment and career services, staff training administration, personnel records, classification/compensation, and labor relations.

## ***Distribution Services***

Distribution Services provides the primary logistical support for the operation of correctional facilities. This includes management of a statewide inventory of expendable, non-expendable, and food product inventories, and transport of these goods to institutions. Inventories delivered to correctional facilities are used to provide direct care to adults in custody in the form of meals, clothing, hygiene, and sanitation. This section also manages inmate commissary programs, which are statutorily mandated and whose proceeds go to the Inmate Welfare Fund. In sustainability efforts, the Central Distribution Center's Recycling Center recycles material from all 14 DOC institutions that generate revenue. The re-use section repurposes items that might otherwise end up in the waste stream.

## **Proposed New Laws That Apply to the Program Unit**

One of the agency's 13 legislative concepts for the 2017 session falls under the leadership of the Administrative Services Division:

- LC 29100/001 would amend statute to provide a property tax exemption for the homesteads of surviving spouses of DOC Correctional Officers.

## **Expenditures by Fund Type, Positions and Full-Time Equivalents**

Program Sub-Unit	Position / FTE	Revenue Sources			
		General Fund	Other Funds	Federal Fund	Total Fund
Facilities Services	41 / 40.52	\$29,985,162	\$548,505	\$0	\$30,533,667
Human Resources	73 / 72.50	\$18,354,936	\$5,341	\$0	\$18,360,277
Distribution Services	73 / 71.07	\$9,742,341	\$7,598,429	\$0	\$17,340,770
Information Technology Svcs	150 / 149.50	\$41,513,635	\$165,433	\$0	\$41,679,068
Admin Svcs Administration	3 / 3.00	\$784,738	\$19,357	\$0	\$804,095
<b>Program Unit Total</b>	<b>340 / 336.59</b>	<b>\$100,380,812</b>	<b>\$8,337,065</b>	<b>\$0</b>	<b>\$108,717,877</b>

# BUDGET NARRATIVE

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## Administrative Services 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 2017-19 Base Budget by the standard inflation factor of 3.7%. Added to these amounts is the value of the exceptional inflation awarded to agencies that have both mandated caseload and 24/7 facilities. Overtime, Shift Differential and All Other Differential accounts have an additional above-standard inflation rate of 3.4%.

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 by the DAS CFO. This budgeted amount is distributed by 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

# BUDGET NARRATIVE

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## Revenue Source

General Fund	\$153,226
Other Funds	\$19,169
Federal Funds	\$0

## 2019-21 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 2019-21, 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: Administrative Services Division**  
**Cross Reference Number: 29100-006-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	153,226	-	-	-	-	-	153,226
<b>Total Revenues</b>	<b>\$153,226</b>	-	-	-	-	-	<b>\$153,226</b>
<b>Personal Services</b>							
Temporary Appointments	1,170	-	-	-	-	-	1,170
Overtime Payments	8,118	-	886	-	-	-	9,004
Shift Differential	-	-	-	-	-	-	-
All Other Differential	7,867	-	2,939	-	-	-	10,806
Public Employees' Retire Cont	3,818	-	914	-	-	-	4,732
Pension Obligation Bond	136,979	-	16,441	-	-	-	153,420
Social Security Taxes	1,311	-	291	-	-	-	1,602
Unemployment Assessments	499	-	3	-	-	-	502
Mass Transit Tax	8,707	-	1,978	-	-	-	10,685
Vacancy Savings	(15,243)	-	(4,283)	-	-	-	(19,526)
<b>Total Personal Services</b>	<b>\$153,226</b>	-	<b>\$19,169</b>	-	-	-	<b>\$172,395</b>
<b>Services &amp; Supplies</b>							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Care of Residents and Patients	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-

\_\_\_\_ Agency Request  
 2017-19 Biennium

\_\_\_\_ Governor's Budget  
 Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
 Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

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

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
IT Expendable Property	-	-	-	-	-	-	-
<b>Total Services &amp; Supplies</b>	-	-	-	-	-	-	-
<b>Total Expenditures</b>							
Total Expenditures	153,226	-	19,169	-	-	-	172,395
<b>Total Expenditures</b>	<b>\$153,226</b>	-	<b>\$19,169</b>	-	-	-	<b>\$172,395</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(19,169)	-	-	-	(19,169)
<b>Total Ending Balance</b>	-	-	<b>(\$19,169)</b>	-	-	-	<b>(\$19,169)</b>

# BUDGET NARRATIVE

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## Administrative Services Division

### 021 Phase-In

#### Package Description

##### Purpose

This package includes the financial impact associated with phasing in a full 24 months of the programs, services, or legislative actions that were begun during the 2015-17 biennium. Package 021 includes the added costs of programs above the 2017-19 Base Budget level, after adjustments are made for start-up costs or other one-time expenditures funded in 2015-17.

##### How Achieved

This package includes the financial impact (including inflation) for non-PICS Personal Services, Services & Supplies, Capital Outlay, and Special Payments accounts to provide for 24-month operation of positions and services brought on-line during the 2015-17 biennium. Inflation for these additional costs is also included in this package at the level prescribed by the DAS CFO.

In the February 2016 interim session, the Legislature authorized Capital Outlay funding for remodeling at the Oregon State Penitentiary Behavioral Health Unit. Although most of the \$2.1 million will be spent during the 2015-17 biennium, approximately \$500,000 will revert to the 2017-19 biennium. Capital Outlay activities in the 2017-19 biennium include: Utilities installation; fencing between buildings; emergency vehicle road; fire alarm & fire protection; security camera system; and communication network.

Note: The position/FTE counts and the PICS financial impact of phased-in positions is included in the 2017-19 Base Budget as part of the automated budget development process. Only the incremental cost for the above mentioned non-PICS accounts is included in this package.

#### Agency Request Budget

##### Staffing Impact

None

##### Revenue Source

General Fund	\$498,770
Other Funds	\$0
Federal Funds	\$0

# BUDGET NARRATIVE

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## **2019-21 Fiscal Impact**

The actions included in this package will become part of the Base Budget for 2019-21.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 021 - Phase - In

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	498,770	-	-	-	-	-	498,770
<b>Total Revenues</b>	<b>\$498,770</b>	-	-	-	-	-	<b>\$498,770</b>
<b>Capital Outlay</b>							
Other Capital Outlay	498,770	-	-	-	-	-	498,770
<b>Total Capital Outlay</b>	<b>\$498,770</b>	-	-	-	-	-	<b>\$498,770</b>
<b>Total Expenditures</b>							
Total Expenditures	498,770	-	-	-	-	-	498,770
<b>Total Expenditures</b>	<b>\$498,770</b>	-	-	-	-	-	<b>\$498,770</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-

# BUDGET NARRATIVE

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## Administrative Services 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 2015-17 biennium. This includes the elimination of one-time expenditures and/or reductions that were a part of the 2015-17 budget.

##### 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 reductions taken during the 2015-17 biennium.

In the February 2016 interim session, the Legislature authorized Capital Outlay funding for a modular building at the Oregon State Penitentiary Behavioral Health Unit. Approximately \$1.6 million of the \$2.1 million will be spent during the 2015-17 biennium; the remainder reverts to the 2017-19 biennium; all \$2.1 million funding is being phased-out. Additionally, \$547,000 from 2015-17 biennium Policy Package 105 Inmate Thin-Client Network Replacement is being phased-out.

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. There were no PICS-related impacts related to the 2015-17 unspecified reductions, therefore there is no restoration to PICS-related accounts included within this package. Only incremental change for non-PICS accounts is included in this package.

#### Agency Request Budget

##### Staffing Impact

None

##### Revenue Source

General Fund	(\$2,648,114)
Other Funds	\$0
Federal Funds	\$0

# BUDGET NARRATIVE

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## **2019-21 Fiscal Impact**

The actions included in this package will become part of the Base Budget for 2019-21.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

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

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	(2,648,114)	-	-	-	-	-	(2,648,114)
<b>Total Revenues</b>	<b>(\$2,648,114)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(\$2,648,114)</b>
<b>Services &amp; Supplies</b>							
IT Expendable Property	(283,895)	-	-	-	-	-	(283,895)
<b>Total Services &amp; Supplies</b>	<b>(\$283,895)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(\$283,895)</b>
<b>Capital Outlay</b>							
Telecommunications Equipment	(20,000)	-	-	-	-	-	(20,000)
Technical Equipment	(25,000)	-	-	-	-	-	(25,000)
Land and Improvements	(25,000)	-	-	-	-	-	(25,000)
Building Structures	(1,373,440)	-	-	-	-	-	(1,373,440)
Equipment - Part of Building	(419,300)	-	-	-	-	-	(419,300)
Professional Services	(238,304)	-	-	-	-	-	(238,304)
Other Capital Outlay	(263,175)	-	-	-	-	-	(263,175)
<b>Total Capital Outlay</b>	<b>(\$2,364,219)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(\$2,364,219)</b>
<b>Total Expenditures</b>							
Total Expenditures	(2,648,114)	-	-	-	-	-	(2,648,114)
<b>Total Expenditures</b>	<b>(\$2,648,114)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(\$2,648,114)</b>

\_\_\_\_ Agency Request  
2017-19 Biennium

\_\_\_\_ Governor's Budget  
Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

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

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

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

# BUDGET NARRATIVE

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## Administrative Services 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 2017-19, inflation factors are 3.7% for standard inflation, 4.1% for Professional Services, 13.14% for Attorney General charges, 6.9% for Facility Rental and Taxes, and 3.7% for Special Payments. Inflation requested in this package is based on the 2017-19 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 Source

General Fund	\$343,945
Other Funds	\$62,050
Federal Funds	\$0

##### 2019-21 Fiscal Impact

The actions included in this package will become part of the Base Budget for 2019-21.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Corrections, Dept of**  
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: Administrative Services Division**  
**Cross Reference Number: 29100-006-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	343,945	-	-	-	-	-	343,945
<b>Total Revenues</b>	<b>\$343,945</b>	-	-	-	-	-	<b>\$343,945</b>
<b>Services &amp; Supplies</b>							
Instate Travel	14,755	-	1,043	-	-	-	15,798
Out of State Travel	188	-	-	-	-	-	188
Employee Training	9,719	-	39	-	-	-	9,758
Office Expenses	6,902	-	4,229	-	-	-	11,131
Telecommunications	76,364	-	-	-	-	-	76,364
Data Processing	30,756	-	337	-	-	-	31,093
Publicity and Publications	222	-	-	-	-	-	222
Professional Services	19,284	-	-	-	-	-	19,284
IT Professional Services	-	-	-	-	-	-	-
Attorney General	86,196	-	306	-	-	-	86,502
Employee Recruitment and Develop	1,920	-	-	-	-	-	1,920
Dues and Subscriptions	364	-	19	-	-	-	383
Facilities Rental and Taxes	-	-	-	-	-	-	-
Fuels and Utilities	26,455	-	4,487	-	-	-	30,942
Facilities Maintenance	31,992	-	13,096	-	-	-	45,088
Food and Kitchen Supplies	185	-	17,887	-	-	-	18,072
Medical Services and Supplies	557	-	-	-	-	-	557
Other Care of Residents and Patients	1,296	-	2,845	-	-	-	4,141
Agency Program Related S and S	-	-	-	-	-	-	-
Other Services and Supplies	14,352	-	16,868	-	-	-	31,220
Expendable Prop 250 - 5000	1,681	-	388	-	-	-	2,069

\_\_\_\_ Agency Request  
2017-19 Biennium

\_\_\_\_ Governor's Budget  
Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Corrections, Dept of**  
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: Administrative Services Division**  
**Cross Reference Number: 29100-006-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
IT Expendable Property	6,333	-	506	-	-	-	6,839
<b>Total Services &amp; Supplies</b>	<b>\$329,521</b>	<b>-</b>	<b>\$62,050</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$391,571</b>
<b>Capital Outlay</b>							
Telecommunications Equipment	2,535	-	-	-	-	-	2,535
Technical Equipment	-	-	-	-	-	-	-
Household and Institutional Equip.	9,738	-	-	-	-	-	9,738
Industrial and Heavy Equipment	478	-	-	-	-	-	478
Data Processing Software	741	-	-	-	-	-	741
Data Processing Hardware	932	-	-	-	-	-	932
Land and Improvements	-	-	-	-	-	-	-
Building Structures	-	-	-	-	-	-	-
Equipment - Part of Building	-	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-	-
Other Capital Outlay	-	-	-	-	-	-	-
<b>Total Capital Outlay</b>	<b>\$14,424</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$14,424</b>
<b>Total Expenditures</b>							
Total Expenditures	343,945	-	62,050	-	-	-	405,995
<b>Total Expenditures</b>	<b>\$343,945</b>	<b>-</b>	<b>\$62,050</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$405,995</b>

\_\_\_\_ Agency Request  
2017-19 Biennium

\_\_\_\_ Governor's Budget  
Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 031 - Standard Inflation

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Ending Balance</b>							
Ending Balance	-	-	(62,050)	-	-	-	(62,050)
<b>Total Ending Balance</b>	<b>-</b>	<b>-</b>	<b>(\$62,050)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(\$62,050)</b>

# BUDGET NARRATIVE

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## Administrative Services 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. Medical accounts are approved to use the additional medical services inflation factor because they rely 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 2017-19, the above standard inflation factor for Medical Services and Supplies is 0.4%, and non-DAS inflation related to Non-state employee personnel costs applied to Special Payments is 0.4%. These are in addition to the inflation included in package 031.

#### Agency Request Budget

##### Staffing Impact

None

##### Revenue Source

General Fund	\$60
Other Funds	\$0
Federal Funds	\$0

##### 2019-21 Fiscal Impact

The actions included in this package will become part of the Base Budget for 2019-21.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	60	-	-	-	-	-	60
<b>Total Revenues</b>	<b>\$60</b>	-	-	-	-	-	<b>\$60</b>
<b>Services &amp; Supplies</b>							
Professional Services	-	-	-	-	-	-	-
Medical Services and Supplies	60	-	-	-	-	-	60
<b>Total Services &amp; Supplies</b>	<b>\$60</b>	-	-	-	-	-	<b>\$60</b>
<b>Total Expenditures</b>							
Total Expenditures	60	-	-	-	-	-	60
<b>Total Expenditures</b>	<b>\$60</b>	-	-	-	-	-	<b>\$60</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-

# BUDGET NARRATIVE

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## Administrative Services 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 additional staff and operating costs required to operate these programs. The April 2016 Oregon Corrections Population Forecast published by DAS Office of Economic Analysis is the basis for actions presented in this package.

##### How Achieved

In response to the caseload projections included in the April 2016 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 funding temporary and emergency beds planned to open during the 2015-17 biennium at Two Rivers Correctional Institution, and permanent capacity opened during 2015-17 at the Oregon State Penitentiary, Deer Ridge Correctional Institution, Shutter Creek Correctional Institution and opening the Oregon State Penitentiary Minimum facility for women.

During 2015-17, unfunded temporary and emergency beds were brought into production due to discrepancies between the April 2015 Population Forecast and actual prison growth. The funding for those prison beds, had the forecast been correct, would have become part of the 2017-19 base budget. 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.

