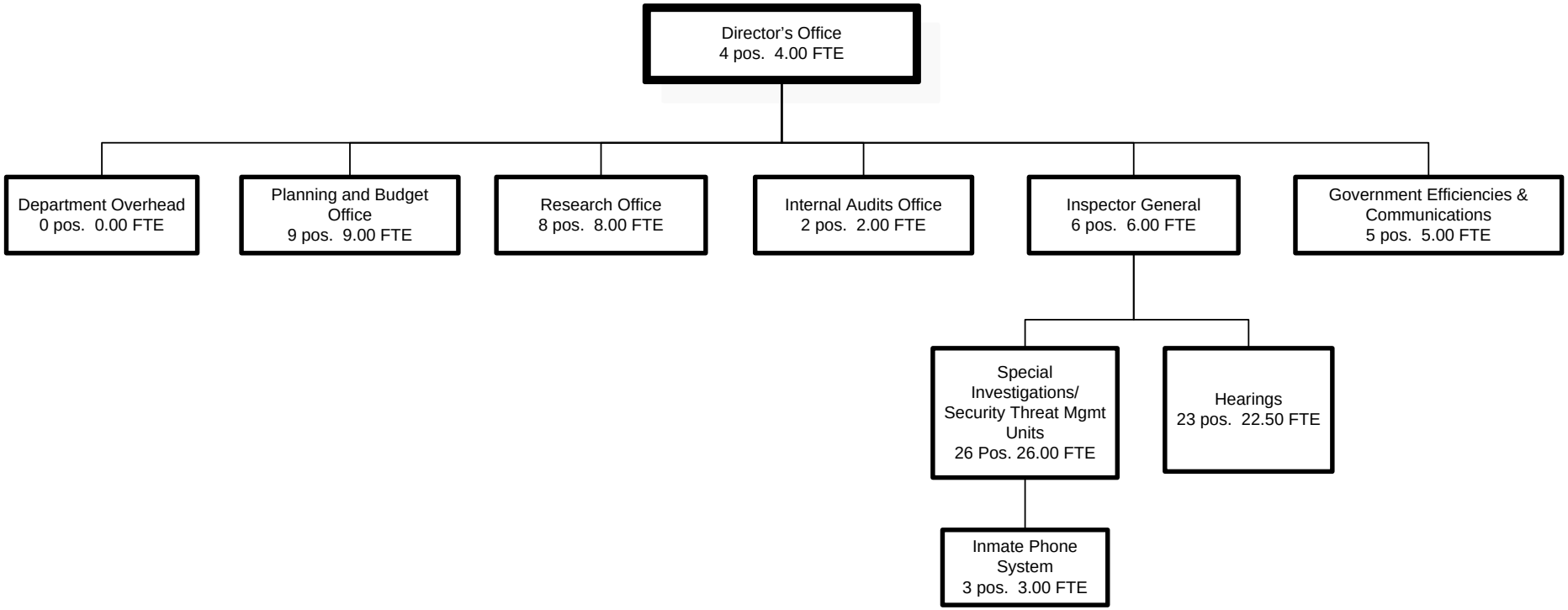
OREGON DEPARTMENT OF CORRECTIONS

Central Administration Organizational Chart

2015 -17 Legislatively Approved Budget (Reorganized)

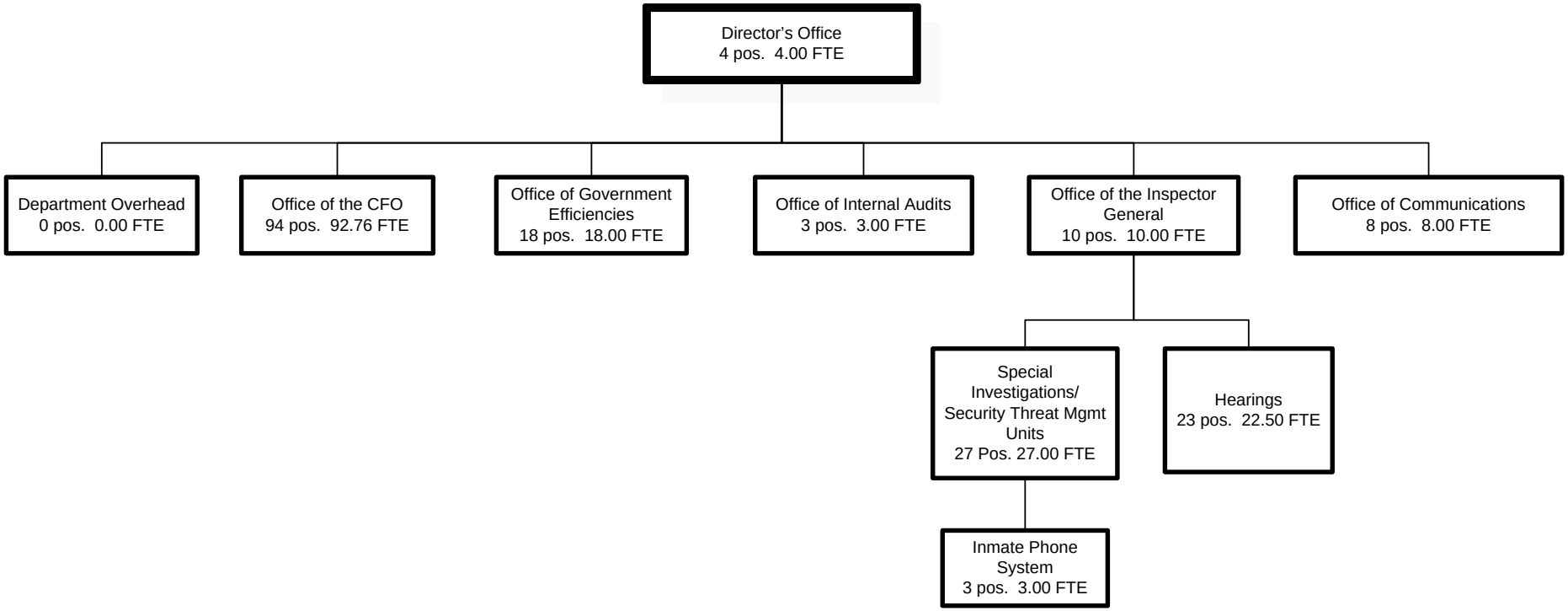


Total Positions: 86
FTE: 85.50

OREGON DEPARTMENT OF CORRECTIONS

Central Administration Organizational Chart

2017-19 Agency Request Budget



Total Positions: 190
FTE: 188.26

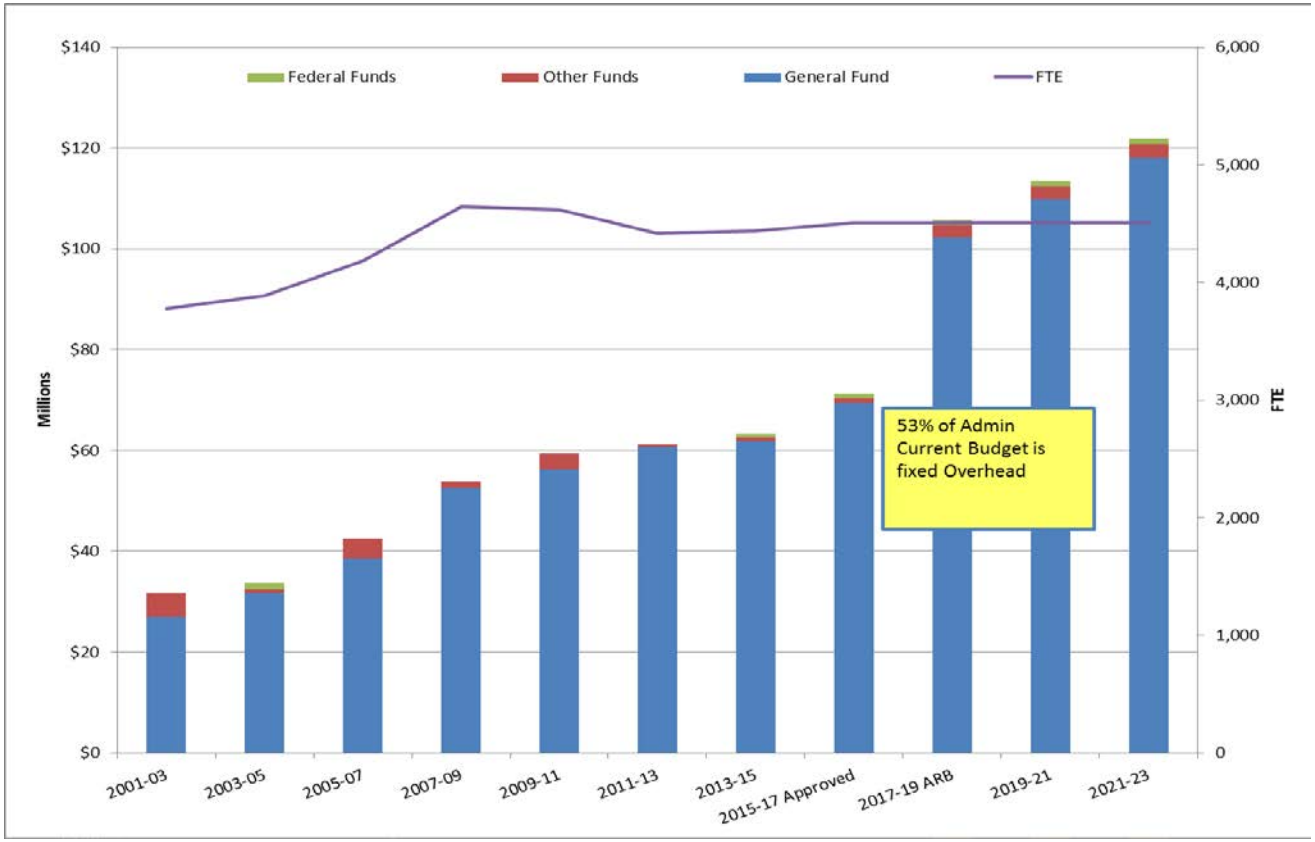
Central Administration

Program Unit Executive Summary

a. Long-Term Focus Areas that are impacted by the program: Healthy and Safe Oregonians; Excellence in State Government

b. Primary Program Contact: Kim Brockamp, Deputy Director

c. Total Funds Budget



d. Program Overview

The Central Administration Division is structured under the Director and Deputy Director who oversee the agency, six program areas, and one budgetary account that contains agency-wide assessments and state government service charges. In addition, the administrator of Oregon Corrections Enterprises (OCE) reports to the DOC Director. This office provides overall leadership to the department, develops strategic plans, develops long-range and short-term performance goals and vision statements, participates in statewide planning activities with other agencies and business partners, provides leadership for statewide public safety initiatives, and is the state's liaison with various state and federal public safety organizations.

e. Program Funding Request

This program is requesting $105,665,660 to provide oversight to every division and program operating within the department. This request includes funding for five Policy Option Packages, which are described in detail later in this document.

f. Program Description

The Central Administration Division oversees every division and program operating within the department. It interacts with other partners such as the Oregon Criminal Justice Commission, Community Corrections Directors in every county, the Oregon State Police, the Department of Public Safety Standards & Training, the Oregon Board of Parole and Post-Prison Supervision, the Oregon Youth Authority, representatives from city and county governments, the Department of Administrative Services, the Governor's Office, police chiefs, sheriffs, advocates, and members of the Legislature. This office is frequently engaged in interaction with federal and national agencies relating to public safety, including the National Institute of Corrections and Association of State Correctional Administrators. As a result, the Central Administration Division continues to focus on administrative effectiveness, accountability, and strengthening internal and external communications.

g. Program Justification and Link to Long-Term Outcomes

There is a direct link between the long-term outcome of healthy and safe Oregonians and the department's core mission: to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior. DOC creates partnerships with Oregon communities to hold offenders accountable, engage victims, and enhance the quality of life for the citizens of Oregon. DOC's mission incorporates both the responsibility for public safety and constitutional tenets. DOC selects intervention strategies that change antisocial thinking and behaviors and that give adults in custody the skills necessary to become productive, law-abiding members of society after release from incarceration. In addition, the Central Administration Division ensures the agency is operating in an open, transparent, and communicative matter, and, ultimately, oversees performance management and process improvement to ensure excellence as a government agency.

h. Program Performance

Effectiveness of Central Administration is reflected by the outcomes of performance measures for each individual program within the agency, many of which are reflected in the agency's Correctional Outcomes through Research and Engagement scorecard.

Office of the Chief Financial Officer

The Office of the Chief Financial Officer's performance measures are reflected in the agency-wide scorecard as follows.

Measure Name	Measure Calculation	Target	1st quarter 2015	2nd quarter 2015	3rd quarter 2015	4th quarter 2015
Projected General Fund expenditures vs. approved budget snapshot	Compares projected and end-of-biennium GF expenditures to GF budget. Comparison taken as a snapshot of the most recent month.	1%	0.30%	-0.20%	2.80%	2.70%
Projected General Fund expenditures vs. approved budget trend	Compares projected end-of-biennium GF expenditures to GF budget. Tracks the monthly trend line of end-of-biennium expenditures vs. GF budget.	1%	1.20%	-0.20%	2.80%	2.70%

Office of Communications

The Office of Communications' performance is based on providing information to the legislature, media, public, staff, adults in custody, and the family and friends of adults in custody. Its measures are reflected on the agency's scorecard.

Measure Name	Measure Calculation	Target	1st quarter 2015	2nd quarter 2015	3rd quarter 2015	4th quarter 2015
News coverage	Percentage of DOC-specific news coverage that is initiated by the department	30%	70%	57%	75%	51%
Legislative requests	Number of days to respond to a legislative request (excluding requests from a hearing)	3	1.58	1.61	2	1.40
Public records requests	Number of days to fill a public records request	21	4.8	5.6	3.3	3.4
DOC general information inquiries	Number of days to respond to email inquiries to the DOC general email box	3	.6	.5	1.16	.7

Office of Government Efficiencies

The Office of the Government Efficiencies' performance measures are reflected in the agency-wide scorecard as follows. Please note that these measures were activated for the fourth quarter of 2015, which is why there is only one-quarter's worth of data.

Measure Name	Measure Calculation	Target	4th quarter 2015
Process measures	Percentage of process measures meeting target	95%	37%
Outcome measures	Percentage of outcome measures meeting target	95%	47%

Office of Internal Audits

The Office of Internal Audits measures performance based on the following:

- Percent of audit plans completed (reflected on the agency-wide scorecard)
- Timeliness of audit reports
- Percent of risk-based audits completed
- Communication with client

Measure Name	Measure Calculation	Target	1st quarter 2015	2nd quarter 2015	3rd quarter 2015	4th quarter 2015
Internal audits	Percent of internal audit findings complete within 190 days of report date	100%	78.9%	68.8%	80%	58%

Office of the Inspector General

The Office of the Inspector General (OIG) measures performance based on the allocation of existing resources. In 2015, the OIG conducted a total of 1,245 investigations, including 15 cell phone cases, 64 drug cases, and 24 PREA/boundaries cases. The Special Investigations Unit (SIU) responded to 12 inmate walk-aways, with the eventual capture of all 12 inmates.

The Security Threat Management (STM) Unit had a successful year in 2015 and was able to gain intelligence prior to any large-scale inmate disturbances taking place. Therefore, there were no large-scale inmate provocations that required response in 2015.

The Office of the Inspector General's performance measures are reflected in the agency-wide scorecard as follows.

Measure Name	Measure Calculation	Target	1st quarter 2015	2nd quarter 2015	3rd quarter 2015	4th quarter 2015
STM Caseload reduction	Percent of custody level 3 & 4/high-alert inmates who move from high alert to moderate alert or alert status, or custody level 1 or 2	20%	24%	25.5%	22.5%	22.5%
STM caseload recidivism	Percent of custody level 3 & 4/high-alert inmates who move to moderate alert or alert status and back to high-alert status within one year	≤ 10%	8.4%	2.7%	7.5%	2.5%
Comparison: Tort claims to actual lawsuits (inmate)	Number of litigated Tort claims to total number of Tort claims filed	≤ 7.6%	7.50%	4.30%	5.60%	4.80%
Tort claims (inmate)	Number of Tort claims filed	≤831	226	162	143	165
Homicides	Number of inmate deaths by homicide	0	0	0	0	0
Suicides	Number of inmate deaths by suicide	0	1	1	0	0

i. Enabling Legislation/Program Authorization

- ORS Chapter 423 and Administrative Rules 291-001 to 291-208
- Oregon Constitution, Article 1, Bill of Rights, Section 15
- Case law relating to treatment of incarcerated individuals
- U.S. Constitution, 8th Amendment
- ORS 171.557 State Budget Policy
- ORS 194.410 – 192.505 Public Records Law
- ORS 423.400 and ORS 423.440 Government Transparency (Corrections Ombudsman)
- ORS 182.525 Biennial Report (Evidence-Based Programs)
- OAR 291-075 Citizen Complaints
- OAR 291-204 Media Access Rule
- ORS 192.243 Administrative Rules and Policies
- OAR 291-069 Security Threat Management
- ORS 421.180 Disciplinary procedures
- OAR 291-105 Prohibited Inmate Conduct and Processing Disciplinary Actions
- Public Law 108-79 Prison Rape Elimination Act
- OAR 291-006 Inmate Discrimination Review Committee
- USC Title 42, Chapter 126, Section 12101 Americans with Disabilities Act
- ORS 184.360 Internal Audit in State Government
- OAR 125-700 Internal Audit
- OAR 291-035 Research Proposals

j. Describe the various funding streams that support the program.

The funding source for the Central Administration Division is primarily General Fund, with some Other Funds support from the Inmate Welfare Fund. Central Administration is also where certain agency-wide overhead costs are reported. Costs budgeted in this location include Department of Administrative Services assessments, state government service charges, risk management and other insurance costs, Attorney General fees, office rents, utilities for Salem administrative offices, costs associated with the sales of Certificates of Participation, and repayments of loans from other state agencies.

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

During the 2017-19 biennium, Central Administration will continue providing oversight to every division and program operating within the department. The primary change for Central Administration from 2015-17 to 2017-19 is five Policy Option Packages.

Program Unit Narrative

The Central Administration Division includes the following subunits, which are described in more detail below: Office of the Director, Office of the Chief Financial Officer, Office of Communications, Office of Government Efficiencies, Office of Internal Audits, Office of the Inspector General, and Office of Research and Evaluation. In addition, the Oregon Corrections Enterprises Administrator reports directly to the DOC Director.

Office of the Director

The Office of the Director coordinates, monitors, and leads all agency activities. The Director, Deputy Director, and two support staff work directly with all functional units throughout the agency to ensure the agency accomplishes its mission. Members of the Director's Office also work with outside stakeholders to ensure transparency and provide a conduit between the community, Legislature, special interest groups, and the general public. Four divisional assistant directors report directly to the Office of the Director. These divisions are Administrative Services, Community Corrections, Offender Management and Rehabilitation, and Operations. Also reporting directly to the Office of the Director are the administrators of the offices that are described below. The primary cost driver for the Central Administration Division is department overhead and the classifications and level of compensation of the positions it supports.

Office of the Chief Financial Officer

The Office of the Chief Financial Officer is responsible for oversight of the financial activity for DOC. One of the principle activities of this office is the development of the biennial agency budget. Using budget development guidelines promulgated by the Department of Administrative Services Budget and Management Division, the budget staff develops detailed information for integration into the Current Service Level budget and works with agency program and executive staff to develop the fiscal impact information for any new proposals the agency may wish to move forward in the form of Policy Packages. This office is also responsible for the development of fiscal impact pricing for all new bills that have a potential impact on the agency. Inside the agency, this office is responsible for monitoring and reporting on the status of the agency budgets at multiple levels.

Expenditure forecasts are developed in conjunction with program managers and assistant directors; forecasts are updated monthly based on actual spending patterns. Interim rebalance plans, requests for additional General Fund appropriation or Other Funds and Federal Funds expenditure limitations, responses to legislative budget notes and other legislative directives are the responsibility of this office. Emergency Board requests are prepared and coordinated through this office as well. The primary cost drivers for this office are personnel costs. Other workload drivers are the growth in numbers of prison facilities, the volume of information and analytical requests from the Governor's Office, the Legislature, and the public.