#### Agency Request Budget

Staffing Impact	2017-19	2019-21
Positions	2	2
FTE	1.08	1.08

# BUDGET NARRATIVE

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## Revenue Source

General Fund	\$348,828
Other Funds	\$96,855
Federal Funds	\$0

## 2019-21 Fiscal Impact

This package will have an impact on the 2019-21 budget, with beds phasing-in during 2017-19 needing to be funded for a full 24-month period in 2019-21. 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. One-time expendable property costs will be phased out. One-half of IT Expendable property will be phased out where one-half remains in the 2019-21 budget to recognize DOC's ongoing IT related life cycle replacement needs.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Corrections, Dept of**  
**Pkg: 040 - Mandated Caseload**

**Cross Reference Name: Administrative Services Division**  
**Cross Reference Number: 29100-006-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	348,828	-	-	-	-	-	348,828
<b>Total Revenues</b>	<b>\$348,828</b>	-	-	-	-	-	<b>\$348,828</b>
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	49,660	-	49,660	-	-	-	99,320
All Other Differential	1,072	-	1,072	-	-	-	2,144
Empl. Rel. Bd. Assessments	31	-	31	-	-	-	62
Public Employees' Retire Cont	12,115	-	12,115	-	-	-	24,230
Social Security Taxes	3,881	-	3,881	-	-	-	7,762
Unemployment Assessments	91	-	91	-	-	-	182
Worker's Comp. Assess. (WCD)	37	-	37	-	-	-	74
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	18,057	-	18,057	-	-	-	36,114
<b>Total Personal Services</b>	<b>\$84,944</b>	-	<b>\$84,944</b>	-	-	-	<b>\$169,888</b>
<b>Services &amp; Supplies</b>							
Instate Travel	881	-	881	-	-	-	1,762
Employee Training	315	-	315	-	-	-	630
Office Expenses	10,132	-	4,069	-	-	-	14,201
Telecommunications	65,563	-	-	-	-	-	65,563
Data Processing	36,052	-	343	-	-	-	36,395
Professional Services	3,857	-	-	-	-	-	3,857
Attorney General	4,323	-	-	-	-	-	4,323
Fuels and Utilities	22,471	-	-	-	-	-	22,471

\_\_\_\_ Agency Request  
2017-19 Biennium

\_\_\_\_ Governor's Budget  
Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 040 - Mandated Caseload

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Facilities Maintenance	27,245	-	-	-	-	-	27,245
Medical Services and Supplies	-	-	-	-	-	-	-
Other Services and Supplies	87,422	-	680	-	-	-	88,102
Expendable Prop 250 - 5000	3,049	-	3,049	-	-	-	6,098
IT Expendable Property	2,574	-	2,574	-	-	-	5,148
<b>Total Services &amp; Supplies</b>	<b>\$263,884</b>	-	<b>\$11,911</b>	-	-	-	<b>\$275,795</b>
<b>Total Expenditures</b>							
Total Expenditures	348,828	-	96,855	-	-	-	445,683
<b>Total Expenditures</b>	<b>\$348,828</b>	-	<b>\$96,855</b>	-	-	-	<b>\$445,683</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(96,855)	-	-	-	(96,855)
<b>Total Ending Balance</b>	-	-	<b>(\$96,855)</b>	-	-	-	<b>(\$96,855)</b>
<b>Total Positions</b>							
Total Positions							2
<b>Total Positions</b>	-	-	-	-	-	-	<b>2</b>
<b>Total FTE</b>							
Total FTE							1.08
<b>Total FTE</b>	-	-	-	-	-	-	<b>1.08</b>

\_\_\_\_ Agency Request  
2017-19 Biennium

\_\_\_\_ Governor's Budget  
Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

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
1700050	AAONC4402	AA TRUCK DRIVER 2	1	.54	13.00	02	3,820.00	49,660 33,783				49,660 33,783
1700051	AAONC0759	AA SUPPLY SPECIALIST 2	1	.54	13.00	02	3,820.00		49,660 33,783			49,660 33,783
TOTAL PICS SALARY								49,660	49,660			99,320
TOTAL PICS OPE								33,783	33,783			67,566
TOTAL PICS PERSONAL SERVICES =			2	1.08	26.00			83,443	83,443			166,886

# BUDGET NARRATIVE

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## Administrative Services 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

This package shifts some Services & Supplies account budgets to Rent, implements some minor intra-appropriation adjustments, and creates agency self-funded positions (as approved by DAS CFO) utilizing Services & Supplies and some position modification to better align the agency's actual positions with those residing in the Position Information Control System (PICS).

The bulk of Package 060 incorporates transfer of over \$14 million General Fund with associated positions and FTE from Administrative Services Division to Central Administration Division, due to reorganizational transfer of myriad Financial Services units (such as Accounting, Purchasing/Contracting, Central Trust, Payroll, Business Offices, etc.) to Central Administration Division, as well as transfer of over \$14 million General Fund with associated positions and FTE from Human Resources Division to Administrative Services Division, entirely due to HR's reorganizational transfer under the umbrella of Administrative Services Division. Additionally, several positions were created within Administrative Services through transfer of existing Services & Supplies funds to Personal Services. Also, note Package 060 transfers \$216,000 from Administrative Services Division to Operations Division for Physical Plant operations.

While divisional totals for package 060 may vary, the agency in-total will have a net-zero impact to the agency's overall budget.

#### Agency Request Budget

##### Staffing Impact

Positions:	(5)
FTE:	(4.26)

##### Revenue Source

General Fund	(\$661,941)
Other Funds	\$0
Federal Funds	\$0

# BUDGET NARRATIVE

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## **2019-21 Fiscal Impact**

The actions included in this package will become a part of the Base Budget for 2019-21.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Corrections, Dept of**  
**Pkg: 060 - Technical Adjustments**

**Cross Reference Name: Administrative Services Division**  
**Cross Reference Number: 29100-006-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	(661,941)	-	-	-	-	-	(661,941)
<b>Total Revenues</b>	<b>(\$661,941)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(\$661,941)</b>
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	136,217	-	-	-	-	-	136,217
Empl. Rel. Bd. Assessments	(285)	-	-	-	-	-	(285)
Public Employees' Retire Cont	32,531	-	-	-	-	-	32,531
Social Security Taxes	10,274	-	-	-	-	-	10,274
Worker's Comp. Assess. (WCD)	(345)	-	-	-	-	-	(345)
Flexible Benefits	(133,344)	-	-	-	-	-	(133,344)
<b>Total Personal Services</b>	<b>\$45,048</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$45,048</b>
<b>Services &amp; Supplies</b>							
Instate Travel	(78,000)	-	-	-	-	-	(78,000)
Employee Training	(27,000)	-	-	-	-	-	(27,000)
Office Expenses	(53,589)	-	-	-	-	-	(53,589)
Telecommunications	(102,500)	-	-	-	-	-	(102,500)
Data Processing	(11,500)	-	-	-	-	-	(11,500)
Publicity and Publications	(1,500)	-	-	-	-	-	(1,500)
Employee Recruitment and Develop	(38,735)	-	-	-	-	-	(38,735)
Facilities Maintenance	(30,523)	-	-	-	-	-	(30,523)
Medical Services and Supplies	(13,000)	-	-	-	-	-	(13,000)
Other Services and Supplies	(57,043)	-	-	-	-	-	(57,043)
Expendable Prop 250 - 5000	(2,500)	-	-	-	-	-	(2,500)

\_\_\_\_ Agency Request  
 2017-19 Biennium

\_\_\_\_ Governor's Budget  
 Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
 Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 060 - Technical Adjustments

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
IT Expendable Property	(180,080)	-	-	-	-	-	(180,080)
<b>Total Services &amp; Supplies</b>	<b>(\$595,970)</b>	-	-	-	-	-	<b>(\$595,970)</b>
<b>Capital Outlay</b>							
Household and Institutional Equip.	(107,717)	-	-	-	-	-	(107,717)
Industrial and Heavy Equipment	(3,302)	-	-	-	-	-	(3,302)
<b>Total Capital Outlay</b>	<b>(\$111,019)</b>	-	-	-	-	-	<b>(\$111,019)</b>
<b>Total Expenditures</b>							
Total Expenditures	(661,941)	-	-	-	-	-	(661,941)
<b>Total Expenditures</b>	<b>(\$661,941)</b>	-	-	-	-	-	<b>(\$661,941)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-
<b>Total Positions</b>							
Total Positions							(5)
<b>Total Positions</b>	-	-	-	-	-	-	<b>(5)</b>

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 060 - Technical Adjustments

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Total FTE</b>							
Total FTE							(4.26)
<b>Total FTE</b>	-	-	-	-	-	-	<b>(4.26)</b>

PACKAGE: 060 - Technical Adjustments

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
0031103	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	06	6,673.00	160,152 83,958				160,152 83,958
0100060	AAONC1339	AA	TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	08	7,002.00	168,048 86,448				168,048 86,448
0100063	MMN	X1319	AA HUMAN RESOURCE ASSISTANT	1	1.00	24.00	08	4,113.00	98,712 64,585				98,712 64,585
0100068	AAONC0108	AA	ADMINISTRATIVE SPECIALIST 2	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
0100072	AAONC0211	AA	ACCOUNTING TECHNICIAN 2	1-	1.00-	24.00-	08	4,381.00	105,144- 66,614-				105,144- 66,614-
0101001	AAONC0210	AA	ACCOUNTING TECHNICIAN 1	1-	1.00-	24.00-	02	2,815.00	67,560- 54,763-				67,560- 54,763-
0101006	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
0101007	MMN	X0873	AA OPERATIONS & POLICY ANALYST 4	1-	1.00-	24.00-	08	8,091.00	194,184- 94,688-				194,184- 94,688-
0102002	AAONC1216	AA	ACCOUNTANT 2	1-	1.00-	24.00-	04	4,807.00	115,368- 69,838-				115,368- 69,838-
0104002	AAONC0211	AA	ACCOUNTING TECHNICIAN 2	1-	1.00-	24.00-	05	3,820.00	91,680- 62,369-				91,680- 62,369-
0111001	AAONC1218	AA	ACCOUNTANT 4	1-	1.00-	24.00-	08	8,061.00	193,464- 94,461-				193,464- 94,461-
0300001	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
0300003	AAONC0211	AA	ACCOUNTING TECHNICIAN 2	1-	1.00-	24.00-	08	4,381.00	105,144- 66,614-				105,144- 66,614-
0300010	MMN	X1322	AA HUMAN RESOURCE ANALYST 3	1	1.00	24.00	08	7,000.00	168,000 86,432				168,000 86,432
0300012	AAONC1339	AA	TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	08	7,002.00	168,048 86,448				168,048 86,448
0315034	AAONC1215	AA	ACCOUNTANT 1	1-	.67-	16.00-	02	4,007.00	64,112- 53,677-				64,112- 53,677-

PACKAGE: 060 - Technical Adjustments

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
0500034	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
0500124	MMN X1321	AA	HUMAN RESOURCE ANALYST 2	1	1.00	24.00	08	6,056.00	145,344 79,289				145,344 79,289
0500125	AAONC1339	AA	TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	08	7,002.00	168,048 86,448				168,048 86,448
0500126	AAONC1339	AA	TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	06	6,369.00	152,856 81,658				152,856 81,658
0500127	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
0500270	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
0500274	MMN X1322	AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	07	6,673.00	160,152 83,958				160,152 83,958
0500276	AAONC5232	AA	INVESTIGATOR 2	1	1.00	24.00	05	4,582.00	109,968 68,134				109,968 68,134
0500277	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	05	4,197.00	100,728- 65,222-				100,728- 65,222-
0500278	AAONC1339	AA	TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	05	6,116.00	146,784 79,743				146,784 79,743
0500444	MMN X1322	AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	05	6,056.00	145,344 79,289				145,344 79,289
0500455	MMS X7002	AA	PRINCIPAL EXECUTIVE/MANAGER B	1-	1.00-	24.00-	09	6,056.00	145,344- 79,289-				145,344- 79,289-
0500530	AAONC5232	AA	INVESTIGATOR 2	1	1.00	24.00	08	5,279.00	126,696 73,409				126,696 73,409
0500531	MMN X1321	AA	HUMAN RESOURCE ANALYST 2	1	1.00	24.00	06	5,496.00	131,904 75,052				131,904 75,052
0500541	AAONC0438	AA	PROCUREMENT & CONTRACT SPEC 3	1-	1.00-	24.00-	07	7,338.00	176,112- 88,990-				176,112- 88,990-
0518004	AAONC1217	AA	ACCOUNTANT 3	1-	1.00-	24.00-	03	5,534.00	132,816- 75,338-				132,816- 75,338-

PACKAGE: 060 - Technical Adjustments

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
0700012	AAONC1244	AA	FISCAL ANALYST 2	1-	1.00-	24.00-	02	5,279.00	126,696- 73,409-				126,696- 73,409-
0700014	AAONC0211	AA	ACCOUNTING TECHNICIAN 2	1-	1.00-	24.00-	08	4,381.00	105,144- 66,614-				105,144- 66,614-
0700092	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
0700097	AAONC1339	AA	TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	08	7,002.00	168,048 86,448				168,048 86,448
0700101	MMN X1322	AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	08	7,000.00	168,000 86,432				168,000 86,432
0700102	MMN X1322	AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	07	6,673.00	160,152 83,958				160,152 83,958
0700110	AAONC0210	AA	ACCOUNTING TECHNICIAN 1	1-	.09-	2.05-	02	2,815.00	5,771- 1,946-				5,771- 1,946-
0700111	AAONC0211	AA	ACCOUNTING TECHNICIAN 2	1-	1.00-	24.00-	08	4,381.00	105,144- 66,614-				105,144- 66,614-
0700113	AAONC0211	AA	ACCOUNTING TECHNICIAN 2	1-	1.00-	24.00-	03	3,489.00	83,736- 59,864-				83,736- 59,864-
0700115	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
0700122	AAONC1245	AA	FISCAL ANALYST 3	1-	1.00-	24.00-	07	7,692.00	184,608- 91,669-				184,608- 91,669-
0710008	AAONC0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	08	4,381.00	105,144 66,614				105,144 66,614
0710009	MMN X1319	AA	HUMAN RESOURCE ASSISTANT	1	1.00	24.00	02	3,077.00	73,848 56,746				73,848 56,746
0710010	MMN X1320	AA	HUMAN RESOURCE ANALYST 1	1	1.00	24.00	08	5,231.00	125,544 73,046				125,544 73,046
0900032	MMN X1320	AA	HUMAN RESOURCE ANALYST 1	1	1.00	24.00	08	5,231.00	125,544 73,046				125,544 73,046
0900445	AAONC0438	AA	PROCUREMENT & CONTRACT SPEC 3	1-	1.00-	24.00-	08	7,692.00	184,608- 91,669-				184,608- 91,669-

PACKAGE: 060 - Technical Adjustments

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
1000006	AAONC0118	AA	EXECUTIVE SUPPORT SPECIALIST	1	1	24.00	08	4,381.00	105,144 66,614				105,144 66,614
1000008	MMN X0119	AA	EXECUTIVE SUPPORT SPECIALIST	2	1	24.00	08	4,320.00	103,680 66,153				103,680 66,153
1010006	AAONC0211	AA	ACCOUNTING TECHNICIAN	2	1-	24.00-	08	4,381.00	105,144- 66,614-				105,144- 66,614-
1010008	AAONC0212	AA	ACCOUNTING TECHNICIAN	3	1-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
1040001	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER	E	1	24.00	09	8,496.00	203,904 97,753				203,904 97,753
1050003	MMN X0118	AA	EXECUTIVE SUPPORT SPECIALIST	1	1	24.00	08	3,906.00	93,744 63,019				93,744 63,019
1100002	MMN X1322	AA	HUMAN RESOURCE ANALYST	3	1	24.00	08	7,000.00	168,000 86,432				168,000 86,432
1100008	MMN X1322	AA	HUMAN RESOURCE ANALYST	3	1	24.00	02	5,231.00	125,544 73,046				125,544 73,046
1100009	MMN X1320	AA	HUMAN RESOURCE ANALYST	1	1	24.00	07	4,982.00	119,568 71,162				119,568 71,162
1100011	AAONC0211	AA	ACCOUNTING TECHNICIAN	2	1-	24.00-	04	3,651.00	87,624- 61,090-				87,624- 61,090-
1100012	AAONC4008	AA	ELECTRICIAN	2	1-	24.00-	05	5,795.00	139,080- 77,314-				139,080- 77,314-
1300479	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER	E	1	24.00	09	8,496.00	203,904 97,753				203,904 97,753
1300480	AAONC0118	AA	EXECUTIVE SUPPORT SPECIALIST	1	1	24.00	08	4,381.00	105,144 66,614				105,144 66,614
1300481	AAONC1339	AA	TRAINING & DEVELOPMENT SPEC	2	1	24.00	02	5,279.00	126,696 73,409				126,696 73,409
1300482	AAONC1339	AA	TRAINING & DEVELOPMENT SPEC	2	1	24.00	08	7,002.00	168,048 86,448				168,048 86,448
1300483	AAONC1339	AA	TRAINING & DEVELOPMENT SPEC	2	1	24.00	02	5,279.00	126,696 73,409				126,696 73,409