The Office of the Chief Financial Officer also oversees the central functions of Accounting, Payroll, Contracts & Procurement, Central Trust (inmate banking), financial systems support, and business services across the agency.

Office of Communications

The Office of Communications is charged with furthering the department's mission and goals through close collaboration with the agency's external and internal stakeholders, both inside and beyond the realm of public safety. Serving as a trusted source of accurate information, this office ensures the agency is a transparent governmental organization that members of the public can access at any time. The Office of Communications includes internal communications, external communications, media relations, legislative and government relations, public records/information coordination, and rules/policy coordination.

Office of Government Efficiencies

The Office of Government Efficiencies (OGE) is a data-driven unit that provides the agency's Executive Team with critical information for decision making, and ensures the department's mission, strategic direction, and programs are aligned. The OGE's performance management work is designed to continuously monitor and measure the effectiveness of DOC's daily work. This system allows the agency to identify processes that are not working optimally, identify barriers to performance, streamline processes, save time and money, and increase program and process effectiveness. If processes are not meeting targets, a 7-Step Problem-Solving methodology can be used.

OGE includes the Office of Research and Evaluation, which provides the agency with mission-critical information on adult offender populations, program performance, and policy impacts necessary to plan, evaluate, and direct the operations of the department. Its key responsibilities are to provide continuous and ongoing evaluation of the department's evidence-based programs, identify means to reduce recidivism, and assess programs and operational components. Additionally, this office manages and maintains the agency's data warehouse and its front-end application, the Correctional Management Information System (CMIS), as well as provides research and data to support evidence-based programs, legislative and public information requests, and the agency's performance-based management system, Correctional Outcomes through Research and Engagement (CORE).

The Office of Research and Evaluation engages in a collaborative research model with the Oregon Youth Authority and the Oregon Criminal Justice Commission. This allows researchers within these agencies to confer on research methodologies, as well as provide individualized expertise and knowledge to best serve the research needs of Oregon's correctional system.

Office of Internal Audits

The Office of Internal Audits strives to enhance and protect organizational value by bringing a systematic, disciplined approach of evaluating and improving the effectiveness of DOC's risk management, control, and governance processes. Internal Audits is the only entity within the agency providing these unique services. This office supports all programs within the agency. The budget of Internal Audits is driven primarily by personnel costs.

Internal Audits uses a risk-based approach to internal auditing. Based on an annual risk assessment, and with the consultation of the DOC Audit Committee, an audit plan is created for the year. Due to staffing restraints, only the highest risks are audited each year. Internal Audits liaises with the Secretary of State (SoS) and other external auditors for financial and performance audits. Internal audits reports on audit activities to DAS and SoS. In addition to risk-based auditing and liaising with external stakeholders, Internal Audits provides consulting services for internal stakeholders to improve agency outcomes and identify areas for improvement.

The Office of Internal Audits consists of two Senior Internal Auditors and one Audit Administrator. In order to comply with International Auditing Standards, Internal Auditors are required, among other things, to attend 20 hours of training per year. Internal Audit completes this training locally and cost-effectively through its participation in the local chapter of the Institute of Internal Auditors. Continual training enables Internal Audits to keep informed of the current climate of internal auditing, as well as the unique challenges facing government as it pertains to risk analysis and governance. In 2015, DOC Internal Audits underwent a regularly scheduled quality assurance review completed by an external reviewer and earned the highest ranking of *Generally Conforms* with internal auditing standards.

Office of the Inspector General

The Office of the Inspector General (OIG) provides an oversight function for the Department of Corrections and has broad reporting authority with the ability to report directly to Oregon State Police and the Governor. The OIG was created in 1990 as recommended by an investigative report to the Governor. The Inspector General has broad responsibility for oversight of suspected, alleged, or actual misconduct within DOC. Within the OIG are multiple units that work to ensure compliance with rules, policies, and statute:

- The Hearings Unit is currently composed of a Hearings Administrator, Hearings Officers, and Hearings Support staff. The unit works together to ensure that all DOC administrative hearings are conducted and processed accurately and in a timely manner.
- The Security Threat Management (STM) Unit has three primary functions: high alert inmate management, department-wide intelligence gathering, and investigative support to superintendents during major incidents. DOC has STM Lieutenants strategically placed in various DOC institutions who track STM inmates' behavior and progress. STM Lieutenants work in partnership with institution staff to formulate management plans for each STM inmate.
- The Special Investigations Unit (SIU) provides investigative services to all DOC institutions and facilities. SIU has investigators throughout the state who specialize in fugitive apprehension, drug and contraband interdiction, evidence collection, surveillance, administrative and criminal investigations, and employee investigations. This unit partners with federal, state, and local law enforcement agencies by providing intelligence and networking assistance towards investigative efforts. This unit has central oversight over a variety of DOC programs including use of force reviews, suicide reviews, and electronic surveillance.
- The Intelligence Section serves as the department's central hub for all threat intelligence and acts as the information liaison with outside law enforcement agencies. This section receives information from all DOC facilities, community, public safety partners (both in-state and federal), and other sources. Once information is gathered, it is analyzed, verified, and disseminated

to the appropriate areas to be used in investigations (criminal and administrative), fugitive apprehension, and developing plans of action which allow the department to proactively respond to current and emerging threats.

- The OIG also oversees DOC's Prison Rape Elimination Act (PREA) efforts and compliance. PREA was enacted in 2003 and is a federal law that seeks to eliminate sexual assaults and sexual misconduct. This law applies to all federal and state prisons, jails, police lock-ups, private facilities, juvenile facilities, and community correctional settings. DOC has a zero tolerance for sexual abuse.

Department Overhead

The Agency Overhead Account makes up a substantial portion of the Central Administration budget. It is the repository for a variety of assessments, fees, loan obligations, State Government Services Charges, and other service charges. Since these charges benefit the agency as a whole, they are budgeted and paid centrally.

Proposed New Laws That Apply to the Program Unit

Three of the agency's 13 legislative concepts for the 2017 session fall under the leadership of Central Administration.

- LC 29100/003 would expand the existing authority of the Superintendent of State Police to designate DOC transport employees as special state police officers to assist DOC in the discharge of transport functions and duties.
- LC 29100/010 would codify that DOC will not house anyone under the age of 18 (a current practice).
- LC 29100/013 would authorize OCE employees to supervise inmates.

Expenditures by Fund Type, Positions and Full-Time Equivalents

			Revenue Sources			
Program Sub-Unit	Position / FTE		General Fund	Other Funds	Federal Fund	Total Fund
Agency Administration	7 / 7.00		$2,441,848	$85,449		$2,527,297
Department Overhead	0 / 0.00		$56,175,475	$1,435,657	$464,376	$58,075,508
Government Efficiencies	18 / 18.00		$6,166,089			$6,166,089
Chief Financial Office	94 / 92.76		$20,857,015	$287,704		$21,144,719
Inspector General	63 / 62.50		$14,649,327	$618,415	$545,420	$15,813,162
Office of Communications	8 / 8.00		$1,938,885			$1,938,885
Program Unit Total	190 / 188.26		$102,228,639	$2,427,225	$1,009,796	$105,665,660

Revenue Sources and Proposed Revenue Changes

Other Fund revenues recorded in the Director's Office sub-unit are received from Social Security Administration Incentive Fund, DOC executive staff, and Oregon Trail Card, and are used to pay for a "finder's fee" for DOC's effort in identifying adults in custody eligible for Social Security (but denied benefits because of incarceration), travel reimbursements, and account balancing.

Other Fund revenues recorded in the Agency Overhead sub-unit include the Oregon Health Network Broadband program. Federal Funds recorded in this sub-unit are for the proper accounting of donated federal funds from the Federal Communications Commission that flow through the Oregon Health Network to expand bandwidth to health care providers, including Oregon prisons. This is simply an accounting transaction; it does not represent a cash transaction.

The Inspector General's Office receives Other Funds from the Inmate Welfare Fund to provide staff for inmate phone system management and security. Federal Funds are received in this sub-unit for the current Prison Rape Elimination Act (PREA) grant. A 25 percent match requirement is satisfied by the ongoing staff efforts to implement the new federal law.

Central Administration Division

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

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

Revenue Source

General Fund	$82,233
Other Funds	$1,583
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 | **Cross Reference Name: Central Administration**

Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor | **Cross Reference Number: 29100-004-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	82,233	-	-	-	-	-	82,233
Total Revenues	**$82,233**	**-**	**-**	**-**	**-**	**-**	**$82,233**
Personal Services							
Temporary Appointments	5,507	-	-	-	-	-	5,507
Overtime Payments	836	-	-	-	-	-	836
Shift Differential	-	-	-	-	-	-	-
All Other Differential	6,083	-	782	-	-	-	6,865
Public Employees' Retire Cont	1,653	-	187	-	-	-	1,840
Pension Obligation Bond	71,646	-	745	-	-	-	72,391
Social Security Taxes	951	-	60	-	-	-	1,011
Unemployment Assessments	1,137	-	-	-	-	-	1,137
Mass Transit Tax	8,407	-	101	-	-	-	8,508
Vacancy Savings	(13,987)	-	(292)	-	-	-	(14,279)
Total Personal Services	**$82,233**	**-**	**$1,583**	**-**	**-**	**-**	**$83,816**
Services & Supplies							
Out of State Travel	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Central Administration**

Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor | **Cross Reference Number: 29100-004-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	82,233	-	1,583	-	-	-	83,816
Total Expenditures	**$82,233**	**-**	**$1,583**	**-**	**-**	**-**	**$83,816**
Ending Balance							
Ending Balance	-	-	(1,583)	-	-	-	(1,583)
Total Ending Balance	**-**	**-**	**($1,583)**	**-**	**-**	**-**	**($1,583)**

Central Administration Division

031 Standard Inflation

Package Description

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

How Achieved
For 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	$6,289,292
Other Funds	$4,084
Federal Funds	$37,668

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	6,289,292	-	-	-	-	-	6,289,292
Total Revenues	**$6,289,292**	**-**	**-**	**-**	**-**	**-**	**$6,289,292**
Services & Supplies							
Instate Travel	5,460	-	640	3,683	-	-	9,783
Out of State Travel	698	-	762	-	-	-	1,460
Employee Training	6,522	-	-	-	-	-	6,522
Office Expenses	61,864	-	395	-	-	-	62,259
Telecommunications	133,107	-	-	16,569	-	-	149,676
State Gov. Service Charges	5,426,163	-	-	-	-	-	5,426,163
Data Processing	141,362	-	-	-	-	-	141,362
Publicity and Publications	1,985	-	-	-	-	-	1,985
Professional Services	12,727	-	-	17,416	-	-	30,143
IT Professional Services	-	-	-	-	-	-	-
Attorney General	344,663	-	-	-	-	-	344,663
Employee Recruitment and Develop	109	-	-	-	-	-	109
Dues and Subscriptions	313	-	-	-	-	-	313
Facilities Rental and Taxes	64,530	-	-	-	-	-	64,530
Fuels and Utilities	29,185	-	-	-	-	-	29,185
Facilities Maintenance	332	-	-	-	-	-	332
Food and Kitchen Supplies	-	-	-	-	-	-	-
Medical Services and Supplies	8,181	-	-	-	-	-	8,181
Other Care of Residents and Patients	209	-	-	-	-	-	209
Agency Program Related S and S	-	-	-	-	-	-	-
Intra-agency Charges	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other COI Costs	-	-	-	-	-	-	-
Other Services and Supplies	40,986	-	2,287	-	-	-	43,273
Expendable Prop 250 - 5000	2,508	-	-	-	-	-	2,508
IT Expendable Property	2,168	-	-	-	-	-	2,168
Total Services & Supplies	**$6,283,072**	**-**	**$4,084**	**$37,668**	**-**	**-**	**$6,324,824**
Capital Outlay							
Office Furniture and Fixtures	2,309	-	-	-	-	-	2,309
Data Processing Software	-	-	-	-	-	-	-
Building Structures	-	-	-	-	-	-	-
Total Capital Outlay	**$2,309**	**-**	**-**	**-**	**-**	**-**	**$2,309**
Special Payments							
Dist to Individuals	3,592	-	-	-	-	-	3,592
Other Special Payments	319	-	-	-	-	-	319
Total Special Payments	**$3,911**	**-**	**-**	**-**	**-**	**-**	**$3,911**
Total Expenditures							
Total Expenditures	6,289,292	-	4,084	37,668	-	-	6,331,044
Total Expenditures	**$6,289,292**	**-**	**$4,084**	**$37,668**	**-**	**-**	**$6,331,044**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(4,084)	(37,668)	-	-	(41,752)
Total Ending Balance	**-**	**-**	**($4,084)**	**($37,668)**	**-**	**-**	**($41,752)**

Central Administration 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	$884
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: Central Administration
Cross Reference Number: 29100-004-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	884	-	-	-	-	-	884
Total Revenues	**$884**	**-**	**-**	**-**	**-**	**-**	**$884**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-	-
Medical Services and Supplies	884	-	-	-	-	-	884
Total Services & Supplies	**$884**	**-**	**-**	**-**	**-**	**-**	**$884**
Total Expenditures							
Total Expenditures	884	-	-	-	-	-	884
Total Expenditures	**$884**	**-**	**-**	**-**	**-**	**-**	**$884**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Central Administration 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	6	6
FTE	6.00	6.00

Revenue Source

General Fund	$1,268,883
Other Funds	$0
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: Central Administration
Cross Reference Number: 29100-004-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,268,883	-	-	-	-	-	1,268,883
Total Revenues	**$1,268,883**	**-**	**-**	**-**	**-**	**-**	**$1,268,883**
Personal Services							
Class/Unclass Sal. and Per Diem	498,048	-	-	-	-	-	498,048
All Other Differential	9,490	-	-	-	-	-	9,490
Empl. Rel. Bd. Assessments	342	-	-	-	-	-	342
Public Employees' Retire Cont	121,201	-	-	-	-	-	121,201
Social Security Taxes	38,825	-	-	-	-	-	38,825
Unemployment Assessments	914	-	-	-	-	-	914
Worker's Comp. Assess. (WCD)	414	-	-	-	-	-	414
Mass Transit Tax	2,095	-	-	-	-	-	2,095
Flexible Benefits	200,016	-	-	-	-	-	200,016
Total Personal Services	**$871,345**	**-**	**-**	**-**	**-**	**-**	**$871,345**
Services & Supplies							
Instate Travel	9,786	-	-	-	-	-	9,786
Employee Training	1,890	-	-	-	-	-	1,890
Office Expenses	96,030	-	-	-	-	-	96,030
Data Processing	122,362	-	-	-	-	-	122,362
Professional Services	7,613	-	-	-	-	-	7,613
Attorney General	81,127	-	-	-	-	-	81,127
Fuels and Utilities	25,109	-	-	-	-	-	25,109
Medical Services and Supplies	7,039	-	-	-	-	-	7,039

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 040 - Mandated Caseload

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other Services and Supplies	46,582	-	-	-	-	-	46,582
Total Services & Supplies	**$397,538**	**-**	**-**	**-**	**-**	**-**	**$397,538**
Total Expenditures							
Total Expenditures	1,268,883	-	-	-	-	-	1,268,883
Total Expenditures	**$1,268,883**	**-**	**-**	**-**	**-**	**-**	**$1,268,883**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							6
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**6**
Total FTE							
Total FTE							6.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**6.00**

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1700044	AAONC0210	AA ACCOUNTING TECHNICIAN 1	1	1.00	24.00	02	2,815.00	67,560				67,560
								54,763				54,763
1700045	AAONC0212	AA ACCOUNTING TECHNICIAN 3	1	1.00	24.00	02	3,651.00	87,624				87,624
								61,090				61,090
1700046	AAONC0212	AA ACCOUNTING TECHNICIAN 3	1	1.00	24.00	02	3,651.00	87,624				87,624
								61,090				61,090
1700047	AAONC0211	AA ACCOUNTING TECHNICIAN 2	1	1.00	24.00	02	3,333.00	79,992				79,992
								58,683				58,683
1700048	AAONC0212	AA ACCOUNTING TECHNICIAN 3	1	1.00	24.00	02	3,651.00	87,624				87,624
								61,090				61,090
1700049	AAONC0212	AA ACCOUNTING TECHNICIAN 3	1	1.00	24.00	02	3,651.00	87,624				87,624
								61,090				61,090
		TOTAL PICS SALARY						498,048				498,048
		TOTAL PICS OPE						357,806				357,806
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		TOTAL PICS PERSONAL SERVICES =	6	6.00	144.00			855,854				855,854

Central Administration Division

060 Technical Adjustments

Package Description

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

How Achieved
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).

Package 060 transfers over $14 million General Fund with associated positions and FTE to the Central Administration Division, mostly due to the reorganizational transfer of myriad Financial Services units (such as Accounting, Purchasing/Contracting, Central Trust, Payroll, Business Offices, etc.) from the Administrative Services Division. Additionally, several positions were created within Central Administration through transfer of existing Services & Supplies funds to Personal Services. Also, note Package 060 transfers $750,000 General Fund from Central Administration Division to Operations Division related to Attorney General expenditures.

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:	79
FTE:	77.76

Revenue Source

General Fund	$14,073,993
Other Funds	$0
Federal Funds	$0

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	14,073,993	-	-	-	-	-	14,073,993
Total Revenues	**$14,073,993**	**-**	**-**	**-**	**-**	**-**	**$14,073,993**
Personal Services							
Class/Unclass Sal. and Per Diem	10,205,875	-	-	-	-	-	10,205,875
Empl. Rel. Bd. Assessments	4,484	-	-	-	-	-	4,484
Public Employees' Retire Cont	2,437,153	-	-	-	-	-	2,437,153
Social Security Taxes	780,772	-	-	-	-	-	780,772
Worker's Comp. Assess. (WCD)	5,428	-	-	-	-	-	5,428
Flexible Benefits	2,589,097	-	-	-	-	-	2,589,097
Total Personal Services	**$16,022,809**	**-**	**-**	**-**	**-**	**-**	**$16,022,809**
Services & Supplies							
Instate Travel	(186)	-	-	-	-	-	(186)
Employee Training	(23,000)	-	-	-	-	-	(23,000)
Office Expenses	(199,657)	-	-	-	-	-	(199,657)
Data Processing	(127,389)	-	-	-	-	-	(127,389)
Publicity and Publications	(15,000)	-	-	-	-	-	(15,000)
Attorney General	(885,330)	-	-	-	-	-	(885,330)
Facilities Rental and Taxes	400,000	-	-	-	-	-	400,000
Fuels and Utilities	(602,933)	-	-	-	-	-	(602,933)
Medical Services and Supplies	(206,105)	-	-	-	-	-	(206,105)
Other Services and Supplies	(276,216)	-	-	-	-	-	(276,216)
Expendable Prop 250 - 5000	(1,500)	-	-	-	-	-	(1,500)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 060 - Technical Adjustments

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	(11,500)	-	-	-	-	-	(11,500)
Total Services & Supplies	**($1,948,816)**	**-**	**-**	**-**	**-**	**-**	**($1,948,816)**
Total Expenditures							
Total Expenditures	14,073,993	-	-	-	-	-	14,073,993
Total Expenditures	**$14,073,993**	**-**	**-**	**-**	**-**	**-**	**$14,073,993**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							79
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**79**
Total FTE							
Total FTE							77.76
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**77.76**

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
0100068	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
0100072	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	1	1.00	24.00	08	4,381.00	105,144				105,144
								66,614				66,614
0101001	AAONC0210 AA	ACCOUNTING TECHNICIAN 1	1	1.00	24.00	02	2,815.00	67,560				67,560
								54,763				54,763
0101004	AAONC0855 AA	PROJECT MANAGER 2	1-	1.00-	24.00-	08	7,692.00	184,608-				184,608-
								91,669-				91,669-
0101004	AAONC0855 AA	PROJECT MANAGER 2	1	1.00	24.00	08	7,692.00	184,608				184,608
								91,669				91,669
0101006	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
0101007	MMN X0873 AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	08	8,091.00	194,184				194,184
								94,688				94,688
0102002	AAONC1216 AA	ACCOUNTANT 2	1	1.00	24.00	04	4,807.00	115,368				115,368
								69,838				69,838
0104002	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	1	1.00	24.00	05	3,820.00	91,680				91,680
								62,369				62,369
0111001	AAONC1218 AA	ACCOUNTANT 4	1	1.00	24.00	08	8,061.00	193,464				193,464
								94,461				94,461
0300001	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
0300003	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	1	1.00	24.00	08	4,381.00	105,144				105,144
								66,614				66,614
0300039	MMS X4046 AA	MAINTENANCE & OPERATIONS SUPV	1-	1.00-	24.00-	08	6,352.00	152,448-				152,448-
								81,529-				81,529-
0300039	MMS X4046 AA	MAINTENANCE & OPERATIONS SUPV	1	1.00	24.00	08	6,352.00	152,448				152,448
								81,529				81,529
0315034	AAONC1215 AA	ACCOUNTANT 1	1	.67	16.00	02	4,007.00	64,112				64,112
								42,524				42,524
0500034	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838