REPORT: PACKAGE FISCAL IMPACT REPORT

2017-19

PROD FILE

AGENCY:29100 DEPT OF CORRECTIONS

PICS SYSTEM: BUDGET PREPARATION

SUMMARY XREF:006-00-00 Administrative Services Divisi

PACKAGE: 060 - Technical Adjustments

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
1300484	AAONC1338	AA	TRAINING & DEVELOPMENT SPEC 1	1	1.00	24.00	08	5,795.00	139,080 77,314				139,080 77,314
1300485	AAONC1338	AA	TRAINING & DEVELOPMENT SPEC 1	1	1.00	24.00	08	5,795.00	139,080 77,314				139,080 77,314
1700194	MMN X1322	AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	02	5,231.00	125,544 73,046				125,544 73,046
1700201	AAONC0104	AA	OFFICE SPECIALIST 2	1	1.00	24.00	02	3,054.00	73,296 56,572				73,296 56,572
1700202	AAONC1483	IA	INFO SYSTEMS SPECIALIST 3	1	1.00	24.00	02	3,821.00	91,704 62,376				91,704 62,376
1700203	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	02	5,496.00	131,904 75,052				131,904 75,052
1700204	MMN X1321	AA	HUMAN RESOURCE ANALYST 2	1	1.00	24.00	02	4,523.00	108,552 67,688				108,552 67,688
1700205	MMN X1321	AA	HUMAN RESOURCE ANALYST 2	1	1.00	24.00	02	4,523.00	108,552 67,688				108,552 67,688
1700206	MMN X1320	AA	HUMAN RESOURCE ANALYST 1	1	1.00	24.00	02	3,906.00	93,744 63,019				93,744 63,019
5000603	MESNZ7012	AA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	09	10,828.00	259,872 115,270				259,872 115,270
6000028	MMS X7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	1-	1.00-	24.00-	09	9,369.00	224,856- 104,360-				224,856- 104,360-
6000030	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	1-	1.00-	24.00-	09	8,496.00	203,904- 97,753-				203,904- 97,753-
6000031	AAONC0436	AA	PROCUREMENT & CONTRACT SPEC 1	1-	1.00-	24.00-	08	5,795.00	139,080- 77,314-				139,080- 77,314-
6000032	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	03	3,820.00	91,680- 62,369-				91,680- 62,369-
6000034	AAONC0108	AA	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	08	4,807.00	115,368 69,838				115,368 69,838
6000035	MMN X1322	AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	07	6,673.00	160,152 83,958				160,152 83,958

PACKAGE: 060 - Technical Adjustments

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
6000037	MMS	X7004	AA PRINCIPAL EXECUTIVE/MANAGER C	1-	1.00-	24.00-	09	6,673.00	160,152- 83,958-				160,152- 83,958-
6000040	MMS	X7008	AA PRINCIPAL EXECUTIVE/MANAGER E	1-	1.00-	24.00-	09	8,496.00	203,904- 97,753-				203,904- 97,753-
6000628	AAONC	1339	AA TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	08	7,002.00	168,048 86,448				168,048 86,448
6000633	AAONC	1217	AA ACCOUNTANT 3	1-	1.00-	24.00-	08	7,002.00	168,048- 86,448-				168,048- 86,448-
6000891	AAONC	0437	AA PROCUREMENT & CONTRACT SPEC 2	1-	1.00-	24.00-	08	7,002.00	168,048- 86,448-				168,048- 86,448-
8700105	AAONC	1245	AA FISCAL ANALYST 3	1-	1.00-	24.00-	07	7,692.00	184,608- 91,669-				184,608- 91,669-
8700504	MMS	X7010	AA PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	09	9,369.00	224,856 104,360				224,856 104,360
8900118	AAONC	0212	AA ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	03	3,820.00	91,680- 62,369-				91,680- 62,369-
8900337	MMN	X1322	AA HUMAN RESOURCE ANALYST 3	1	1.00	24.00	07	6,673.00	160,152 83,958				160,152 83,958
8900338	MMN	X1319	AA HUMAN RESOURCE ASSISTANT	1	1.00	24.00	08	4,113.00	98,712 64,585				98,712 64,585
8900340	AAONC	0210	AA ACCOUNTING TECHNICIAN 1	1-	1.00-	24.00-	06	3,333.00	79,992- 58,683-				79,992- 58,683-
8900342	AAONC	0212	AA ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
8900343	AAONC	0211	AA ACCOUNTING TECHNICIAN 2	1-	1.00-	24.00-	08	4,381.00	105,144- 66,614-				105,144- 66,614-
8900344	AAONC	0211	AA ACCOUNTING TECHNICIAN 2	1-	1.00-	24.00-	08	4,381.00	105,144- 66,614-				105,144- 66,614-
8900346	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1-	1.00-	24.00-	07	7,000.00	168,000- 86,432-				168,000- 86,432-
8900347	AAONC	0103	AA OFFICE SPECIALIST 1	1-	1.00-	24.00-	07	3,191.00	76,584- 57,609-				76,584- 57,609-

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
8900348	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
8900423	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
8900426	AAONC0438 AA	PROCUREMENT & CONTRACT SPEC 3	1-	1.00-	24.00-	08	7,692.00	184,608- 91,669-				184,608- 91,669-
8909030	AAONC1339 AA	TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	08	7,002.00	168,048 86,448				168,048 86,448
8909031	AAONC1245 AA	FISCAL ANALYST 3	1-	1.00-	24.00-	07	7,692.00	184,608- 91,669-				184,608- 91,669-
8909033	MMN X1319 AA	HUMAN RESOURCE ASSISTANT	1	1.00	24.00	08	4,113.00	98,712 64,585				98,712 64,585
8913111	MMN X1322 AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	08	7,000.00	168,000 86,432				168,000 86,432
8913112	MMN X1321 AA	HUMAN RESOURCE ANALYST 2	1	1.00	24.00	08	6,056.00	145,344 79,289				145,344 79,289
8913115	AAONC0104 AA	OFFICE SPECIALIST 2	1	1.00	24.00	08	4,007.00	96,168 63,784				96,168 63,784
8919041	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
8919277	MMN X1321 AA	HUMAN RESOURCE ANALYST 2	1	1.00	24.00	05	5,231.00	125,544 73,046				125,544 73,046
8921001	MMS X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	08	8,091.00	194,184 94,688				194,184 94,688
8921006	MMN X1322 AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	08	7,000.00	168,000 86,432				168,000 86,432
8921008	MMN X1322 AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	08	7,000.00	168,000 86,432				168,000 86,432
8921010	MMN X1322 AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	07	6,673.00	160,152 83,958				160,152 83,958
8921011	MMN X1322 AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	08	7,000.00	168,000 86,432				168,000 86,432

REPORT: PACKAGE FISCAL IMPACT REPORT

2017-19

PROD FILE

AGENCY:29100 DEPT OF CORRECTIONS

PICS SYSTEM: BUDGET PREPARATION

SUMMARY XREF:006-00-00 Administrative Services Divisi

PACKAGE: 060 - Technical Adjustments

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
9500350	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
9500352	AAONC0438	AA	PROCUREMENT & CONTRACT SPEC 3	1-	1.00-	24.00-	08	7,692.00	184,608- 91,669-				184,608- 91,669-
9500353	AAONC0438	AA	PROCUREMENT & CONTRACT SPEC 3	1-	1.00-	24.00-	08	7,692.00	184,608- 91,669-				184,608- 91,669-
9500361	AAONC0437	AA	PROCUREMENT & CONTRACT SPEC 2	1-	1.00-	24.00-	03	5,534.00	132,816- 75,338-				132,816- 75,338-
9500364	AAONC0435	AA	PROCUREMENT AND CONTRACT ASST	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
9507001	AAONC1216	AA	ACCOUNTANT 2	1-	1.00-	24.00-	08	5,795.00	139,080- 77,314-				139,080- 77,314-
9507003	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	07	4,582.00	109,968- 68,134-				109,968- 68,134-
9512345	MMN X1321	AA	HUMAN RESOURCE ANALYST 2	1	1.00	24.00	08	6,056.00	145,344 79,289				145,344 79,289
9512346	MMN X1319	AA	HUMAN RESOURCE ASSISTANT	1	1.00	24.00	08	4,113.00	98,712 64,585				98,712 64,585
9512348	AAONC1339	AA	TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	08	7,002.00	168,048 86,448				168,048 86,448
9512349	AAONC0437	AA	PROCUREMENT & CONTRACT SPEC 2	1-	1.00-	24.00-	08	7,002.00	168,048- 86,448-				168,048- 86,448-
9512353	AAONC0211	AA	ACCOUNTING TECHNICIAN 2	1-	1.00-	24.00-	05	3,820.00	91,680- 62,369-				91,680- 62,369-
9700715	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
9702595	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
9702599	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
9702601	MMN X1322	AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	08	7,000.00	168,000 86,432				168,000 86,432

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
9702603	MMN	X1320	AA HUMAN RESOURCE ANALYST 1	1	.50	12.00	08	5,231.00	62,772 53,254				62,772 53,254
9702608	AAONC0211	AA	ACCOUNTING TECHNICIAN 2	1-	1.00-	24.00-	08	4,381.00	105,144- 66,614-				105,144- 66,614-
9712045	MMN	X1322	AA HUMAN RESOURCE ANALYST 3	1	1.00	24.00	08	7,000.00	168,000 86,432				168,000 86,432
9712048	MMS	X7002	AA PRINCIPAL EXECUTIVE/MANAGER B	1-	1.00-	24.00-	09	6,056.00	145,344- 79,289-				145,344- 79,289-
9712049	AAONC0438	AA	PROCUREMENT & CONTRACT SPEC 3	1-	1.00-	24.00-	08	7,692.00	184,608- 91,669-				184,608- 91,669-
9712052	AAONC0435	AA	PROCUREMENT AND CONTRACT ASST	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
9902501	AAONC0437	AA	PROCUREMENT & CONTRACT SPEC 2	1-	1.00-	24.00-	08	7,002.00	168,048- 86,448-				168,048- 86,448-
9902502	AAONC0211	AA	ACCOUNTING TECHNICIAN 2	1-	1.00-	24.00-	08	4,381.00	105,144- 66,614-				105,144- 66,614-
9902503	AAONC0211	AA	ACCOUNTING TECHNICIAN 2	1-	1.00-	24.00-	03	3,489.00	83,736- 59,864-				83,736- 59,864-
9902519	AAONC5232	AA	INVESTIGATOR 2	1	1.00	24.00	08	5,279.00	126,696 73,409				126,696 73,409
9902520	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	1-	1.00-	24.00-	08	4,807.00	115,368- 69,838-				115,368- 69,838-
9902521	AAONC1339	AA	TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	08	7,002.00	168,048 86,448				168,048 86,448
9912060	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1-	1.00-	24.00-	09	7,714.00	185,136- 91,835-				185,136- 91,835-
TOTAL PICS SALARY									136,217				136,217
TOTAL PICS OPE									91,169-				91,169-
TOTAL PICS PERSONAL SERVICES =									5-	4.26-	102.05-		45,048

# BUDGET NARRATIVE

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## Administrative Services Division

### 102 PREA Compliance

#### Purpose

The Department of Corrections (DOC) is requesting funding to address camera needs related to the Prison Rape Elimination Act. PREA was enacted in 2003, and new national standards became final law in August 2012. The national standards create new requirements to ensure the safety and security of adults in custody. These requirements include enhanced video monitoring and changes to facility layouts and other security features.

Cameras help institutions provide security where and when the department does not have adequate staffing for in-person observation. Inadequate numbers of cameras and aging equipment to manage and store video data impede that goal. This package would allow DOC to enhance its camera coverage in institutions and replace aging and malfunctioning equipment. With an increased number of camera systems department-wide, the agency is seeking a Physical Security Electronics Technician (PEST) position to maintain the cameras.

#### How Achieved

Cameras help the agency monitor remote or enclosed areas of the institution when staff are not able to observe inmate activity by direct line-of-sight. A 2014 review of Oregon's institutions by the Association of State Correctional Administrators (ASCA) recommended additional and updated camera systems to address newly implemented PREA standards. To help institution staff maintain additional camera equipment, the agency is seeking a Physical Electronic Security Technician position that would be located in the Facilities Section of the Administrative Services Division.

The request for the Administrative Services Division for these resources are \$2,860,173 General Fund, 1 position, 1.00 FTE.

#### Quantifying Results

Resources and staffing gained in this Policy Option Package would result in cameras and digital recording systems that consistently meet an agency standard for functionality and storage. In addition, the department has adopted Correctional Outcomes through Research and Engagement (CORE) as a means to monitor and measure the daily work performed throughout the department. The addition of camera systems and a PEST position will be tied to CORE Operating Process 1d: Compliance with National PREA Standards, and Supporting Process 4d: PREA Audits.

# BUDGET NARRATIVE

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## Agency Request Budget

### Staffing Impact

Positions	1
FTE	1.00

### Revenue Source

General Fund	\$2,860,173
Other Funds	\$0

### 2019-21 Fiscal Impact

The actions included in this package will become part of the Base Budget in 2019-21 with the following exceptions: 1) One-time expendable property costs will be phased out and 2) One-half of IT Expendable property will be phased out where one-half remains to recognize DOC's ongoing IT related life cycle replacement needs. Additionally, all of the Other Capital Outlay Startup costs will be phased out.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 102 - PREA Compliance

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	2,860,173	-	-	-	-	-	2,860,173
<b>Total Revenues</b>	<b>\$2,860,173</b>	-	-	-	-	-	<b>\$2,860,173</b>
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	109,968	-	-	-	-	-	109,968
Empl. Rel. Bd. Assessments	57	-	-	-	-	-	57
Public Employees' Retire Cont	26,260	-	-	-	-	-	26,260
Social Security Taxes	8,412	-	-	-	-	-	8,412
Unemployment Assessments	198	-	-	-	-	-	198
Worker's Comp. Assess. (WCD)	69	-	-	-	-	-	69
Mass Transit Tax	660	-	-	-	-	-	660
Flexible Benefits	33,336	-	-	-	-	-	33,336
<b>Total Personal Services</b>	<b>\$178,960</b>	-	-	-	-	-	<b>\$178,960</b>
<b>Services &amp; Supplies</b>							
Instate Travel	1,631	-	-	-	-	-	1,631
Employee Training	315	-	-	-	-	-	315
Office Expenses	7,536	-	-	-	-	-	7,536
Data Processing	636	-	-	-	-	-	636
Other Services and Supplies	1,259	-	-	-	-	-	1,259
Expendable Prop 250 - 5000	3,161	-	-	-	-	-	3,161
IT Expendable Property	2,669	-	-	-	-	-	2,669
<b>Total Services &amp; Supplies</b>	<b>\$17,207</b>	-	-	-	-	-	<b>\$17,207</b>

\_\_\_\_ Agency Request  
2017-19 Biennium

\_\_\_\_ Governor's Budget  
Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 102 - PREA Compliance

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Capital Outlay</b>							
Other Capital Outlay	2,664,006	-	-	-	-	-	2,664,006
<b>Total Capital Outlay</b>	<b>\$2,664,006</b>	-	-	-	-	-	<b>\$2,664,006</b>
<b>Total Expenditures</b>							
Total Expenditures	2,860,173	-	-	-	-	-	2,860,173
<b>Total Expenditures</b>	<b>\$2,860,173</b>	-	-	-	-	-	<b>\$2,860,173</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-
<b>Total Positions</b>							
Total Positions							1
<b>Total Positions</b>	-	-	-	-	-	-	<b>1</b>
<b>Total FTE</b>							
Total FTE							1.00
<b>Total FTE</b>	-	-	-	-	-	-	<b>1.00</b>

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
1700371	AAONC4039	AA PHYSCL/ELECTRNC SECRTY TECH 3	1	1.00	24.00	02	4,582.00	109,968 68,134				109,968 68,134
TOTAL PICS SALARY								109,968				109,968
TOTAL PICS OPE								68,134				68,134
TOTAL PICS PERSONAL SERVICES =			1	1.00	24.00			178,102				178,102

# BUDGET NARRATIVE

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## Administrative Services Division

### 103 Governor's Initiatives

#### Package Description

##### **Purpose**

The Administrative Service Division of the Oregon Department of Corrections (DOC) is requesting funding for staffing issues related to a number of Governor's Office initiatives:

- Item 1: Sustainability Programs Manager
- Item 2: Diversity and Inclusion

##### **Item 1: Sustainability Program Manager**

This request includes resources to permanently fund a sustainability position. For the past four years, the Sustainability Programs Manager has been an unfunded work-out-of-class opportunity. This position has improved the department's sustainable operations, increased conservation programs with key stakeholders, and been an active participant with state and local government sustainability efforts. The Oregon Sustainability Board (OSB), which approves DOC's sustainability plan, supports a permanent Sustainability Programs Manager. OSB has recognized achievements accomplished in the DOC sustainability plan and awards DOC has received for sustainable business efficiencies and programs. This position would also meet the Governor's priorities of excellence in state government and responsible environmental stewardship by managing DOC's natural resources and reducing environmental impacts.