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
0500127	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
0500270	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
0500277	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	05	4,197.00	100,728				100,728
								65,222				65,222
0500455	MMS X7002 AA	PRINCIPAL EXECUTIVE/MANAGER B	1	1.00	24.00	09	6,056.00	145,344				145,344
								79,289				79,289
0500541	AAONC0438 AA	PROCUREMENT & CONTRACT SPEC 3	1	1.00	24.00	07	7,338.00	176,112				176,112
								88,990				88,990
0518004	AAONC1217 AA	ACCOUNTANT 3	1	1.00	24.00	03	5,534.00	132,816				132,816
								75,338				75,338
0700012	AAONC1244 AA	FISCAL ANALYST 2	1	1.00	24.00	02	5,279.00	126,696				126,696
								73,409				73,409
0700014	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	1	1.00	24.00	08	4,381.00	105,144				105,144
								66,614				66,614
0700092	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
0700110	AAONC0210 AA	ACCOUNTING TECHNICIAN 1	1	.09	2.05	02	2,815.00	5,771				5,771
								1,946				1,946
0700111	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	1	1.00	24.00	08	4,381.00	105,144				105,144
								66,614				66,614
0700113	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	1	1.00	24.00	03	3,489.00	83,736				83,736
								59,864				59,864
0700115	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
0700122	AAONC1245 AA	FISCAL ANALYST 3	1	1.00	24.00	07	7,692.00	184,608				184,608
								91,669				91,669
0700266	AAONC0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	1-	1.00-	24.00-	08	4,381.00	105,144-				105,144-
								66,614-				66,614-
0700266	AAONC0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	08	4,381.00	105,144				105,144
								66,614				66,614

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
0900445	AAONC0438 AA	PROCUREMENT & CONTRACT SPEC 3	1	1.00	24.00	08	7,692.00	184,608				184,608
								91,669				91,669
1010006	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	1	1.00	24.00	08	4,381.00	105,144				105,144
								66,614				66,614
1010008	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
1100011	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	1	1.00	24.00	04	3,651.00	87,624				87,624
								61,090				61,090
1700195	MMS X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	6,056.00	145,344				145,344
								79,289				79,289
1700196	AAONC0437 AA	PROCUREMENT & CONTRACT SPEC 2	1	1.00	24.00	02	5,279.00	126,696				126,696
								73,409				73,409
1700197	MESNZ7014 AA	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	02	8,496.00	203,904				203,904
								97,753				97,753
1700198	AAONC0871 AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	02	5,279.00	126,696				126,696
								73,409				73,409
1700199	AAONC0870 AA	OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	02	4,381.00	105,144				105,144
								66,614				66,614
1700200	AAONC0870 AA	OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	02	4,381.00	105,144				105,144
								66,614				66,614
1700214	MMN X0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	02	3,227.00	77,448				77,448
								57,882				57,882
6000028	MMS X7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	09	9,369.00	224,856				224,856
								104,360				104,360
6000030	MMS X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	09	8,496.00	203,904				203,904
								97,753				97,753
6000031	AAONC0436 AA	PROCUREMENT & CONTRACT SPEC 1	1	1.00	24.00	08	5,795.00	139,080				139,080
								77,314				77,314
6000032	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	03	3,820.00	91,680				91,680
								62,369				62,369
6000037	MMS X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	09	6,673.00	160,152				160,152
								83,958				83,958

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
6000040	MMS X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	09	8,496.00	203,904				203,904
								97,753				97,753
6000633	AAONC1217 AA	ACCOUNTANT 3	1	1.00	24.00	08	7,002.00	168,048				168,048
								86,448				86,448
6000891	AAONC0437 AA	PROCUREMENT & CONTRACT SPEC 2	1	1.00	24.00	08	7,002.00	168,048				168,048
								86,448				86,448
8700105	AAONC1245 AA	FISCAL ANALYST 3	1	1.00	24.00	07	7,692.00	184,608				184,608
								91,669				91,669
8900118	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	03	3,820.00	91,680				91,680
								62,369				62,369
8900340	AAONC0210 AA	ACCOUNTING TECHNICIAN 1	1	1.00	24.00	06	3,333.00	79,992				79,992
								58,683				58,683
8900342	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
8900343	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	1	1.00	24.00	08	4,381.00	105,144				105,144
								66,614				66,614
8900344	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	1	1.00	24.00	08	4,381.00	105,144				105,144
								66,614				66,614
8900346	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	07	7,000.00	168,000				168,000
								86,432				86,432
8900347	AAONC0103 AA	OFFICE SPECIALIST 1	1	1.00	24.00	07	3,191.00	76,584				76,584
								57,609				57,609
8900348	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
8900423	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
8900426	AAONC0438 AA	PROCUREMENT & CONTRACT SPEC 3	1	1.00	24.00	08	7,692.00	184,608				184,608
								91,669				91,669
8909031	AAONC1245 AA	FISCAL ANALYST 3	1	1.00	24.00	07	7,692.00	184,608				184,608
								91,669				91,669
8919041	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838

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				115,368
								69,838				69,838
9500352	AAONC0438 AA	PROCUREMENT & CONTRACT SPEC 3	1	1.00	24.00	08	7,692.00	184,608				184,608
								91,669				91,669
9500353	AAONC0438 AA	PROCUREMENT & CONTRACT SPEC 3	1	1.00	24.00	08	7,692.00	184,608				184,608
								91,669				91,669
9500361	AAONC0437 AA	PROCUREMENT & CONTRACT SPEC 2	1	1.00	24.00	03	5,534.00	132,816				132,816
								75,338				75,338
9500364	AAONC0435 AA	PROCUREMENT AND CONTRACT ASST	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
9507001	AAONC1216 AA	ACCOUNTANT 2	1	1.00	24.00	08	5,795.00	139,080				139,080
								77,314				77,314
9507003	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	07	4,582.00	109,968				109,968
								68,134				68,134
9512349	AAONC0437 AA	PROCUREMENT & CONTRACT SPEC 2	1	1.00	24.00	08	7,002.00	168,048				168,048
								86,448				86,448
9512353	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	1	1.00	24.00	05	3,820.00	91,680				91,680
								62,369				62,369
9700715	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
9702595	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
9702599	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
9702608	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	1	1.00	24.00	08	4,381.00	105,144				105,144
								66,614				66,614
9712048	MMS X7002 AA	PRINCIPAL EXECUTIVE/MANAGER B	1	1.00	24.00	09	6,056.00	145,344				145,344
								79,289				79,289
9712049	AAONC0438 AA	PROCUREMENT & CONTRACT SPEC 3	1	1.00	24.00	08	7,692.00	184,608				184,608
								91,669				91,669
9712052	AAONC0435 AA	PROCUREMENT AND CONTRACT ASST	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838

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
9902501	AAONC0437 AA	PROCUREMENT & CONTRACT SPEC 2	1	1.00	24.00	08	7,002.00	168,048				168,048
								86,448				86,448
9902502	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	1	1.00	24.00	08	4,381.00	105,144				105,144
								66,614				66,614
9902503	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	1	1.00	24.00	03	3,489.00	83,736				83,736
								59,864				59,864
9902520	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	1	1.00	24.00	08	4,807.00	115,368				115,368
								69,838				69,838
9912060	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	09	7,714.00	185,136				185,136
								91,835				91,835
		TOTAL PICS SALARY						10,205,875				10,205,875
		TOTAL PICS OPE						5,816,934				5,816,934
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		TOTAL PICS PERSONAL SERVICES =	79	77.76	1866.05			16,022,809				16,022,809

Central Administration Division

080 May 2016 Emergency Board

Package Description

Purpose
This package includes funding impacts that resulted from Special Purpose Appropriations and the state Emergency Fund as directed by the May 2016 Emergency Board.

How Achieved
The May 2016 Emergency Board approved a $3 million Special Purpose Appropriation for accommodating permanent bed capacity growth at the Deer Ridge Correctional Institution and $1 million from the Emergency Fund to begin preparations on the physical plant at the Oregon State Penitentiary Minimum facility for use if the Office of Economic Analysis' prison population forecast for women is realized.

The $3 million Special Purpose Appropriation was only a fraction of the $6.9 million budget request to open an additional 200 permanent beds at the Deer Ridge Correctional Institution, but the funds were appropriated as an indication that the agency should move forward with this growth in capacity. Any shortfall in the 2015-17 budget was dealt with as a part of the 2017 Session in an end-of biennium bill, but this package calculates the full operating costs of this additional capacity for 2017-19.

The OSPM preparation funds did not appear in the 2017-19 agency base budget (because the base budget was already set by the time the May 2016 Emergency Board met), so there was no need to phase them out in package 022. There is also no need to carry those costs forward into 2017-19, as it was a one-time appropriation.

Agency Request Budget

Staffing Impact	**2017-19**	**2019-21**
Positions	1	1
FTE	1.00	1.00

Revenue Sources

General Fund	$161,952
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: 080 - May 2016 E-Board

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	161,952	-	-	-	-	-	161,952
Total Revenues	**$161,952**	**-**	**-**	**-**	**-**	**-**	**$161,952**
Personal Services							
Class/Unclass Sal. and Per Diem	87,624	-	-	-	-	-	87,624
Empl. Rel. Bd. Assessments	57	-	-	-	-	-	57
Public Employees' Retire Cont	20,925	-	-	-	-	-	20,925
Social Security Taxes	6,703	-	-	-	-	-	6,703
Worker's Comp. Assess. (WCD)	69	-	-	-	-	-	69
Mass Transit Tax	526	-	-	-	-	-	526
Flexible Benefits	33,336	-	-	-	-	-	33,336
Total Personal Services	**$149,240**	**-**	**-**	**-**	**-**	**-**	**$149,240**
Services & Supplies							
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
IT Expendable Property	1,335	-	-	-	-	-	1,335
Total Services & Supplies	**$12,712**	**-**	**-**	**-**	**-**	**-**	**$12,712**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 080 - May 2016 E-Board

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	161,952	-	-	-	-	-	161,952
Total Expenditures	**$161,952**	**-**	**-**	**-**	**-**	**-**	**$161,952**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							1.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1500207	AAONC0212	AA ACCOUNTING TECHNICIAN 3	1	1.00	24.00	02	3,651.00	87,624				87,624
								61,090				61,090
		TOTAL PICS SALARY						87,624				87,624
		TOTAL PICS OPE						61,090				61,090
			---	------	-------			---------	---------	---------	---------	---------
		TOTAL PICS PERSONAL SERVICES =	1	1.00	24.00			148,714				148,714

Central Administration Division

102 PREA Compliance

Purpose

The Department of Corrections (DOC) is requesting funding to address staffing needs related to the Prison Rape Elimination Act:

- Item 1: PREA Coordinator & PREA Analyst
- Item 2: Investigator 3

The U.S. Department of Justice's national PREA standards became effective August 20, 2012. In part, the federal standards state, "an agency shall employ or designate an upper-level, agency-wide PREA coordinator with sufficient time and authority to develop, implement, and oversee agency efforts to comply with the PREA standards in all of its facilities." DOC was an early adopter of PREA, and the department's 14 institutions are committed to detecting and preventing sexual violence. The agency has accomplished this work with a double-filled position and has never had an authorized and funded position for the PREA Coordinator. In the past, the department received grants to help offset the cost, but despite the fact that PREA is a permanent and significant function and that federal standards mandate this position, a federal funding source does not currently exist. Although the department will continue to look for opportunities for federal funding, it is unclear what will be available.

The PREA standards also require an audit once every three years for each institution. State Departments of Corrections nationwide have developed reciprocal agreements to audit each others' systems. With commitments across the country to perform audits for other corrections systems, this function has grown into a full-time duty. When not traveling to perform audits nationally, this position would lead peer audits in Oregon institutions to prepare for external audits and maintain federal standards between audits. This position will also work to coordinate victim advocacy for survivors of sexual abuse as required by the national standards. DOC currently has 10 memorandums of understanding with local victim advocacy groups that this position will oversee.

How Achieved

Item 1: PREA Coordinator (Program Analyst 4) & PREA Analyst (Program Analyst 3)

The department has a zero tolerance for sexual abuse. The PREA Coordinator is an independent advisor reporting directly to the Inspector General. The primary purpose of this position is to develop effective programs for the prevention of sexual abuse and sexual harassment of inmates housed by DOC. This position provides overall assessment of activities, facilitates training and education for staff at all levels, conducts inmate education regarding PREA, and prepares strategic action plans for the agency to achieve PREA

goals and meet federal standards. The Coordinator is responsible for the development, revision, and distribution of the department's written policy on PREA and works collaboratively with external stakeholders.

PREA standards require outside victim advocacy to be provided to incarcerated survivors of sexual abuse. The department has memorandums of understanding with 10 outside victim advocacy organizations. The victim advocacy program takes a significant amount of time to train, educate, and maintain relationships. Additionally, audit requirements dictate the need for a part-time PREA auditor position. This position would be used to accomplish both tasks, including educating staff on trauma-informed practices that are victim-centered.

The request for the resources for Item 1 is $469,149 General Fund, 2 positions, 2.00 FTE.

Item 2: Investigator 3

PREA standards require the department to investigate all allegations of sexual abuse and sexual harassment. This position will work statewide to detect, respond to, and investigate PREA allegations. With the inception of the federal standards and an increased awareness among inmates, investigations have risen significantly. The definition of sexual abuse in the PREA standards includes unwanted touching and other concerns that do not always rise to criminal investigations, therefore increasing the workload of DOC administrative investigations. This position will be responsible for gathering and analyzing information pertaining to intelligence and investigations associated with sexual assault, including working closely with the Oregon State Police and local prosecutors to ensure allegations are appropriately handled. It will function as the lead for the institution-based Sexual Assault Response Teams' investigative response and training, ensuring that proper procedures are consistently followed when investigations are completed.

The request for resources for Item 2 is $208,869 General Fund, 1 position, 1.00 FTE.

Quantifying Results

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 these PREA-related positions will be tied to CORE Operating Process 1d: Compliance with National PREA Standards, and Supporting Process 4d: PREA Audits. The agency expects to receive a consistent "pass" during PREA audits and reduced incidents of sexual assault as a result of this package, which would provide consistent policy and oversight, education of staff and inmates, and management of vulnerable and/or aggressive individuals.

BUDGET NARRATIVE

Agency Request Budget

Staffing Impact

Positions	3
FTE	3.00

Revenue Source

General Fund	$678,018
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: 102 - PREA Compliance

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	678,018	-	-	-	-	-	678,018
Total Revenues	**$678,018**	**-**	**-**	**-**	**-**	**-**	**$678,018**
Personal Services							
Class/Unclass Sal. and Per Diem	397,560	-	-	-	-	-	397,560
Empl. Rel. Bd. Assessments	171	-	-	-	-	-	171
Public Employees' Retire Cont	94,938	-	-	-	-	-	94,938
Social Security Taxes	30,413	-	-	-	-	-	30,413
Unemployment Assessments	715	-	-	-	-	-	715
Worker's Comp. Assess. (WCD)	207	-	-	-	-	-	207
Mass Transit Tax	2,385	-	-	-	-	-	2,385
Flexible Benefits	100,008	-	-	-	-	-	100,008
Total Personal Services	**$626,397**	**-**	**-**	**-**	**-**	**-**	**$626,397**
Services & Supplies							
Instate Travel	4,893	-	-	-	-	-	4,893
Employee Training	945	-	-	-	-	-	945
Office Expenses	22,608	-	-	-	-	-	22,608
Data Processing	1,908	-	-	-	-	-	1,908
Other Services and Supplies	3,777	-	-	-	-	-	3,777
Expendable Prop 250 - 5000	9,483	-	-	-	-	-	9,483
IT Expendable Property	8,007	-	-	-	-	-	8,007
Total Services & Supplies	**$51,621**	**-**	**-**	**-**	**-**	**-**	**$51,621**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 102 - PREA Compliance

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	678,018	-	-	-	-	-	678,018
Total Expenditures	**$678,018**	**-**	**-**	**-**	**-**	**-**	**$678,018**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							3.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.00**

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1700368	MMN X0863 AA	PROGRAM ANALYST 4	1	1.00	24.00	04	6,352.00	152,448				152,448
								81,529				81,529
1700369	MMN X0862 AA	PROGRAM ANALYST 3	1	1.00	24.00	02	5,231.00	125,544				125,544
								73,046				73,046
1700370	MMN X5239 AA	DEPT/CORRECTIONS INSPECTOR 3	1	1.00	24.00	02	4,982.00	119,568				119,568
								71,162				71,162
		TOTAL PICS SALARY						397,560				397,560
		TOTAL PICS OPE						225,737				225,737
			---	---	---			---	---	---	---	---
		TOTAL PICS PERSONAL SERVICES =	3	3.00	72.00			623,297				623,297

Central Administration Division

103 Governor's Initiatives

Package Description

Purpose
The Department of Corrections (DOC) is requesting funding for issues related to a number of Governor's Office initiatives:

- Item 1: Legal Affairs Manager
- Item 2: Office of Government Efficiencies
- Item 3: SAS Research Project

Item 1: Legal Affairs Manager

This package requests funding for a Legal Affairs Manager (Operations and Policy Analyst 4) to assist in the development and implementation of an Office of Legal Affairs. As a result of an internal audit, and through internal and external stakeholder conversations, DOC has identified the need for a centralized Office of Legal Affairs to provide direction and oversight, and to streamline processes relative to litigation and records management. DOC is seeing an unprecedented increase in requests for its records under Public Records Law and by subpoena. DOC is also experiencing increasing demands for legal services, representation, and assistance from DOJ General Counsel and Trial. Currently, each functional unit manager within DOC independently processes public records requests, subpoenas, litigation needs, and tort claims. The Office of Legal Affairs, under the direction of the Legal Affairs Manager, will help bring consistency in agency-wide processes; centralize the gathering and tracking of legal advice from DOJ; streamline litigation research, records retrieval, and response; develop protocols; and give direction relative to records retention, litigation, and public record requests, including the collection, review, and release of said records. The Legal Affairs Manager will serve as the Records Officer for the agency, which is required by Oregon Administrative Rule (OAR) 166-030-0016.

DOC has about 4,500 employees who work with more than 14,700 adults in custody in a 24-hour-a-day, 7-day-a-week operation. As an agency, DOC is multifaceted with numerous layers and various locations throughout the state; these factors add complexity in responding to pending litigation and public records requests. The need for consistent records retention and destruction according to rule and policy is critical, especially in light of the large size of DOC's functional units and the number of individual staff members in separate areas who can potentially create and store records on the same topic. The failure to provide accurate, complete, and timely records can result in financial and reputational consequences for the department. A robust public records management system can help the agency to provide accountability and assurance that it operates transparently as a government entity.

Item 2: Office of Government Efficiencies

This package requests permanent funding to staff the Office of Government Efficiencies (OGE) – a data-driven unit that provides the agency's Executive Team with critical information for decision making, and ensures the department's mission, strategic direction, and programs are aligned. The OGE provides oversight of the agency's performance management system (CORE), which helps ensure the agency is transparent and accountable. This system allows the agency to identify processes that are not working optimally, identify barriers to performance, streamline processes, save time and money, and increase program and process effectiveness. If processes are not meeting targets, a 7-Step Problem-Solving methodology is used.

Item 3: SAS Research Project

This package addresses funding needs associated with the Statistical Analysis System (SAS), a software suite of applications DOC uses extensively to integrate data from a variety of sources, prepare it for reporting, provide business intelligence to the agency, and perform statistical analysis on the data. This package requests funding to migrate to a more robust SAS environment that leverages modern SAS products that are more aligned with the needs of the user base and staff skill sets. DOC is also requesting three positions for the Research and Evaluation unit and technical training funds for all unit staff responsible for developing and retrieving information utilizing SAS.