##### **Item 2: Office of Diversity and Inclusion**

This request includes resources to permanently fund the Office of Diversity and Inclusion. In 2013, the Director's Office created the Office of Diversity and Inclusion (D&I) in response to the statewide priority of the Governor and the agency to provide direction, policy, and procedure around hiring and retaining women, minorities, and individuals who are disabled. The Office of D&I is responsible for benchmarking and researching evidence-based practices in diversity and inclusion; analyzing recruitment and hiring disparity compared to the Governor's mandated affirmative action goals; collaborating with HR to make recommendations for policy and procedural changes in the recruiting and hiring process; overseeing staff throughout the state who serve on the D&I Advisory Council; creating and implementing annual training for staff on D&I and new D&I programs; and working collaboratively on recruiting efforts for women and minorities. DOC is requesting permanent funding for these purposes.

# BUDGET NARRATIVE

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## How Achieved

### **Item 1: Sustainability Programs Manager**

A Sustainability Programs Manager (X7006 PEM-D) will help carry out internal policy development and various technical responsibilities necessary for DOC to create and maintain sustainability initiatives including natural resource conservation (meeting the requirements of OSB metrics compliance); a statewide recycling program; energy and water conservation; Savanna Haven property management; and habitat restoration programs. The requirement for sustainability and conservation programs is established in statute and rule. Establishing and staffing this program will provide an avenue for advising department leadership on sustainability and conservation issues, assisting with improving sustainable operations, and providing nature-based programs and vocational training skills for adults in custody.

The request for Item 1 is \$295,622 General Fund, 1 position, 1.00 FTE.

### **Item 2: Office of Diversity and Inclusion**

An Office of Diversity and Inclusion will help DOC fulfill the requirements of the Governor's Executive Order on Affirmative Action and Diversity and Inclusion (16-09) and meet DOC performance targets. The office ultimately will help promote and implement diversity and inclusion practices in all areas of the DOC work environment, with respect for and appreciation of the collective differences and similarities of individuals. Diversity and inclusion practices will be used to develop a balanced workforce, representative of a diverse makeup of characteristics, values, beliefs, experiences, and backgrounds. The office will help DOC carry out its D&I policy of supporting and maintaining a work environment sensitive to and respectful of the unique cultural attributes and histories of individuals, and providing employees fair treatment and equal access to mentoring, opportunities, and resources.

The request for Item 2 is \$618,733 General Fund, 3 positions, 3.00 FTE.

## Quantifying Results

### **Item 1: Sustainability Programs Manager**

DOC will quantify results in the following ways:

- Pounds of material recycled
- Pounds of fruit/vegetables grown in prison gardens
- BTU reduction (electricity and natural gas)
- Solid waste reduction

# BUDGET NARRATIVE

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## **Item 2: Office of Diversity and Inclusion**

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. The benefits and outcomes of fully funding the Office of Diversity and Inclusion will be tied to the following CORE outcome measures (OM):

- OM6a – Achieve Governor’s female gender diversity goal for DOC
- OM6b – Achieve Governor’s ethnicity goal for DOC
- OM6c – Percent of females in Correctional Officer series
- OM6d – Percent of people of color in Correctional Officer Series

### **Agency Request Budget**

#### **Staffing Impact**

Positions	4
FTE	4.00

#### **Revenue Source**

General Fund	\$914,355
Other Funds	\$0

### **2019-21 Fiscal Impact**

The actions included in this package for Item 1 and 2 will become part of the Base Budget in 2019-21 with the following exceptions: 1) One-time expendable property costs will be phased out and 2) One-half of IT Expendable property will be phased out where one-half remains to recognize DOC’s ongoing IT related life cycle replacement needs.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Corrections, Dept of**  
**Pkg: 103 - Governor's Initiatives**

**Cross Reference Name: Administrative Services Division**  
**Cross Reference Number: 29100-006-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	914,355	-	-	-	-	-	914,355
<b>Total Revenues</b>	<b>\$914,355</b>	-	-	-	-	-	<b>\$914,355</b>
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	537,888	-	-	-	-	-	537,888
Empl. Rel. Bd. Assessments	228	-	-	-	-	-	228
Public Employees' Retire Cont	128,447	-	-	-	-	-	128,447
Social Security Taxes	41,148	-	-	-	-	-	41,148
Unemployment Assessments	968	-	-	-	-	-	968
Worker's Comp. Assess. (WCD)	276	-	-	-	-	-	276
Mass Transit Tax	3,228	-	-	-	-	-	3,228
Flexible Benefits	133,344	-	-	-	-	-	133,344
<b>Total Personal Services</b>	<b>\$845,527</b>	-	-	-	-	-	<b>\$845,527</b>
<b>Services &amp; Supplies</b>							
Instate Travel	6,524	-	-	-	-	-	6,524
Employee Training	1,260	-	-	-	-	-	1,260
Office Expenses	30,144	-	-	-	-	-	30,144
Data Processing	2,544	-	-	-	-	-	2,544
Other Services and Supplies	5,036	-	-	-	-	-	5,036
Expendable Prop 250 - 5000	12,644	-	-	-	-	-	12,644
IT Expendable Property	10,676	-	-	-	-	-	10,676
<b>Total Services &amp; Supplies</b>	<b>\$68,828</b>	-	-	-	-	-	<b>\$68,828</b>

\_\_\_\_ Agency Request  
2017-19 Biennium

\_\_\_\_ Governor's Budget  
Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 103 - Governor's Initiatives

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Total Expenditures</b>							
Total Expenditures	914,355	-	-	-	-	-	914,355
<b>Total Expenditures</b>	<b>\$914,355</b>	-	-	-	-	-	<b>\$914,355</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-
<b>Total Positions</b>							
Total Positions							4
<b>Total Positions</b>	-	-	-	-	-	-	<b>4</b>
<b>Total FTE</b>							
Total FTE							4.00
<b>Total FTE</b>	-	-	-	-	-	-	<b>4.00</b>

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
1700381	MMN	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	09	7,714.00	185,136 91,835				185,136 91,835
1700382	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	09	7,714.00	185,136 91,835				185,136 91,835
1700383	AAONC0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	02	3,333.00	79,992 58,683				79,992 58,683
1700384	AAONC0104	AA	OFFICE SPECIALIST 2	1	1.00	24.00	06	3,651.00	87,624 61,090				87,624 61,090
TOTAL PICS SALARY									537,888				537,888
TOTAL PICS OPE									303,443				303,443
TOTAL PICS PERSONAL SERVICES =				4	4.00	96.00			841,331				841,331

# BUDGET NARRATIVE

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## Administrative Services Division

### 104 Technology Infrastructure

#### Purpose

The Department of Corrections (DOC) is requesting funding for the following key areas of technology infrastructure:

- Item 1: An assessment of corrections fundamental systems,
- Item 2: Desktop and laptop lifecycle replacement,
- Item 3: Voice over internet protocol (VOIP) infrastructure installation and on-going charges adjustment,
- Item 4: Updating the TAG Central Trust system and on-going operating costs.

The resources being requested for the Administrative Services Division are specific to Items 1 and 2.

#### Item 1: Assess Corrections Fundamental Systems

In the early 1990s, the department deployed an integrated statewide felony offender tracking and management system and other related information systems. Every day, criminal justice professionals statewide use the data provided by these systems to make decisions about offenders under their supervision, and about the effective operation of state prisons and county community corrections offices.

The Corrections Information System (CIS) and Offender Management System (OMS) are essential to the department's ability to promote public safety and accomplish its mission by supporting all DOC functions that are necessary for institution programs, case management, and sentence management. CIS and OMS are utilized by (and data is shared with) various external stakeholders, e.g. Community Corrections (Oregon's 36 counties), the Board of Parole and Post-Prison Supervision (BPPPS), LEDS, and the Oregon Department of Justice. DOC is continuing to add modules to its fundamental systems to meet emerging business needs and legislative changes while maintaining current applications as needed.

DOC currently operates with a mix of computer systems, of which the core systems were built in the 1990s. DOC seeks to assess the viability of integrating and standardizing its core computer systems that use an assortment of languages including COBOL, Visual Basic, SQL, and JAVA.

CIS was originally built in 1990, written as a COBOL application and has evolved into complex, disparate applications. This strategy served DOC in developing the automation needed to help the agency meet its business goals and strategic objectives. Many of the business area modules of the application have been in continuous use since 1990. Many of the modules have been modified to meet business or legislative changes. However, some modules have grown and changed dramatically as laws have changed and parts of the

# BUDGET NARRATIVE

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application have become difficult to modify in order to meet these changes. The need to replace elements of DOC's CIS was recognized in the late 1990s (part of DOC Y2K project) during an analysis of the "Sentence Calculator," one of the key elements of the CIS.

A 2004-05 feasibility study looked at the major industry of Offender Management Systems available and evaluated their ability to replace the existing CIS. The feasibility study showed vendor products at that time would have to be modified significantly to meet DOC's needs. Significant customization was deemed cost prohibitive for DOC, so the decision to undertake a project to re-write the existing system, using internal resources, was made.

During the 2005-07 biennium, a project established a technical architecture, began creating DOC's web based Offender Management System (OMS), and planned to incrementally replace existing CIS functionality over several years, using internal development staff and augmented by contracted developers. The DOC's OMS system originally included various modules such as the Prison Rape Elimination Act (PREA), Unusual Incident Reporting (UIR), Inmate Misconduct, Inmate Grievance Reporting, and Hearings.

In May 2007, DOC leadership saw demonstrations of industry vendor product functionality that had greatly expanded since the initial feasibility study in 2004. DOC deemed it prudent to review these offerings to see if they could meet agency needs. DOC conducted evaluations of three industry-leading corrections systems software package providers and conducted phone interviews with each vendor's representatives to discuss their system functionality in detail. Two vendors accepted invitations to demonstrate their systems in December 2007, and DOC business stakeholders supported the vendor purchase solutions.

In January 2008, DOC contacted all three vendors and requested high level planning and implementation budget estimates. All three vendors provided responses that were in the \$12-15 million price range. Additionally, DOC contacted more than 20 states who had recently implemented corrections systems. Those contacted reported implementation costs between \$5 and \$20 million. In February 2008, faced with the lower cost, better ability to meet DOC's needs, and a much faster implementation schedule than custom construction, the project team and steering committee decided to recommend to the DOC Executive Team that the project transition from "Build" (CIS Re-write Project) to "Buy" (CIS Replacement Project). In March 2008, the DOC Executive Team decided to adopt the "Buy" recommendation, and directed the team to refocus on planning activities for the 2009-11 biennium. During contract negotiations, issues prevented procurement and the project ended. The system has not been improved in the intervening years, and this assessment will provide clarity in how to move forward from current-state.

## **Item 2: Desktop and Laptop Lifecycle Replacement**

Package 104 also requests funding for desktop and laptop devices that are not in compliance with the DOC planned five-year lifecycle. As business services are increasing at a rapid pace, so are the demand for new systems and software with a dependency on desktop

# BUDGET NARRATIVE

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and laptop replacements. Without such funding the hardware environment cannot be transformed and meet compatibility requirements which will result in 1) potential security vulnerabilities and 2) have a direct impact on the agency's operations.

The agency has adopted a five-year lifecycle replacement policy for desktops and laptops that are used on the agency's network. Purchases for desktops and laptops have been typically internally funded by each unit at a facility. Due to budgetary challenges, this practice was not sufficient to maintain a lifecycle replacement plan. If the desktops and laptops are not updated, 86 percent of DOC's computing fleet will be older than five years and out of lifecycle in the 2019-21 biennium.

In addition, out-of-warranty maintenance for PCs and laptops typically has been internally funded by each unit at a facility. However, the necessity of deferred maintenance in other areas has taken precedence over computing hardware maintenance. The cost for parts replacement has grown exponentially as the age of computing devices increases which increases total cost of ownership.

This request in addition supports the following:

- Correctional Outcomes through Research and Engagement (CORE) – As part of the agency's scorecard, DOC measures supporting innovative, efficient, and sustainable business practices.
- Statewide Policy 107-004-010 – Agencies must establish an IT Asset Management (ITAM) program, identify an agency ITAM coordinator, create an IT asset inventory, and establish an IT asset lifecycle replacement plan.
- DOC Policy 60.1.3 – The Information Systems Unit is responsible for developing and maintaining the department's IT asset management program; on a biennial basis and in conjunction with the DOC Office of the Chief Financial Officer, the ITAM coordinator shall develop a budget, for inclusion in the department budget request, for the lifecycle replacement of IT assets. The lifecycle for desktop and laptop computers shall be five years; the lifecycle IT asset replacement budget shall be a central budget managed by IT.

## How Achieved

### **Item 1: Assess Corrections Fundamental Systems**

In the 2017-19 biennium, DOC will engage a vendor who is experienced in assessing and analyzing large computer systems and who has assisted with planning and managing large transformation projects. The vendor will identify DOC's automation needs, review all of DOC's fundamental systems, and perform a gap analysis between the current systems and the identified needs. With DOC staff, the vendor will visit other states that have completed or are in the process of integrating and/or transforming their fundamental systems. The vendor will create and evaluate a Request for Information (RFI) in order to obtain information about existing vendor systems and how they can meet DOC's current and future needs. The vendor will analyze various alternatives, perform risk assessments (e.g. Architectural, Technical and Business), an organizational readiness assessment, and create a recommendation and roadmap of how

# BUDGET NARRATIVE

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DOC can transform its fundamental systems. The vendor will present its findings, recommendations and a roadmap to the DOC Executive Team. Following the agency's chosen alternative, the vendor will create the Business Case, Information Resource Request (IRR), Feasibility Analysis, Budget and Risk assessment, as well as other deliverables required by the Office of the State CIO (OSCIO) and Legislature to proceed with a Corrections Fundamental Systems Transformation project.

In the 2019-2021 biennium, DOC will procure vendors for Project Management (PM), Business Analysis (BA), and Quality Assurance (QA) professional services to initiate, plan, and manage through implementation the Corrections Fundamental Systems Transformation project. The PM and BA vendor(s) must be capable of adequately assisting DOC through the OSCIO and LFO oversight processes and have the experience and staff size to meet set timelines:

- 2015-17: Prepare DOC's 2017-19 POP and complete a SOW for the professional services of an assessment vendor.
- 2017-19: DOC's fundamental systems analysis, alternatives assessment, recommendation, and procure PM/BA services.
- 2019-21: Preparation of DOC's 2021-23 POP, Stage Gates 1-3 deliverables/endorsements, and a SOW for the products and professional services of an Implementation Vendor for the CFST Project.

Some DOC staff will be fully engaged with this effort in 2017-19 and 2019-21. Therefore, included in this package is the cost to backfill staff for the following positions: a DOC Business Champion, a DOC Project IT Liaison, one Information System Specialist 8, and one Information System Specialist. Occasionally, other DOC and external entities staff will need to be involved.

The resources requested specific to Item 1 are \$1,602,598 General Fund, 4 positions, 3.50 FTE.

## **Item 2: Desktop and Laptop Lifecycle Replacement**

Achieving a five-year lifecycle replacement plan requires the initial replacement of obsolete personal computers at 80 percent for the initial biennium and maintaining a 40 percent per biennium (20 percent per year) replacement plan thereafter. PCs that are beyond five years are moved to the inmate network and laptops are recycled per state e-waste guidelines. The implementation strategy includes:

- Using Project Management standards that follow the PMI-Project management Institute's PMBOK methodology.
- Coordinating replacements with all internal business units and key stakeholders.
- Quarterly purchase PCs as to create an efficient IT Asset Lifecycle that is sustainable.
- Replacing the most outdated equipment to increase productivity - Estimated productivity increase: 30%
- Replacing equipment that does not meet current security standards with the most secure equipment to ensure security - Estimated security increase: 80%
- Minimizing maintenance costs by bringing hardware in alignment with vendor warranty.
- Reducing IT maintenance labor costs by reduction of break/fix requests, which will allow time to focus on automation functionality.
- Ensuring inmate programs receive sufficient computing equipment by repurposing out of lifecycle equipment.
- Ensuring computing equipment is sufficient to provide for the latest security protocols to keep data secure and within compliancy.

# BUDGET NARRATIVE

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- Ensuring the computing Operating Systems is compatible with state, DOC, and vendor-provided standards.
- Ensuring computing equipment is sufficient to migrate to the Windows 10 platform when Windows 7 support ends in January 2020.

The resources requested specific to Item 2 are \$3,546,612 General Fund, 0 positions, 0.00 FTE.

## Quantifying Results

### **Item 1: Assess Corrections Fundamental Systems**

DOC will quantify and measure the results of the efforts described in this POP by the following:

- Successful procurement of a vendor who is experienced in assessing and analyzing large computer systems, and who has assisted with planning and implementing large integration and transformation technology projects.
- The tasks and deliverables described in the “HOW ACHIEVED” section of this POP are complete.
  - RFI ready by September 2018
- The DOC Executive Team has sufficient, quality information to decide whether and how to pursue a fundamental systems transformation by April 2019.
  - Executive Team decides chosen alternative by May 2019.
- Following the DOC Executive Team decision on the Corrections Fundamental Systems Transformation (CFST) Project, the Assessment Vendor will create the Business Case and accompanying attachments by June 2019.
- Procure from a Professional Services vendor a Project Manager experienced in planning and implementing large integration and transformation technology projects.
  - Procure from a Professional Services vendor Business Analyst experienced in analyzing large computer systems, developing new business processes, planning and performing successful organizational change on large integration and transformation technology projects.
  - Stage Gate 1 and Stage Gate 2 endorsements are achieved by August 2020, in time for legislative recommendations on the 2021-2023 POP for Implementation Vendor Products and Services.
  - Project Planning and Project Management deliverables for the CFST Project are complete and approved
  - Stage Gate 3 deliverables, tasks are complete and approved, and the Stage Gate 3 endorsement of the CFST Project is achieved by June 2021.

# BUDGET NARRATIVE

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## **Item 2: Desktop and Laptop Lifecycle Replacement**

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. The benefits and outcomes of funding the Desktop and Laptop Lifecycle Replacement portion of this POP will be tied to the following CORE measure of the IT Services scorecard:

- DOC Domain – Desktop Lifecycle: Percentage of desktop PCs that are within 4-year warranty (0-47 months) and five-year lifecycle.

### **Agency Request Budget**

#### **Staffing Impact**

Positions	4
FTE	3.50

#### **Revenue Source**

General Fund	\$5,149,210
Other Funds	\$0

#### **2019-21 Fiscal Impact.**

The positions and on-going costs will become a part of the 2019-21 Base Budget. Non-IT start-up costs will be phased out as a part of the 2019-21 budget development process. IT Expendable Property will be phased out at 50% in 2019-21 and become a part of the 2021-23 Base Budget.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Corrections, Dept of  
Pkg: 104 - Technology Infrastructure**

**Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	5,149,210	-	-	-	-	-	5,149,210
<b>Total Revenues</b>	<b>\$5,149,210</b>	-	-	-	-	-	<b>\$5,149,210</b>
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	521,964	-	-	-	-	-	521,964
Empl. Rel. Bd. Assessments	228	-	-	-	-	-	228
Public Employees' Retire Cont	124,644	-	-	-	-	-	124,644
Social Security Taxes	39,930	-	-	-	-	-	39,930
Unemployment Assessments	939	-	-	-	-	-	939
Worker's Comp. Assess. (WCD)	276	-	-	-	-	-	276
Mass Transit Tax	3,132	-	-	-	-	-	3,132
Flexible Benefits	133,344	-	-	-	-	-	133,344
<b>Total Personal Services</b>	<b>\$824,457</b>	-	-	-	-	-	<b>\$824,457</b>
<b>Services &amp; Supplies</b>							
Instate Travel	5,709	-	-	-	-	-	5,709
Out of State Travel	48,000	-	-	-	-	-	48,000
Employee Training	1,103	-	-	-	-	-	1,103
Office Expenses	26,376	-	-	-	-	-	26,376
Data Processing	2,226	-	-	-	-	-	2,226
Other Services and Supplies	4,407	-	-	-	-	-	4,407
Expendable Prop 250 - 5000	12,644	-	-	-	-	-	12,644

\_\_\_\_ Agency Request  
2017-19 Biennium

\_\_\_\_ Governor's Budget  
Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 104 - Technology Infrastructure

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
IT Expendable Property	4,224,288	-	-	-	-	-	4,224,288
<b>Total Services &amp; Supplies</b>	<b>\$4,324,753</b>	-	-	-	-	-	<b>\$4,324,753</b>
<b>Total Expenditures</b>							
Total Expenditures	5,149,210	-	-	-	-	-	5,149,210
<b>Total Expenditures</b>	<b>\$5,149,210</b>	-	-	-	-	-	<b>\$5,149,210</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-
<b>Total Positions</b>							
Total Positions							4
<b>Total Positions</b>	-	-	-	-	-	-	<b>4</b>
<b>Total FTE</b>							
Total FTE							3.50
<b>Total FTE</b>	-	-	-	-	-	-	<b>3.50</b>

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
1700416	MMS	X7008	IA PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,000.00	168,000 86,432				168,000 86,432
1700417	AAONC1488	IA	INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	5,999.00	143,976 78,857				143,976 78,857
1700418	AAONC1488	IA	INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	5,999.00	143,976 78,857				143,976 78,857
1700419	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	.50	12.00	02	5,501.00	66,012 54,276				66,012 54,276
TOTAL PICS SALARY									521,964				521,964
TOTAL PICS OPE									298,422				298,422
TOTAL PICS PERSONAL SERVICES =				4	3.50	84.00			820,386				820,386

# BUDGET NARRATIVE

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## Administrative Services Division

### 105 Capital Improvement and Renewal

#### Package Description

##### Purpose

The Department of Corrections (DOC) is requesting funding for 3 Capital Improvement and Renewal items:

- Item 1: Faithful & Gould Assessment
- Item 2: Fire Suppression Systems Compliance
- Item 3: Transport Buses

The resources requested for the Administrative Services Division in this package are reflected in Items 1 and 2.

#### **Item 1: Faithful & Gould Assessment**

The Department of Administrative Services (DAS) recently entered into a contract with the consultant Faithful & Gould to conduct a statewide Facility Condition Assessment of all state owned facilities. This assessment revealed that the Department of Corrections (DOC) had significant Capital Improvement and Renewal needs. According to the assessment, DOC has a current need (through 2016) of \$115.8 M in Capital Improvement and Renewal projects at facilities across the state in order to protect and preserve the state owned buildings and related infrastructure. This need will grow to \$152 M by the end of 2019 due to additional Capital Renewal needs and escalation if funding is not received. The values provided by Faithful & Gould are industry standard and do not take into account the additional soft costs of design and the security protocols for contractors doing work within our secure environment. The cost of these projects would have a projected mark-up of 40% more than the estimates provided by Faithful & Gould, bringing the current funding need to \$162.1 M and the funding need through 2019 to \$212.9 M.

DOC is requesting only a portion of the estimated \$212.9 M to address the most critical items listed by Faithful & Gould. DOC plans to execute work in the following eight categories; building envelope, electrical systems, water systems, roofs, heating ventilation and air conditioning (HVAC), surveillance systems, fire systems, and professional services. This request will also include funding for additional limited duration staffing to supplement our existing facilities staff in managing this increased workload that these projects will produce. This funding supports DOC's need to protect 5.45 million square feet of publicly owned space. The request also supports DOC's vision to operate safe facilities and key performance measures on our agency scorecard.

# BUDGET NARRATIVE

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## **Item 2: Fire Suppression Systems Compliance**

On March 12, 2014, the Oregon State Fire Marshal issued a Notice of Order of Correction to DOC that requires all DOC facilities to have their fire systems tested and inspected under the supervision of a responsible and qualified person (OFC 2010, Section 107.3). This order was the result of a recent investigation into a fire at the Oregon State Penitentiary in which the alarm system did not activate.

Prior to the Oregon State Fire Marshal's Order of Correction, DOC tested and inspected the fire systems with on-site employees. DOC does not have the specialized equipment necessary to perform these inspections, nor do its employees meet the qualified person standard to perform the inspections. As a result, DOC had to hire an outside contractor to perform the work. DOC put the system testing/inspections out for bid and they were awarded almost entirely to SimplexGrinnell at a cost of \$1,454,302 per biennium. This amount covers the minimum requirements mandated by the State Fire Marshal. As a result of the mandatory inspections, DOC has spent an additional \$283,170 in repairs in 2015-17 as an unfunded budget item. The biennial cost for the inspections going forward is \$1,454,302. These are costs that were not factored into DOC's budget prior to the State Fire Marshall's Order.

Managing safe prisons is one of DOC's CORE process business measures and the inspection and maintenance of fire protection systems is in support of this measure. The ongoing maintenance, repair, and testing of these fire detection and suppression systems is mandated by law. Failure to properly adhere to the established guidelines and rules is a significant risk to the life, health, and safety of DOC staff and adults in custody.

# BUDGET NARRATIVE

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## How Achieved

### **Item 1: Faithful & Gould Assessment**

The maintenance budgets for DOC facilities are generally insufficient to address the deterioration associated with 24-hour, 7-day per week institutions and related facilities that range from 10 years to 150 years in age. The various types of construction materials and systems used in older facilities compound the challenge of preserving the useful life of these assets. The Faithful & Gould assessment of 16 DOC facilities shows a need in excess of \$219.9 M (including 40% mark-up) through the 17-19 biennium. In addition to the items noted on the assessment, DOC has essential tele-data and security system cabling, underground piping, and demolition needs.

The resources requested specific to Item 1 for Administrative Services are for maintenance activities that cannot be capitalized, totaling: \$12,875,764, 0 positions, 0.00 FTE.

- Building Envelope \$2,797,744
- Electrical Systems \$ 133,840
- Water Systems \$ 504,050
- Roofs \$9,427,127
- Fire Systems \$ 13,003

### **Item 2: Fire Suppression Systems Compliance**

DOC has fire systems at the below 17 facilities. All of these facilities are under price agreement with outside contractors to perform both system testing and maintenance. The spreadsheet below indicates the cost to each facility for the minimal testing mandated by the State Fire Marshal. DOC will ensure system testing is completed at each site for the agreed upon rates.

DOC is requesting additional staff to support and manage the recommended projects identified in the recent Facility Condition Assessment (FCA) conducted by Faithful & Gould.

Because of the magnitude of the data spread over 14 institutions and 2 additional support facilities it will be necessary to devote a full-time Facilities Operation Specialist to manage and maintain the data and work as a liaison with each facility to prioritize and schedule the current and future work identified in the FCA.

DOC does not have sufficient staffing to manage the projects associated with the FCA. We will need additional Project Managers to manage the projects along with Office Specialist that will support both the Project Managers and the Procurement & Contract Specialists.

# BUDGET NARRATIVE

The additional Facility Operations Specialists will escort the outside contractors inside the secure perimeters and assist with on-site project management.

DOC FIRE PROTECTION SYSTEM INSPECTION BIENNIAL COST																	
ODOC BUILDINGS AND INSTITUTIONS																	
SYSTEM INSPECTION TASK	CDC SALEM CAMPUS	DOME BUILDING SALEM	OSP SALEM	OSPM SALEM	OSCI SALEM	SCI SALEM	MCCF SALEM	SRCI ONTARIO	CCCF WILSON-VILLE	PRCF BAKER CITY	SCCI NORTH BEND	CRCI PORTLAND	SFFC TILLAMOOK	DRCI MADRAS	EOCI PENDLETON	WCCF LAKEVIEW	TRCI UMATILLA
Fire Alarm Specification 6.2	\$2,486	\$905	\$3,125	\$619	\$1,600	\$1,800	\$887	\$52,280	\$4,156	\$1,080	\$2,176	\$1,088	\$956	\$16,605	\$19,845	\$1,530	\$25,880
Fire Sprinkler Inspection Specification 6.3	\$7,200	\$1,405	\$5,250	\$843	\$1,800	\$843	\$400	\$14,800	\$19,800	\$2,644	\$1,874	\$6,748	\$1,200	\$9,280	\$49,690	\$2,643	\$48,915
Clean Agent Fire Extinguishing System Specification 6.4	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600	\$0	\$0	\$0	\$0	\$0	\$0	\$800	\$3,840
Range Hood Inspection Specification 6.5	\$0	\$0	\$350	\$1,050	\$1,800	\$350	\$350	\$3,150	\$1,350	\$350	\$700	\$350	\$350	\$1,050	\$4,990	\$1,050	\$3,070
Smoke Detector Inspection Specification 6.6	\$1,030	\$1,350	\$13,235	\$3,100	\$1,600	\$6,523	\$1,167	\$68,430	\$19,274	\$1,111	\$2,570	\$3,186	\$1,898	\$17,555	\$33,795	\$5,037	\$44,070
Propane vaporizing Station Fire Suppression System Inspection Specification 6.7	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800	\$0
Five Year Sprinkler System Internal Inspection & Flow Test Specification 6.8	\$30,580	\$3,475	\$9,730	\$2,510	\$2,400	\$2,510	\$920	\$38,225	\$30,580	\$6,950	\$3,900	\$10,425	\$1,120	\$38,225	\$48,595	\$8,340	\$41,850
<b>Cost of Six Month RQMT</b>	\$0	\$0	\$350	\$2,100	\$7,200	\$350	\$350	\$18,900	\$2,700	\$350	\$1,400	\$350	\$350	\$3,150	\$14,970	\$1,050	\$9,210
<b>Cost of Five Year RQMT</b>	\$30,580	\$3,475	\$9,730	\$2,510	\$2,400	\$2,510	\$920	\$38,225	\$30,580	\$6,950	\$3,900	\$10,425	\$1,120	\$38,225	\$48,595	\$8,340	\$41,850
<b>Cost of Annual RQMT</b>	\$10,716	\$3,660	\$21,610	\$4,562	\$5,000	\$9,166	\$2,454	\$136,710	\$44,830	\$4,835	\$6,620	\$11,022	\$4,054	\$43,440	\$103,330	\$10,810	\$122,705
<b>Adjusted Annual Cost</b>	\$16,832	\$4,355	\$24,256	\$9,264	\$19,880	\$10,368	\$3,338	\$182,155	\$56,346	\$6,925	\$10,200	\$13,807	\$4,978	\$57,385	\$142,989	\$14,578	\$149,495
<b>Agency Annual Impact</b>	\$727,151																
<b>Agency Biennial Impact</b>	\$1,454,302																

The resources requested specific to Item 2 for Administrative Services are \$2,385,131 General Fund, 5 positions, 4.52 FTE.