DOC created a very complex data manipulation and reporting environment in the early 2000s, which provides mission critical business intelligence reporting for the agency, referred to as the "Data Warehouse." The Data Warehouse and the continued use of SAS is crucial to the department's ability to quantify the agency's key performance measures, operating process measures, and outcome measures, as well as to provide data to department staff and to Community Corrections partners, via DOC's web portal, CMIS.

The primary function of the data warehouse is to bring data together from disparate systems into a central data warehouse, which then allows the Research and Evaluation unit to meet its mission of:

- Fulfilling data requests associated with legislative inquiries, public records requests, and other ad hoc operational purposes.
- Supporting CORE, which provides the platform for the agency to monitor and measure the daily work processes. CORE allows the department to identify opportunities to improve, streamline processes, use data to identify constraints, effectively use resources, and ultimately promote public safety.
- Providing data for internal and external research projects, program evaluations, and the development of risk assessment tools.

The current version of SAS is outdated, difficult to learn, and requires significant technical expertise that the department is lacking. In addition to seeking funds to upgrade to the newer version of SAS, which includes office and visual analytics, DOC is also requesting to add a development/testing environment and to have SAS perform an assessment to determine the amount of work needed to migrate the data

flows and reports to the future state. Finally, DOC is requesting funding for three positions to meet the current demand for research services.

How Achieved

Item 1: Legal Affairs Manager

The Legal Affairs Manager will provide oversight in developing a centralized system for litigation management and public records requests. With this critical central leadership, DOC will be able to measure timeliness of responses to requests, help reduce duplication of efforts (which can occur when requestors query more than one functional unit for records), and mitigate issues that would otherwise result in delays and/or missed deadlines. This position's leadership will impact DOJ and Risk Management by improving DOC's response time, thereby reducing last minute deadlines, which further impacts DOJ and Risk Management's workloads and court cases. Further, the Legal Affairs Manager will provide guidance in the development of resource manuals and procedures for use throughout the agency, thereby reducing inconsistencies in similar requests, streamlining processes, making response times quicker, making responses more consistent, and ensuring all documents are gathered at the onset of the retrieval of the records.

A critical responsibility for the Legal Affairs Manager will be to act as the designated DOC point of contact for Department of Justice (DOJ) and Risk Management relative to litigation and tort claims. This central point of contact will improve the production of records needed for litigation, provide consistency in locating and retrieving records, and improve timeliness in responding to legal inquiries.
In addition to being the Legal Affairs Manager this position will also serve as the agency's Records Officer per OAR 166-030-0016. Currently, DOC has the duties of the Records Officer distributed among several positions within the agency. As DOC has grown it has become evident a designated position with the responsibility of organizing and managing the agency's records management program is critical. The appointment of a Legal Affairs Manager will serve as a central resource for directing DOC staff who make records management decisions, thus reducing the department's future risks during litigation and establishing consistency in production of public records.

The request for Item 1 is $262,566 General Fund, 1 position, 1.00 FTE.

Item 2: Office of Government Efficiencies

The Office of Government Efficiencies would:

- Assist CORE measure owners to identify, analyze, and improve existing business processes within the organization to meet new goals and objectives, which would Increase performance and reduce costs.
- Use specific methodologies and/or strategies to increase the likelihood of successful results.
    - Identify and prioritize work

  - Define routine work by describing processes
  - Measure effectiveness
  - Eliminate inefficiencies

- Help the agency meet its strategic goals through the use of proven methods and tools.
  - Connect everyone to these processes
  - Use measures to alert us to problems
  - Enable all staff to participate in making improvements
  - Create an environment that is a source of pride for all
  - Develop a common language

- Offer training opportunities to prepare staff members to lead or participate in projects.
  - Increase ownership and positive accountability
  - Move towards more fact based, data-driven decisions and actions
  - Improve transparency
  - Enhance teamwork and collaboration
  - Provide a greater opportunity for engagement in making the agency stronger

- Provide project support and guidance for project sponsors, leaders, and teams throughout the duration of their project.

The request for Item 2 is $1,510,058 General Fund, 5 positions, 5.00 FTE.

Item 3: SAS Research Project

Funding to modernize the SAS environment will provide the department with a more flexible, easier to understand and maintain ETL strategy that will reduce staff time and effort with report development and maintenance. Additionally, the newer version of SAS will allow for self-reporting by end-users, which is becoming more and more crucial as the department matures with data-driven decision making. The advanced analytics, reduced licensing costs, and ease of use will provide the department with a significant return on investment and allow the Research and Evaluation Unit to better meet the data needs of the agency. This will also allow DOC to train staff more easily and in a shorter time period, and provide the agency with the ability to create interactive dashboards and reports that are immediately available on the web or mobile devices.

The addition of three positions within the Research and Evaluation unit will provide the unit with a much greater ability to meet the current and future data and research needs of the department. Currently, two of the four Research Analysts divide their time between legislative, public information, CORE, and ad hoc data requests. The management and prioritization of this workload is challenging, and the addition of two more Research Analysts will provide the ability to dedicate one staff solely to CORE. This increased staffing will also create the

potential to add business analysis capabilities within the Research and Evaluation unit, which the department greatly needs to assist staff with accurately analyzing and capturing their data needs. An additional Information Services (IS) staff position will support the automation of the CORE work of the Research Analysts, as well as allow an expansion of the data offerings on the web portal, CMIS. Adequate IS staffing and support is crucial to the continued success of the Research and Evaluation unit's ability to provide research-based, data-informed services to the agency.

Equally important to increased staffing is securing a stable funding source for the biennial SAS licensing and maintenance costs. Such funding will provide the department the ability to receive newer SAS versions and other updates, continue maintaining the current data warehouse content, and further develop the warehouse reporting capabilities.

Funding to support annual technical training for the Research and Evaluation unit staff is also extremely crucial. Increasing SAS technical skills and knowledge through annual training will provide staff the opportunity to build upon their existing SAS knowledge and advance their skills in data warehousing techniques and architectures. Advancing capabilities of manipulating data, performing complex queries and analyses, and generating reports, as well as learning how to create spreadsheet-type interfaces, will enhance the unit's ability to continue meeting the department's CORE needs. Additionally, by improving data capture, extraction, and reporting capabilities, the department will be able to more thoroughly respond to the legislature and governor's office, as well as meet requirements around performance-based budgeting and incorporating the Results First analytic model (cost-benefit analysis approach) into policy and budget processes.

The request for Item 3 is $1,894,731 General Fund, 3 positions, 3 FTE.

Quantifying Results

Item 1: Legal Affairs Manager

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 a Legal Affairs Manager position will be tied to the following CORE supporting processes (SP) and outcome measures (OM):

- SP4a – Number of litigated Tort claims to total number of Tort claims
- SP4b – Number of Tort claims filed
- SP4c – Average litigated Tort claim costs
- SP5f – Public Records Requests
- OM14 – Partner and Customer Satisfaction

BUDGET NARRATIVE

This position will play a vital role in collecting and analyzing data to inform and plan for the improvement of programs and processes to gain efficiencies and greater effectiveness relative to litigation management and public records requests. Ultimately, the appointment of a Legal Affairs Manager will bring DOC to the forefront of managing legal affairs/records management, furthering transparency, and ensuring DOC achieves excellence as a state agency.

Item 2: Office of Government Efficiencies

Permanent funding of the Office of Government Efficiencies will be tied to the following CORE supporting processes (SP):

- SP6d – Percentage of process measures meeting target
- SP6e – Percentage of outcome measures meeting target

Item 3: SAS Research Project

The benefits and outcomes of funding the SAS Research Project will be tied to the following CORE supporting processes (SP):

- SP5b – Number of days to respond to a legislative request
- SP5f – Number of days to fulfill a public records request
- SP6c – Number of research findings/recommendations implemented
- SP6d – Percentage of process measures meeting target
- SP6e – Percentage of outcome measures meeting target

Agency Request Budget

Staffing Impact	
Positions	9
FTE	9.00
Revenue Source	
General Fund	$3,667,355
Other Funds	$0

2019-21 Fiscal Impact

The actions included in this package for Item 1, 2 and 3 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, for Item 3, all of the Other Capital Outlay Startup costs will be phased out.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	3,667,355	-	-	-	-	-	3,667,355
Total Revenues	**$3,667,355**	**-**	**-**	**-**	**-**	**-**	**$3,667,355**
Personal Services							
Class/Unclass Sal. and Per Diem	1,484,208	-	-	-	-	-	1,484,208
Empl. Rel. Bd. Assessments	513	-	-	-	-	-	513
Public Employees' Retire Cont	354,429	-	-	-	-	-	354,429
Social Security Taxes	113,542	-	-	-	-	-	113,542
Unemployment Assessments	2,672	-	-	-	-	-	2,672
Worker's Comp. Assess. (WCD)	621	-	-	-	-	-	621
Mass Transit Tax	8,905	-	-	-	-	-	8,905
Flexible Benefits	300,024	-	-	-	-	-	300,024
Total Personal Services	**$2,264,914**	**-**	**-**	**-**	**-**	**-**	**$2,264,914**
Services & Supplies							
Instate Travel	14,679	-	-	-	-	-	14,679
Employee Training	76,890	-	-	-	-	-	76,890
Office Expenses	67,824	-	-	-	-	-	67,824
Data Processing	300,820	-	-	-	-	-	300,820
Other Services and Supplies	11,331	-	-	-	-	-	11,331
Expendable Prop 250 - 5000	28,449	-	-	-	-	-	28,449
IT Expendable Property	632,423	-	-	-	-	-	632,423
Total Services & Supplies	**$1,132,416**	**-**	**-**	**-**	**-**	**-**	**$1,132,416**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Other Capital Outlay	270,025	-	-	-	-	-	270,025
Total Capital Outlay	**$270,025**	**-**	**-**	**-**	**-**	**-**	**$270,025**
Total Expenditures							
Total Expenditures	3,667,355	-	-	-	-	-	3,667,355
Total Expenditures	**$3,667,355**	**-**	**-**	**-**	**-**	**-**	**$3,667,355**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							9
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**9**
Total FTE							
Total FTE							9.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**9.00**

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1700372	AAONC1117 AA	RESEARCH ANALYST 3	1	1.00	24.00	02	5,046.00	121,104				121,104
								71,646				71,646
1700373	AAONC1117 AA	RESEARCH ANALYST 3	1	1.00	24.00	02	5,046.00	121,104				121,104
								71,646				71,646
1700374	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,501.00	132,024				132,024
								75,089				75,089
1700375	MMN X0873 AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	08	8,091.00	194,184				194,184
								94,688				94,688
1700376	MMN X0873 AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	06	7,352.00	176,448				176,448
								89,096				89,096
1700377	MMN X0873 AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	04	6,673.00	160,152				160,152
								83,958				83,958
1700378	MMN X0873 AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	08	8,091.00	194,184				194,184
								94,688				94,688
1700379	MMS X7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	09	9,369.00	224,856				224,856
								104,360				104,360
1700380	MMN X0873 AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	04	6,673.00	160,152				160,152
								83,958				83,958
		TOTAL PICS SALARY						1,484,208				1,484,208
		TOTAL PICS OPE						769,129				769,129
			---	------	-------			---------	---------	---------	---------	---------
		TOTAL PICS PERSONAL SERVICES =	9	9.00	216.00			2,253,337				2,253,337

Central Administration 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 3 and 4.