# BUDGET NARRATIVE

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## Quantifying Results

### Item 1: Faithful & Gould Deferred Maintenance Assessment

DOC will quantify results by tracking percent of variance of expended Capital Construction funds to projected expenditures. Variance will be calculated on a quarterly basis and will be a DOC CORE Process Measure. The annual projected expenditures are as follows.

The annual projected expenditures are as follows.

<u>Timeframe</u>	<u>% Projected Expenditures</u>
July 1, 2017 to June 30, 2018	5
July 1, 2018 to June 30, 2019	15
July 1, 2019 to June 30, 2020	25
July 1, 2020 to June 30, 2021	25
July 1, 2021 to June 30, 2022	20
July 1, 2022 to June 30, 2023	10

### Item 2: Fire Suppression Systems Compliance

DOC will quantify results by ensuring all sites are in full compliance with established fire system standards with all systems fully operational and functioning as designed, to include all required maintenance and testing. This strategy will enable the department to manage risk and mitigate any unforeseen liability from an emergency due to a system malfunctioning or not tested to standard.

## Agency Request Budget

### Staffing Impact

Positions	5
FTE	4.52

### Revenue Source

General Fund	\$15,260,895
Other Funds	\$0

# BUDGET NARRATIVE

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## 2019-21 Fiscal Impact

### **Item 1: Faithful & Gould Deferred Maintenance**

The maintenance actions included in this package for Item 1 are one-time costs to be phased out for the 2019-21 biennium.

### **Item 2: Fire suppression systems compliance**

The actions included in this package for Item 2 will become part of the Base Budget in 2019-21 with the following exceptions: 1) One-time expendable property costs will be phased out and 2) One-half of IT Expendable property will be phased out where one-half remains to recognize DOC's ongoing IT related life cycle replacement needs. The cost of issuance budget will be one-time and will be phased out as a part of the 2019-21 budget development process.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Corrections, Dept of**  
**Pkg: 105 - Capital Improvements and Renewal**

**Cross Reference Name: Administrative Services Division**  
**Cross Reference Number: 29100-006-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	15,260,895	-	-	-	-	-	15,260,895
<b>Total Revenues</b>	<b>\$15,260,895</b>	-	-	-	-	-	<b>\$15,260,895</b>
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	528,816	-	-	-	-	-	528,816
Empl. Rel. Bd. Assessments	257	-	-	-	-	-	257
Public Employees' Retire Cont	126,282	-	-	-	-	-	126,282
Social Security Taxes	40,453	-	-	-	-	-	40,453
Unemployment Assessments	952	-	-	-	-	-	952
Worker's Comp. Assess. (WCD)	309	-	-	-	-	-	309
Mass Transit Tax	3,173	-	-	-	-	-	3,173
Flexible Benefits	150,012	-	-	-	-	-	150,012
<b>Total Personal Services</b>	<b>\$850,254</b>	-	-	-	-	-	<b>\$850,254</b>
<b>Services &amp; Supplies</b>							
Instate Travel	7,372	-	-	-	-	-	7,372
Employee Training	1,424	-	-	-	-	-	1,424
Office Expenses	34,063	-	-	-	-	-	34,063
Data Processing	2,875	-	-	-	-	-	2,875
Professional Services	1,454,302	-	-	-	-	-	1,454,302
Facilities Maintenance	12,875,764	-	-	-	-	-	12,875,764
Other Services and Supplies	5,691	-	-	-	-	-	5,691
Expendable Prop 250 - 5000	15,805	-	-	-	-	-	15,805

\_\_\_\_ Agency Request  
 2017-19 Biennium

\_\_\_\_ Governor's Budget  
 Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
 Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 105 - Capital Improvements and Renewal

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
IT Expendable Property	13,345	-	-	-	-	-	13,345
<b>Total Services &amp; Supplies</b>	<b>\$14,410,641</b>	-	-	-	-	-	<b>\$14,410,641</b>
<b>Total Expenditures</b>							
Total Expenditures	15,260,895	-	-	-	-	-	15,260,895
<b>Total Expenditures</b>	<b>\$15,260,895</b>	-	-	-	-	-	<b>\$15,260,895</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-
<b>Total Positions</b>							
Total Positions							5
<b>Total Positions</b>	-	-	-	-	-	-	<b>5</b>
<b>Total FTE</b>							
Total FTE							4.52
<b>Total FTE</b>	-	-	-	-	-	-	<b>4.52</b>

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
1700386	AAONC4015	AA	FACILITY OPERATIONS SPEC 2	1	.88	21.00	02	5,046.00	105,966 62,690				105,966 62,690
1700406	AAONC4015	AA	FACILITY OPERATIONS SPEC 2	1	.88	21.00	02	5,046.00	105,966 62,690				105,966 62,690
1700407	AAONC4015	AA	FACILITY OPERATIONS SPEC 2	1	.88	21.00	02	5,046.00	105,966 62,690				105,966 62,690
1700408	AAONC3268	AA	CONSTRUCTION PROJECT MANAGER 2	1	1.00	24.00	02	6,116.00	146,784 79,743				146,784 79,743
1700409	AAONC0104	AA	OFFICE SPECIALIST 2	1	.88	21.00	02	3,054.00	64,134 49,500				64,134 49,500
TOTAL PICS SALARY									528,816				528,816
TOTAL PICS OPE									317,313				317,313
TOTAL PICS PERSONAL SERVICES =									---	-----	-----	-----	-----
									5	4.52	108.00		846,129

# BUDGET NARRATIVE

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## Administrative Services Division

### 106 Staff Wellness

#### Package Description

##### **Purpose**

The Department of Corrections (DOC) is requesting funding to address issues related to staff wellness:

- Item 1: Wellness Coordinator, Staffing, and Program Enhancements
- Item 2: Mindfulness and Emotional Intelligence Training

The resource request for the Administrative Service Division includes Items 1 and 2.

Research and experience show that corrections work is difficult and demanding. Two recent studies – one conducted by Oregon Health & Science University (OHSU) and one conducted Portland State University (PSU) – found that DOC staff have:

- High levels of perceived danger and hyper vigilance.
- Presence of depressive symptoms and PTSD-like symptoms.
- High cholesterol.
- High triglycerides.
- High blood pressure.
- High BMI.
- High levels of work-family conflict.

It is because of this, DOC has made staff wellness its top agency initiative. The primary goals are to create and promote a culture of wellness within DOC's facilities and encourage all employees to access and utilize wellness resources.

#### **Item 1: Wellness Coordinator, Staffing, and Program Enhancements**

With approximately 4,500 staff spread across 14 institutions and other work locations across the state, DOC is seeking a permanent staff position aimed at strategically designing a wellness program for its staff, which will incorporate the diverse aspects of wellbeing, and coordinating and bringing consistency to the agency's wellness efforts. This package requests funding for one Staff Wellness Coordinator position, which will be focused on ensuring best practices are implemented throughout all DOC divisions.

# BUDGET NARRATIVE

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## **Item 2: Mindfulness and Emotional Intelligence Training**

DOC is seeking funding to offset the costs of providing a 10-week wellness course that teaches mindfulness and emotional intelligence skills to facility-based staff. Mindfulness is recognized as a best practice for mitigating the risks of PTSD and suicidality, both of which are significant and documented challenges for corrections staff. The Oregon Public Health Division's *Suicides in Oregon Trends and Risk Factors—2012 Report* lists mindfulness as an evidence-based prevention strategy for suicide and other stress-related challenges. The program to date has served 260 institution staff with great success. Research being conducted on the program is positive and publication of the results is anticipated. Other corrections and law enforcement agencies around the country are looking to implement and learn from this program. Policy option package 106 seeks \$110,600 in funding to expand this 10-week wellness program to all institutions and non-institution staff. There would be approximately 480 staff trained per biennium at an average cost of \$230 per person. This would include four cohorts of 120 with a new cohort every 6 months.

## **How Achieved**

### **Item 1: Wellness Coordinator, Staffing, and Program Enhancements**

The establishment of one Staff Wellness Coordinator position, in combination with a commitment to proper staffing levels and investments in health programs, demonstrates the department's commitment to achieving staff wellness across the organization. This position's primary function will be to research best practices for improving health and wellness of staff throughout the agency, identify cost-effective methods to implement programs, and monitor progress. The position will monitor individual program effectiveness, measure aspects of overall staff wellness, and ensure that the agency's investment in wellness programs achieves necessary goals.

The resources requested for the Administrative Services Division specific to Item 1 are \$225,191 General Fund, 1 position, 1.00 FTE.

### **Item 2: Mindfulness and Emotional Intelligence Training**

The agency is committed to mitigating existing stress-related challenges and minimizing future risks for staff through the teaching of evidence-based mindfulness and emotional intelligence skills. These skills prepare staff to deal with stress exposure and enable them to effectively promote the rehabilitation of adults in custody. The program is designed for both on-the-job and at-home use, helping to positively impact a staff person's social support system and improve stress management behavior off the job.

The resources requested for the Administrative Services Division specific to Item 2 are \$110,400 General Fund and no positions.

# BUDGET NARRATIVE

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## Quantifying Results

### Item 1: Wellness Coordinator, Staffing, and Program Enhancements

Dedicated leadership for a DOC Wellness Program will:

- Ensure all employees have access to health and wellness resources
- Ensure all employees get the same opportunities and quality of programming
- Ensure that DOC's investment produces the maximum benefit for its employees

### Item 2: Mindfulness and Emotional Intelligence Training

Enhancing employee resilience will:

- Reduce the use of sick leave
- Enhance DOC's ability to retain staff
- Improve staff members' assessments of their wellbeing including emotional, mental, and spiritual aspects

## Agency Request Budget

### Staffing Impact

Positions	1
FTE	1.00

### Revenue Source

General Fund	\$335,591
Other Funds	\$0

## 2019-21 Fiscal Impact

### Item 1: Wellness Coordinator, Staffing, and Program Enhancements

The actions included in Item 1 will become part of the Base Budget in 2019-21 with the following exceptions: 1) One-time expendable property costs will be phased out and 2) One-half of IT Expendable property will be phased out where one-half remains to recognize DOC's ongoing IT related life cycle replacement needs.

# BUDGET NARRATIVE

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## **Item 2: Mindfulness and Emotional Intelligence Training**

Adjustments for Item 2 in this package will be one-time expenditures and will be phased out in 2019-21 as a part of the budget development process.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Corrections, Dept of  
Pkg: 106 - Staff Wellness**

**Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	335,591	-	-	-	-	-	335,591
<b>Total Revenues</b>	<b>\$335,591</b>	-	-	-	-	-	<b>\$335,591</b>
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	131,904	-	-	-	-	-	131,904
Empl. Rel. Bd. Assessments	57	-	-	-	-	-	57
Public Employees' Retire Cont	31,499	-	-	-	-	-	31,499
Social Security Taxes	10,091	-	-	-	-	-	10,091
Unemployment Assessments	237	-	-	-	-	-	237
Worker's Comp. Assess. (WCD)	69	-	-	-	-	-	69
Mass Transit Tax	791	-	-	-	-	-	791
Flexible Benefits	33,336	-	-	-	-	-	33,336
<b>Total Personal Services</b>	<b>\$207,984</b>	-	-	-	-	-	<b>\$207,984</b>
<b>Services &amp; Supplies</b>							
Instate Travel	1,631	-	-	-	-	-	1,631
Employee Training	110,715	-	-	-	-	-	110,715
Office Expenses	7,536	-	-	-	-	-	7,536
Data Processing	636	-	-	-	-	-	636
Other Services and Supplies	1,259	-	-	-	-	-	1,259
Expendable Prop 250 - 5000	3,161	-	-	-	-	-	3,161
IT Expendable Property	2,669	-	-	-	-	-	2,669
<b>Total Services &amp; Supplies</b>	<b>\$127,607</b>	-	-	-	-	-	<b>\$127,607</b>

\_\_\_\_ Agency Request  
2017-19 Biennium

\_\_\_\_ Governor's Budget  
Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 106 - Staff Wellness

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Total Expenditures</b>							
Total Expenditures	335,591	-	-	-	-	-	335,591
<b>Total Expenditures</b>	<b>\$335,591</b>	-	-	-	-	-	<b>\$335,591</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-
<b>Total Positions</b>							
Total Positions							1
<b>Total Positions</b>	-	-	-	-	-	-	<b>1</b>
<b>Total FTE</b>							
Total FTE							1.00
<b>Total FTE</b>	-	-	-	-	-	-	<b>1.00</b>

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
1700387	MMN X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,496.00	131,904 75,052				131,904 75,052
TOTAL PICS SALARY								131,904				131,904
TOTAL PICS OPE								75,052				75,052
TOTAL PICS PERSONAL SERVICES =			1	1.00	24.00			206,956				206,956

# BUDGET NARRATIVE

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## Administrative Services Division

### 107 Workforce Recruitment, Development, and Retention

#### Package Description

##### **Purpose**

Given high numbers of potential DOC retirees (data suggests 52 percent of current staff are eligible to retire in the next 3 years) and other Human Resources (HR) challenges, such as regular turnover and key position vacancies, the HR Unit launched the Workforce Planning Breakthrough Initiative to develop practices, processes, and systems that both predict the agency's needs and provide a diverse, sustainable, and qualified workforce. Policy Option Package 107 contributes to this initiative and contains two components:

- Development of an Office of Workforce Planning Analytics
- Implementation of management/leadership training and development opportunities.

##### ***Office of Workforce Planning and Analytics***

Historically, DOC has been reactive in hiring. The agency lacks personnel, data, and software necessary to collect and analyze workforce information and provide reports needed for business decisions. With analytics, personnel, and software in place, the agency would be able to better identify recruitment and retention strategies. This would help reduce turnover and increase employee longevity, therefore, saving the agency dollars in recruitment, hiring, and training. The development of the Office of Workforce Planning and Analytics will assist with the evolution of comprehensive strategies to address recruitment, hiring, retention, and the ability to analyze workforce trends and forecast vacancies to ensure organizational objectives and goals can be met.

##### ***Management/Leadership Training***

DOC places a high value on staff training, recognizing that staff members who are prepared to do their jobs are of foundational importance to meeting correctional objectives on behalf of Oregonians. As such, DOC's Professional Development Unit has played a longstanding role in planning for the future, developing relevant curriculum, delivering instruction, tracking participation, and managing training records for all staff. In recent years, however, two important staff groups have been left out of the training focus. For at least the last decade, DOC's managers and leaders have seen minimal-to-no investment made on their collective behalf into formal training or development opportunities that would prepare them to more successfully support their staff and lead the organization. This is becoming especially important as the agency faces a large percentage of retirement-eligible staff. DOC also recognizes that, because no training or development opportunities have been offered, we lack common management/leadership principles and competencies. This leaves the agency open to more staff-to-manager grievances, Tort claims, and potential litigation or settlement costs, and it sets the agency up for added risk of public scrutiny due to inconsistent management/leader-level actions.

# BUDGET NARRATIVE

As part of the agency’s 10-year strategic plan, the Executive Team has placed a renewed emphasis on developing managers and leaders, and has committed to implementing management and leadership training. The plan sets a very high standard by indicating DOC will achieve “world class training and leadership development from hire to retire.” A flurry of work has already begun moving DOC in this direction, including the development of a 40-hour block of New-Manager training, the drafting of a “career roadmap” that makes clear the pathway employees can take if they wish to promote within DOC, and the convening of what’s called the Developing Leadership Breakthrough team. The Developing Leadership team is charged with (in concert with DAS’s statewide work) identifying leadership principles and competencies, conducting a gap analysis to determine what work specifically needs to be done within DOC, and then recommending a development approach that will close the gap. All of this work is being facilitated within currently budgeted resources. However, in order to successfully implement these important programs, DOC will need additional staff and resources.

## How Achieved

### *Office of Workforce Planning and Analytics*

Funding and position authority requested is for one Program Analyst 4 (Class X0873). This position will provide opportunity for DOC to better analyze internal and external data involving applicants, hiring, retention, and turnover. It will allow DOC to monitor program outcomes and provide recommendations to command staff involving staffing trends, forecasting future vacancies, and identifying bench strength for critical positions. In addition, DOC estimates that to better utilize data and analytics capabilities in workforce planning, it will require the purchase of software programs. The following investments will be required to successfully meet the analytics need. The intent of this investment is to allow DOC software system(s) to communicate with the new state HRIS system.

	Yearly Cost	Vendor	Description
Storage	\$ 7,500	State Data Center	SQL Database Server to centralize all data - Relational database storage services. State Data Center and Cloud Storage.
	\$ 5,200	Alteryx	Connects to all data sources together. Prepares and blends all data for use. Intuitive workflow for self-service BI advanced analytics.
Analyze	\$ 1,500	JMP by SAS	Tool for expert data analysis, run traditional analytic models for statistical analytics. JMP is a business unit of SAS Institute, Inc. a world leader in analytics.
	\$ 2,000	Tableau	Variety of interactive data visualization products focused on business intelligence. Produces fast insights to data. Output analytic reports to web, tables, and smart phones.
Report	\$ 160	Prezi	Presentation Software
	\$ 850	Adobe Creative Cloud	Software developed by Adobe for graphic design, video editing, web development, photography, and cloud services. Used to design engaging reports, flyers and graphics designs.
	\$ 200	Office 365	Microsoft Office Suite

## BUDGET NARRATIVE

	\$ 360	Piktochart	Infographic design application that has ready to use high quality engaging graphics to be use on reports, presentations, and the web.
Specialty Programs	\$ 5,000	Maritz CX	Customer Service Survey Software, Partner with DAS Annual Subscription. Survey software for staff and applicants.
	\$ 40,000	Jobvite	Jobvite's analytics-driven recruiting software accelerates hiring with an applicant tracking system, social recruiting, and mobile solution. Used to send out notifications to social sites for all job announcements.
	\$ 4,000	Not Selected Yet	Affirmative Action – EEO Data Analysis. Direct connect to access the latest census information. Compare DOC parity to state parity targets, and federal local data.
	\$ 5,000	NUVI or Similar	Social Media Monitoring, Real-time Analytics, Data Visualization and Social Listening. Needed to monitor return on investment on all advertising campaigns and analyze usage on DOC social sites.
	\$ 75,000	Visier or Similar	Workforce Analytics Software. Monitors DOC workforce, forecast future vacancies, analyze employee acquisition practices to reduce recruiting costs. Gain clear insight and guidance by using workforce data.
	\$ 146,770	Total	

### ***Management/Leadership Training***

Funding and position authority requested is for three positions in the Professional Development Unit (PDU) – a Principle Executive Manager (PEM) D and two Training and Development Specialist 2s (TDS2). This package also requests funding for PDU Services & Supplies. These positions and S&S would facilitate implementation of a DOC agency-wide management training program and a leadership development program, seamlessly providing information and experiences needed to successfully manage and lead the organization into the future. Specifically, the PEM D would provide budgetary and operational oversight of the new programs, in addition to assisting the PDU Administrator with general unit oversight. The TDS2s would split their responsibilities between the management program and leadership program and facilitate scheduling, communicate with participants, coordinate with potential volunteer coaches, plan and coordinate leadership development experiences, provide direct instruction, and track results of both programs. Ultimately, implementation of these two training and development programs will continue to enhance DOC’s ability to fulfill its mission on behalf of Oregonians as part of the larger criminal justice system.

### **Quantifying Results**

#### ***Office of Workforce Planning and Analytics***

The department has adopted Correctional Outcomes through Research and Engagement (CORE) as a means to monitor and measure the daily work performed throughout the department. The addition of a Program Analyst 4 and the investment of the analytic software will be tied to CORE Supporting Process 1: Managing our Workforce.

# BUDGET NARRATIVE

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## ***Management/Leadership Training***

DOC currently tracks the number and type of staff-to-management grievances, tort claims, and any associated litigation or settlement costs. DOC proposes setting a baseline with existing data and then comparing it annually after the management training and leadership development programs are implemented. With improved knowledge, common understanding of a DOC-wide management philosophy, and management principles and competencies, DOC anticipates improved interactions between staff and managers and a decline in the baseline data. DOC will also track, more generally, agency success at achieving its performance targets, creating direct links between what managers learn in training and what leaders gain through development opportunities.

## **Agency Request Budget**

### **Staffing Impact**

Positions	4
FTE	4.00

### **Revenue Source**

General Fund	\$1,004,767
Other Funds	\$0

### **2019-21 Fiscal Impact**

The actions included in this package will become part of the Base Budget in 2019-21 with the following exceptions: 1) One-time expendable property costs will be phased out and 2) One-half of IT Expendable property will be phased out where one-half remains to recognize DOC's ongoing IT related life cycle replacement needs.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Corrections, Dept of**  
**Pkg: 107 - Workforce Recruitment/Development/Retention**

**Cross Reference Name: Administrative Services Division**  
**Cross Reference Number: 29100-006-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	1,004,767	-	-	-	-	-	1,004,767
<b>Total Revenues</b>	<b>\$1,004,767</b>	-	-	-	-	-	<b>\$1,004,767</b>
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	530,640	-	-	-	-	-	530,640
Empl. Rel. Bd. Assessments	228	-	-	-	-	-	228
Public Employees' Retire Cont	126,717	-	-	-	-	-	126,717
Social Security Taxes	40,594	-	-	-	-	-	40,594
Unemployment Assessments	956	-	-	-	-	-	956
Worker's Comp. Assess. (WCD)	276	-	-	-	-	-	276
Mass Transit Tax	3,184	-	-	-	-	-	3,184
Flexible Benefits	133,344	-	-	-	-	-	133,344
<b>Total Personal Services</b>	<b>\$835,939</b>	-	-	-	-	-	<b>\$835,939</b>
<b>Services &amp; Supplies</b>							
Instate Travel	23,524	-	-	-	-	-	23,524
Employee Training	51,260	-	-	-	-	-	51,260
Office Expenses	44,644	-	-	-	-	-	44,644
Data Processing	18,544	-	-	-	-	-	18,544
Other Services and Supplies	7,536	-	-	-	-	-	7,536
Expendable Prop 250 - 5000	12,644	-	-	-	-	-	12,644
IT Expendable Property	10,676	-	-	-	-	-	10,676
<b>Total Services &amp; Supplies</b>	<b>\$168,828</b>	-	-	-	-	-	<b>\$168,828</b>

\_\_\_\_ Agency Request  
 2017-19 Biennium

\_\_\_\_ Governor's Budget  
 Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
 Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 107 - Workforce Recruitment/Development/Retention

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Total Expenditures</b>							
Total Expenditures	1,004,767	-	-	-	-	-	1,004,767
<b>Total Expenditures</b>	<b>\$1,004,767</b>	-	-	-	-	-	<b>\$1,004,767</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-
<b>Total Positions</b>							
Total Positions							4
<b>Total Positions</b>	-	-	-	-	-	-	<b>4</b>
<b>Total FTE</b>							
Total FTE							4.00
<b>Total FTE</b>	-	-	-	-	-	-	<b>4.00</b>

PACKAGE: 107 - Workforce Recruitment/Developm

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
1700388	MMN X0873	AA OPERATIONS & POLICY ANALYST	4	1	1.00	24.00	02	6,056.00	145,344			145,344
								79,289				79,289
1700389	MMS X7006	AA PRINCIPAL EXECUTIVE/MANAGER	D	1	1.00	24.00	02	5,496.00	131,904			131,904
								75,052				75,052
1700390	AAONC1339	AA TRAINING & DEVELOPMENT SPEC	2	1	1.00	24.00	02	5,279.00	126,696			126,696
								73,409				73,409
1700391	AAONC1339	AA TRAINING & DEVELOPMENT SPEC	2	1	1.00	24.00	02	5,279.00	126,696			126,696
								73,409				73,409
TOTAL PICS SALARY								530,640				530,640
TOTAL PICS OPE								301,159				301,159
TOTAL PICS PERSONAL SERVICES =			4	4.00	96.00			831,799				831,799

# BUDGET NARRATIVE

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## Administrative Services Division

### 108 Technology Initiatives

#### Package Description

##### **Purpose**

The Department of Corrections (DOC) is requesting funding for several technology initiatives in this package. Specific to the Administrative Services Division, resources are requested for:

- Item 3: Warehouse Management System

##### **Item 3: Warehouse Management System**

The DOC Warehouse system currently functions using a manually driven and paper intensive process for recording and archival record keeping. This manual system creates more room for error, is not nimble, limits visibility into the inventory information and is burdened with redundant paperwork. The speed, efficiency, and volume of products processed can be greatly enhanced with a fully integrated software and hardware solution.

DOC is requesting a Warehouse Management System (WMS) that can be integrated with the agency's current operating and accounting system (JD Edwards AFAMIS). A WMS is an integral part of modern warehousing businesses. Barcodes and their associated equipment technology used for scanning and system reports are essential for all stages of warehousing operations. The use of barcodes accurately identifies product description, location, inventory quantity, product dating and receiving date, and can be used to track and locate orders in process during order filling and transport of products. This process allows for more efficient methods of storing and transporting of products. As a software-driven system, this allows for real-time data capture, automation and printing technologies into the warehouse business infrastructure.

A RFI was initiated in 2013 to legitimize the cost of this system. Even though the associated cost would likely be less than DOC is requesting, this request includes the cost of inflation since the original RFI and the possibility of unanticipated change orders from the vendor for time spent installing and initially administrating the system at all four DOC warehouses. Also included in the package would be the need for a Project Manager for one year to assist with implementation.

# BUDGET NARRATIVE

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## How Achieved

### **Item 3: Warehouse Management System**

Purchasing, developing, and integrating a statewide WMS at all warehouse locations would:

- Position the warehouse system business model with the most modern inventory management technology
- Better manage inventory logistics across a diverse geographical area
- Allow for the utilization of real time technology for product transfers between warehouse locations
- Allow for more efficient staging of received product into warehouse storage
- Better track the timely disposition of dated product to minimize outdated product loss
- Reduce the need for redundant use and waste of printed paper
- Engage staff and work crews with the most up-to-date warehouse inventory technology and business techniques

Due to the need to improve efficiencies, reduce costs, and support sustainability, as well as positioning the DOC warehouse system into the current business model, DOC is requesting passage of this package. The purchase of the system itself falls under Capital Improvement. The on-going biennial cost to run the acquired software is \$9,274.

## Quantifying Results

### **Item 3: Warehouse Management System**

Intended results to be achieved from this proposed system would greatly enhance and streamline current efficiencies as follows:

- Improved inventory accuracy achieved due to electronic technology as opposed to manual processes
- Better integration of product dating information into the system to transition such products through in a timely manner
- Instantaneous access to product location information within the warehouses to prevent misplacement of goods and avoid unnecessary future purchases
- Improved environmental and cost savings through the reduction of paper generated by current manual processes
- Real time tracking of orders in process
- Positions DOC warehouses into private industry accepted standards for inventory and accountability control

# BUDGET NARRATIVE

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## Agency Request Budget

### Staffing Impact

Positions	0
FTE	0.00

### Revenue Source

General Fund	\$9,274
Other Funds	\$0

## 2019-21 Fiscal Impact

### Item 3: Warehouse Management System

Adjustments made in this package will be included in the 2019-21 Base Budget.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 108 - Technology Initiatives

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	9,274	-	-	-	-	-	9,274
<b>Total Revenues</b>	<b>\$9,274</b>	-	-	-	-	-	<b>\$9,274</b>
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
<b>Total Personal Services</b>	-	-	-	-	-	-	-
<b>Services &amp; Supplies</b>							
IT Professional Services	9,274	-	-	-	-	-	9,274
<b>Total Services &amp; Supplies</b>	<b>\$9,274</b>	-	-	-	-	-	<b>\$9,274</b>
<b>Total Expenditures</b>							
Total Expenditures	9,274	-	-	-	-	-	9,274
<b>Total Expenditures</b>	<b>\$9,274</b>	-	-	-	-	-	<b>\$9,274</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-

\_\_\_\_ Agency Request  
2017-19 Biennium

\_\_\_\_ Governor's Budget  
Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 108 - Technology Initiatives

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

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

# BUDGET NARRATIVE

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## Administrative Services Division

### 111 Technology Positions

#### Package Description

##### Purpose

Policy Option Package 111 seeks to align DOC's IT staffing level with the department's demand for critical technology services by increasing the number of IT positions and funding critical technical training.

In 2003, IT position reductions began as a cost savings measure to offset budget shortfalls. This reduction trend continued through the 2013-15 biennium with a loss of over a dozen positions while the demand for services increased. (Since 2003, DOC has opened three new prisons and expanded others.) As a result, DOC's current IT staffing level is insufficient, and IT suffers from degraded service capabilities, increased security risk, and vulnerabilities. The shortage of IT resources has severely impacted operations cross functionally throughout the agency. Sufficient staffing is needed to rebuild the IT foundation in order to meet current business needs, build a framework that supports DOC business, and obtain organizational maturity improvements, such as those proposed in DOC's 10-year strategic plan.

Today, the demand for data throughout the agency is growing at an exponential rate. Data quality and data integrity are a major concern without resources to remediate such causation. Big data and any business intelligence are impossible with the existing staff levels supporting it. Currently, DOC has only one Database Administrator and one Data Modeler that attempt to keep daily operations sustained. Trust in IT systems providing data value continues to decline.

Recent research completed by two independent vendors and subsequently validated with an assessment by DOC's Office of Internal Audits recommended that DOC's IT staffing level be increased by 103 FTE.

- Gartner research, based on the Government State and Local sector, compiled key metrics related to budget and staffing (article G00291355), which indicated that DOC should have a total of 220 FTE positions in IT. This was based upon an annual organizational operating budget within the \$500 million to \$1 billion range and a supported base of approximately 7,381 users. This includes DOC staff, community corrections staff in 36 counties, inmate workstations, and devices on the Inmate/Law Library network.
- MTG research – using their IT staff-to-system-user ratio – concluded that DOC should employ 225 FTE, a 5 percent IT staffing level common to other public sector organizations. Their report states, "Excluding staff and users outside DOC, including both the IT staff supporting the State Data Center and the 2,000 users of DOC systems in Community Corrections, the ratio of DOC IT Services staff to DOC IT system users is 77 to 4,500 or roughly 1.7 percent. This is significantly less than the roughly 5

# BUDGET NARRATIVE

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percent IT staffing level common to other public sector organizations...DOC ITS should seek additional funding to hire the additional staff necessary to address gaps.”

In conjunction with this research, DOC analyzed the existing IT environment. Based on IT Services’ assessment of critical systems and the resources needed to support such systems, DOC has identified an immediate need of 67 FTE. DOC will reassess any future IT FTE staffing needs beyond the 67 FTE requested.

## **How Achieved**

Based on current and future strategic planning, analysis, and an organization structure that will support DOC’s services, DOC has identified the need for 67 positions for the current biennium and will reassess its IT staffing level true needs before additional positions will be requested. The following is a breakdown of the allocation of these positions.

### **Office of the CIO**

Agency comparisons and an internal assessment of need by the Office of the CIO result in the request for new positions:

- One Deputy CIO
- One Contracts Manager

These additions to the Office of the CIO will allow the CIO to perform external duties while the Deputy performs internal IT operational duties. The Contracts Manager will perform the management and negotiation of IT-related contracts and act as the liaison between vendors. These additional positions will give IT the capacity to interface with business units and help with the alignment of IT services to the business units’ computing requirements.

### **IT Security**

In the breakdown of position coverage, IT Security should have a staffing level of six positions. The team currently has three positions. Proposed new positions:

- One Chief Information Security Officer
- One Litigation Specialist
- One Policy Analyst

These additions to IT Security will increase compliance to the ESO and Secretary of State Audits Division; align with industry IT security best practices; and provide the expertise needed for the department’s IT security processes to be accomplished.

# BUDGET NARRATIVE

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## **Application Services**

In the breakdown of position coverage, Application Services should have a staffing level of 60 positions. The team currently has 20 positions leaving the department with a gap of 40 positions to reach the recommended staffing levels. DOC has identified an immediate need for 24 positions. Proposed new positions:

- Three Third Party Application Integration Management Analysts
- Two Software Architects
- Two additional Database Administrators / Data Modelers
- Four Data Analysts
- Two additional Systems Analysts
- Three Application QA Testing and Application Training staff
- Four Mobility Services specialists
- Three Management staff (SA/QA Services Manager, Data Services / Dev / OPs Manager, and an Application Development and Support Manager)
- One Office Support staff

These additions to the Application Services team will allow for:

- Adding Quality Assurance services, application testing services, release management services, technical writing, and application training services
- Adding Dev / OPs functions such as application platform management, technology stack management, and interoperability services
- Adding big data services such as data management and data analytics services
- Adding mobility skills for mobile app services
- Adding third party application integration management services
- Sufficient management services staff

In addition, this package includes a request for permanent funding to reclassify one PEM E position (Application Services Administrator) to a PEM F.

## **Information Systems**

## BUDGET NARRATIVE

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In the breakdown of position coverage, Information Systems should have a staffing level of 23 positions. The team currently has eight positions leaving the department with a gap of 15 positions to reach the recommended staffing levels. DOC has identified an immediate need for 13 positions. Proposed new positions:

- One Administrator
- One Manager
- Two additional Domain Administrators
- Two Network Administrators / Network Engineers
- Two System Engineers
- One Intranet/Extranet Administrator
- One additional Email Administrator
- Two Enterprise Mobile Management Administrators
- One Office Support staff

The addition of these positions would allow an Information Systems functional domain to be created. This would increase support capabilities and allow adequate response towards business needs. Information Systems currently spends the vast majority of its time trying to keep the existing server infrastructure running. This has prevented DOC from being able to deploy upgrades to systems, keep software patched and up to date, or even monitor the health of the systems. Additional staff would allow faster response times for business requests in areas such as email, kiosks, and web filtering and to research emerging technologies that provide business units with additional capabilities in areas such as mobility, collaboration, and intranet web sites.

### **IT Project Delivery Office and Governance**

In the breakdown of position coverage, the IT Project Delivery Office and Governance should have a staffing level of 23 positions. The team currently has six positions leaving the department with a gap of 17 positions. DOC has identified an immediate need for nine positions. Proposed new positions:

- One Project Delivery Office Manager
- One Program Manager
- Two additional Project Managers
- One Project Coordinator
- Adding three Business Analysts
- One Enterprise Solution Architect

# BUDGET NARRATIVE

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The addition of these positions to IT Project Governance will establish a holistic approach to providing technology services, align with industry best practices, and support the State CIO's Stage Gate processes. This approach would establish a team to collectively analyze, manage, and deliver current and proposed projects.

In addition, this package includes a request for permanent funding to reclassify one PEM E position (IT Project Governance Administrator) to a PEM F.

## **Technical Support**

In the breakdown of position coverage, Technical Support should have a staffing level of 62 positions. The team currently has 38 positions leaving the department with a gap of 24 positions to reach the recommended staffing levels. The current staffing ratio of supported-user-to-analyst is 171:1. DOC has identified an immediate need for 16 positions. Proposed new positions:

- Two additional Service Desk Representatives.
- Nine additional Technical Support Analysts distributed statewide
- Two dedicated FTE for Asset Management
- Two management staff (East Region Field Staff Manager and West Region Field Staff Manager)
- One management staff (Service Desk and IT Analyst Manager)
- Permanent funding to reclassify current PEM E to a PEM F (Support Services Administrator).

These additions to the Technical Support and the Service Desk Teams will allow for increased management oversight and dedicated staff for asset management. Adding nine additional Technical Support Analysts would substantially improve analyst-to-supported-user ratios, resulting in a 130:1 ratio. These staff will be distributed statewide to meet the need for business analysis and end user training. In so doing, DOC adds a much needed dimension and provides for increased efficiencies to the business and DOC partners. Two Service Desk staff will provide coverage improvements and increase problem resolution.

## ***IT Services Training***

DOC seeks funding to support annual technical training for IT staff. Increasing technical skills and knowledge through annual training will provide IT staff the opportunity to build upon their existing knowledge foundation and further advance their skills in order to support the current and future increase in business service demands. Technology training is also required to keep staff up to date with industry changes and best practices. Keeping staff currently trained offsets the need for external expertise, which will also provide cost savings for the agency. In addition, training helps DOC avoid costly security incidents and disruptive downtime, and identify technical vulnerabilities towards full remediation. Training cost for new and current staff is estimated at \$477,505.

## **Quantifying Results**

# BUDGET NARRATIVE

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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. The benefits and outcomes of funding an increase to IT staff and training will be tied to the following CORE supporting processes 3.1 – providing IT and communication services.

## Agency Request Budget

### Staffing Impact

Positions	67
FTE	67.00

### Revenue Source

General Fund	\$15,328,185
Other Funds	\$0

### 2019-21 Fiscal Impact

The actions included in this package will become part of the Base Budget in 2019-21 with the following exceptions: 1) One-time expendable property costs will be phased out and 2) One-half of IT Expendable property will be phased out where one-half remains to recognize DOC's ongoing IT related life cycle replacement needs.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

**Corrections, Dept of  
Pkg: 111 - Technology Positions**

**Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	15,328,185	-	-	-	-	-	15,328,185
<b>Total Revenues</b>	<b>\$15,328,185</b>	-	-	-	-	-	<b>\$15,328,185</b>
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	9,019,248	-	-	-	-	-	9,019,248
Empl. Rel. Bd. Assessments	3,819	-	-	-	-	-	3,819
Public Employees' Retire Cont	2,153,780	-	-	-	-	-	2,153,780
Social Security Taxes	689,983	-	-	-	-	-	689,983
Unemployment Assessments	16,235	-	-	-	-	-	16,235
Worker's Comp. Assess. (WCD)	4,623	-	-	-	-	-	4,623
Mass Transit Tax	54,116	-	-	-	-	-	54,116
Flexible Benefits	2,233,512	-	-	-	-	-	2,233,512
<b>Total Personal Services</b>	<b>\$14,175,316</b>	-	-	-	-	-	<b>\$14,175,316</b>
<b>Services &amp; Supplies</b>							
Instate Travel	109,277	-	-	-	-	-	109,277
Employee Training	21,105	-	-	-	-	-	21,105
Office Expenses	504,912	-	-	-	-	-	504,912
Data Processing	42,612	-	-	-	-	-	42,612
Other Services and Supplies	84,353	-	-	-	-	-	84,353
Expendable Prop 250 - 5000	211,787	-	-	-	-	-	211,787
IT Expendable Property	178,823	-	-	-	-	-	178,823
<b>Total Services &amp; Supplies</b>	<b>\$1,152,869</b>	-	-	-	-	-	<b>\$1,152,869</b>

\_\_\_\_ Agency Request  
2017-19 Biennium

\_\_\_\_ Governor's Budget  
Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
Essential and Policy Package Fiscal Impact Summary - BPR013

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Corrections, Dept of  
Pkg: 111 - Technology Positions

Cross Reference Name: Administrative Services Division  
Cross Reference Number: 29100-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Total Expenditures</b>							
Total Expenditures	15,328,185	-	-	-	-	-	15,328,185
<b>Total Expenditures</b>	<b>\$15,328,185</b>	-	-	-	-	-	<b>\$15,328,185</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-
<b>Total Positions</b>							
Total Positions							67
<b>Total Positions</b>	-	-	-	-	-	-	<b>67</b>
<b>Total FTE</b>							
Total FTE							67.00
<b>Total FTE</b>	-	-	-	-	-	-	<b>67.00</b>

PACKAGE: 111 - Technology Positions

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
1700301	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700302	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700303	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700304	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700305	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700306	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700307	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700308	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700309	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700310	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700311	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700312	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700313	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700314	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700315	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700316	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089

PACKAGE: 111 - Technology Positions

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
1700317	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700318	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700319	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700320	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700321	AAONC0104	AA	OFFICE SPECIALIST 2	1	1.00	24.00	02	3,054.00	73,296 56,572				73,296 56,572
1700322	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,000.00	168,000 86,432				168,000 86,432
1700323	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,000.00	168,000 86,432				168,000 86,432
1700324	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,000.00	168,000 86,432				168,000 86,432
1700325	MMS X7010	IA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	02	7,714.00	185,136 91,835				185,136 91,835
1700326	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,000.00	168,000 86,432				168,000 86,432
1700327	AAONC1488	IA	INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	5,999.00	143,976 78,857				143,976 78,857
1700328	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700329	AAONC0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	6,116.00	146,784 79,743				146,784 79,743
1700330	MMS X7010	IA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	02	7,714.00	185,136 91,835				185,136 91,835
1700331	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,000.00	168,000 86,432				168,000 86,432
1700332	AAONC1488	IA	INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	5,999.00	143,976 78,857				143,976 78,857

PACKAGE: 111 - Technology Positions

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
1700333	AAONC1488	IA	INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	5,999.00	143,976 78,857				143,976 78,857
1700334	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700335	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700336	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700337	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700338	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700339	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700340	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700341	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024 75,089				132,024 75,089
1700342	AAONC0104	AA	OFFICE SPECIALIST 2	1	1.00	24.00	02	3,054.00	73,296 56,572				73,296 56,572
1700343	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,000.00	168,000 86,432				168,000 86,432
1700344	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,000.00	168,000 86,432				168,000 86,432
1700345	AAONC1488	IA	INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	5,999.00	143,976 78,857				143,976 78,857
1700346	AAONC1488	IA	INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	5,999.00	143,976 78,857				143,976 78,857
1700347	AAONC1488	IA	INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	5,999.00	143,976 78,857				143,976 78,857
1700348	AAONC1488	IA	INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	5,999.00	143,976 78,857				143,976 78,857

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
1700349	AAONC1487	IA	INFO SYSTEMS SPECIALIST	7	1	1.00	24.00	02	5,501.00	132,024			132,024
										75,089			75,089
1700350	AAONC1487	IA	INFO SYSTEMS SPECIALIST	7	1	1.00	24.00	02	5,501.00	132,024			132,024
										75,089			75,089
1700351	AAONC1487	IA	INFO SYSTEMS SPECIALIST	7	1	1.00	24.00	02	5,501.00	132,024			132,024
										75,089			75,089
1700352	AAONC1483	IA	INFO SYSTEMS SPECIALIST	3	1	1.00	24.00	02	3,821.00	91,704			91,704
										62,376			62,376
1700353	AAONC1483	IA	INFO SYSTEMS SPECIALIST	3	1	1.00	24.00	02	3,821.00	91,704			91,704
										62,376			62,376
1700354	AAONC1485	IA	INFO SYSTEMS SPECIALIST	5	1	1.00	24.00	02	4,637.00	111,288			111,288
										68,552			68,552
1700355	AAONC1485	IA	INFO SYSTEMS SPECIALIST	5	1	1.00	24.00	02	4,637.00	111,288			111,288
										68,552			68,552
1700356	AAONC1485	IA	INFO SYSTEMS SPECIALIST	5	1	1.00	24.00	02	4,637.00	111,288			111,288
										68,552			68,552
1700357	AAONC1485	IA	INFO SYSTEMS SPECIALIST	5	1	1.00	24.00	02	4,637.00	111,288			111,288
										68,552			68,552
1700358	AAONC1485	IA	INFO SYSTEMS SPECIALIST	5	1	1.00	24.00	02	4,637.00	111,288			111,288
										68,552			68,552
1700359	AAONC1485	IA	INFO SYSTEMS SPECIALIST	5	1	1.00	24.00	02	4,637.00	111,288			111,288
										68,552			68,552
1700360	AAONC1485	IA	INFO SYSTEMS SPECIALIST	5	1	1.00	24.00	02	4,637.00	111,288			111,288
										68,552			68,552
1700361	AAONC1485	IA	INFO SYSTEMS SPECIALIST	5	1	1.00	24.00	02	4,637.00	111,288			111,288
										68,552			68,552
1700362	AAONC1485	IA	INFO SYSTEMS SPECIALIST	5	1	1.00	24.00	02	4,637.00	111,288			111,288
										68,552			68,552
1700363	AAONC1485	IA	INFO SYSTEMS SPECIALIST	5	1	1.00	24.00	02	4,637.00	111,288			111,288
										68,552			68,552
1700364	AAONC1485	IA	INFO SYSTEMS SPECIALIST	5	1	1.00	24.00	02	4,637.00	111,288			111,288
										68,552			68,552

PACKAGE: 111 - Technology Positions

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		
1700365	MMS	X7008	IA PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,000.00	168,000 86,432				168,000 86,432		
1700366	MMS	X7008	IA PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,000.00	168,000 86,432				168,000 86,432		
1700367	MMS	X7008	IA PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,000.00	168,000 86,432				168,000 86,432		
8919013	MMS	X7008	IA PRINCIPAL EXECUTIVE/MANAGER E	1-	1.00-	24.00-	09	9,827.00	235,848- 107,825-				235,848- 107,825-		
8919013	MMS	X7010	IA PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	08	10,319.00	247,656 111,548				247,656 111,548		
9512339	MMS	X7008	IA PRINCIPAL EXECUTIVE/MANAGER E	1-	1.00-	24.00-	09	9,827.00	235,848- 107,825-				235,848- 107,825-		
9512339	MMS	X7010	IA PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	08	10,319.00	247,656 111,548				247,656 111,548		
9512415	MMS	X7008	IA PRINCIPAL EXECUTIVE/MANAGER E	1-	1.00-	24.00-	09	9,827.00	235,848- 107,825-				235,848- 107,825-		
9512415	MMS	X7010	IA PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	08	10,319.00	247,656 111,548				247,656 111,548		
TOTAL PICS SALARY									9,019,248				9,019,248		
TOTAL PICS OPE									5,085,717				5,085,717		
TOTAL PICS PERSONAL SERVICES =									67	67.00	1608.00				14,104,965

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

Corrections, Dept of  
2017-19 Biennium

Agency Number: 29100  
Cross Reference Number: 29100-006-00-00-00000

<i>Source</i>	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Leg Approved Budget	2017-19 Agency Request Budget	2017-19 Governor's Budget	2017-19 Leg Adopted Budget
<b>Other Funds</b>						
Charges for Services	362,976	3,574,438	3,574,438	3,574,438	-	-
Rents and Royalties	275,129	274,328	274,328	274,328	-	-
Sales Income	434,945	511,196	511,196	511,196	-	-
Loan Repayments	-	23,690	23,690	23,690	-	-
Other Revenues	176,643	2,200,001	2,448,629	2,448,629	-	-
<b>Total Other Funds</b>	<b>\$1,249,693</b>	<b>\$6,583,653</b>	<b>\$6,832,281</b>	<b>\$6,832,281</b>	-	-

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

Source	Fund	ORBITS Revenue Acct	2013-2015 Actual	2015-17 Legislatively Adopted	2015-17 Estimated	2017-19		
						Agency Request	Governor's Balanced	Legislatively Adopted
Commissary sales.	Other	0410	\$362,976	\$3,574,438	\$1,920	\$3,574,438	\$0	\$0
Warehouse space rental; land, building and cell tower leases	Other	0510	275,129	274,328	264,528	274,328	0	0
Refinancing Debt	Other	0575	0	0	163,478	0	0	0
Secure ID token sales; Oregon Youth Authority food sales; land, pallet, scrap metal and surplus asset sales	Other	0705	434,945	511,196	320,219	511,196	0	0
Loan Repayments	Other	0925	0	23,690	0	23,690	0	0
Other Revenues	Other	0975	176,643	2,200,001	486,414	2,448,629	0	0