Item 3: VOIP Installation and Operation

The Department of Administrative Services (DAS) has entered into an agreement with International Business Machines Corporation (IBM) on behalf of DOC. This is a mandatory services contract for all state agencies. This agreement will transition the state out of the telephone business and convert all on-site Legacy Telephone Systems to a centralized Voice Over Internet Protocol model (VOIP). DOC will need to upgrade a large percentage of its current infrastructure to support VOIP. In some cases this upgrade will have to be accomplished in buildings that range in age from 20 to 150 years old, incurring significant costs for new conduit and wire installation and abatement of asbestos-containing building materials. This planned solution will result in direct billing for telephone services to the agency and an increase in monthly telephone charges.

Item 4: Upgrade TAG Central Trust System

The Department of Corrections (DOC) is requesting funding for critical functional upgrades to the TAG inmate trust accounting and commissary point of sale system. The TAG trust and commissary software system supports the department's inmate banking and accounting activities, and point-of-sale processes for the inmate commissary operation.

The proposal is to move the current software from its current version up three generations to the most current, stable version. The current version used by DOC was installed in1999 and has not had any major changes since 2002. Instability related to PC operating system advances, server operating system restrictions, and hardware advancements have restricted peak operational ability, created processing issues, and created operational vulnerability with activities such as check printing. The upgrade would eliminate the restrictions, stabilize operations, eliminate vulnerability from a hardware and software standpoint, and add certain operational functions. Bringing the software to the most recent stable version also makes an upgrade to the next generation of the software easier. The next

generation will have significantly greater hardware and software flexibility resulting in enhanced operational capability and lower operational cost.

How Achieved

Item 3: VOIP Installation and Operation

Approximately $12.2 million of infrastructure will be incurred as a one-time Capital Outlay to be financed with XI-Q bonds. Upgraded infrastructure will have new fiber, Cat6 or better copper cable, new pathway, and network equipment. Infrastructure costs are included in Capital Construction.

In addition to the infrastructure upgrades, ongoing General Fund telecommunications costs will increase by approximately $2.3 million per biennium due to the equipment rentals and increased fees incurred by the new IBM contract.

The resources requested specific to Item 3 are $2,342,473 General Fund, 0 positions, 0.00 FTE.

Item 4: Upgrade TAG Central Trust System

Upgrading the current product has several advantages over soliciting for a completely new product.-By upgrading the current product, the agency has lower cost for upgrades compared to a new, off-the-shelf system. Additionally, the current product uses the same interface and will require little-to-no additional training for staff. Finally, the transition time and resources to upgrade will be much less than those required for a new system.

The project would move the TAG software up three generations to the latest stable version. The upgrade will occur over the course of seven to nine months. All current functionality will be retained in the upgrade and some additional internal control enhancements will be added. All enhancements are included in the statement of work and the price quote. Training for this upgrade would be minimal since the upgrade has few changes from a screen and functional standpoint.

An upgrade of the current software for TAG allows the department to bring more of its software current with technology and allow for additional automation to improve processes, reduce manual activity, and reduce overall cost. Cost of doing such an upgrade is estimated at $500,000 and appears in Capital Improvement. Ongoing cost for the software, accounting reconciliation, and internal controls will be slightly higher because of additional server software licensing, updated software cost, and recent audit findings related to internal control issues.

The Accountant 1 position would ensure the financial integrity of the enhanced inmate accounting system and provide reconciliation of the multiple (DOC, DOJ, and OJD) agency accounts. The position will be necessary to accurately record and distribute funds collected from the inmate population to provide restitution to victims of crimes and for child support.

The resources requested specific to Item 4 are $177,736 General Fund, 1 position, 1.00 FTE.

An additional $285,000 Other Funds is requested to cover the cost of issuance for XI-Q bonds associated with both the upgrade to the TAG system and VOIP infrastructure.

Quantifying Results

Item 3: VOIP Installation and Operation

The agency telephones will be compatible with the state's VOIP telephony system and fully supported by the contracted vendor. DOC will meet all schedules and timelines required by DAS to integrate to the new system.

Item 4: Upgrade TAG Central Trust System

Outcomes specific to this system upgrade are less about efficiency and more about system sustainability. This is a system that partially runs on a Windows XP computer where it is necessary for staff to tape magnets to printer cartridges to allow them to work in old equipment. This will allow the agency to mitigate the risk of a systems failure, while also providing the flexibility to make programming modifications if pending legislative concepts become a reality.

Agency Request Budget

Staffing Impact

Positions	1
FTE	1.00

Revenue Source

General Fund	$2,520,209
Other Funds	$285,000

2019-21 Fiscal Impact.
The ongoing cost of increased operating expenses for the VOIP and TAG projects will become a part of the 2019-21 Base Budget 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: 104 - Technology Infrastructure

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,520,209	-	-	-	-	-	2,520,209
General Fund Obligation Bonds	-	-	285,000	-	-	-	285,000
Total Revenues	**$2,520,209**	**-**	**$285,000**	**-**	**-**	**-**	**$2,805,209**
Personal Services							
Class/Unclass Sal. and Per Diem	96,168	-	-	-	-	-	96,168
Empl. Rel. Bd. Assessments	57	-	-	-	-	-	57
Public Employees' Retire Cont	22,965	-	-	-	-	-	22,965
Social Security Taxes	7,357	-	-	-	-	-	7,357
Worker's Comp. Assess. (WCD)	69	-	-	-	-	-	69
Mass Transit Tax	577	-	-	-	-	-	577
Flexible Benefits	33,336	-	-	-	-	-	33,336
Total Personal Services	**$160,529**	**-**	**-**	**-**	**-**	**-**	**$160,529**
Services & Supplies							
Instate Travel	1,631	-	-	-	-	-	1,631
Employee Training	315	-	-	-	-	-	315
Office Expenses	7,536	-	-	-	-	-	7,536
Telecommunications	2,342,473	-	-	-	-	-	2,342,473
Data Processing	636	-	-	-	-	-	636
Other COI Costs	-	-	285,000	-	-	-	285,000
Other Services and Supplies	1,259	-	-	-	-	-	1,259
Expendable Prop 250 - 5000	3,161	-	-	-	-	-	3,161

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 104 - Technology Infrastructure

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	2,669	-	-	-	-	-	2,669
Total Services & Supplies	**$2,359,680**	**-**	**$285,000**	**-**	**-**	**-**	**$2,644,680**
Total Expenditures							
Total Expenditures	2,520,209	-	285,000	-	-	-	2,805,209
Total Expenditures	**$2,520,209**	**-**	**$285,000**	**-**	**-**	**-**	**$2,805,209**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							1.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1700385	AAONC1215	AA ACCOUNTANT 1	1	1.00	24.00	02	4,007.00	96,168				96,168
								63,784				63,784
		TOTAL PICS SALARY						96,168				96,168
		TOTAL PICS OPE						63,784				63,784
			---	---	---			---	---	---	---	---
		TOTAL PICS PERSONAL SERVICES =	1	1.00	24.00			159,952				159,952

Central Administration 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 Central Administration Division in this package are reflected in Items 1 and 3.

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.

Item 3: Transport Buses

The Department of Corrections (DOC) is requesting funding for critical inmate transportation needs. The DOC Transport Unit is an integral part of DOC prison operations. DOC transports inmates for a variety of reasons, including:

- Medical appointments – Inmates are constitutionally guaranteed the right to medical treatment. When DOC does not have the staff or facilities for specific medical treatment, they must be transported to an outside medical facility.
- Court appointments – Appearing in court is a right guaranteed by the U.S. Constitution.
- Housing and security management – It is sometimes necessary in the management of inmates to move them from one DOC facility to another.
- Programming needs.
- Interstate compact transfers.
- Coordination of new intakes from county facilities.

DOC Transport buses have limited ability to separate special housing or high risk inmates from general population inmates during transport. This significantly increases security risks to staff, inmates, and, potentially, the public due to an inmate's assaultive behavior. In addition, there is no sustainability plan or dedicated funding in place for replacing, expanding, or upgrading the vehicles owned by DOC's Transport Unit.

In recent years, the number of transfers for inmates in special housing has increased. Disciplinary and protective housing has moved largely to the east side of the state to allow for increased care of inmates with mental health issues in the Salem area where professional resources are more readily available. Due to the nature of the special housing and high-risk population, the number of inmate assaults on transports has increased. This change in transportation patterns has created a need for vehicles that can separate more inmates during a transfer than is currently available.

DOC owns four buses, three mini-trucks (box-trucks), and four wheelchair accessible vans. Two of the buses are 1997 models and nearing the end of their expected 500,000 mile life cycle. As the buses age they cost more for maintenance and incur increased fuel costs. In addition to the life cycle concerns, these buses are capable of separating only three inmates out of the 34-seat capacity, and they are not capable of retrofitting drop-down chains, which is a safety concern. The DOC Transfer Coordinator tries to limit the number of designated high risk/special housing inmates on each transport to reduce the likelihood of disruptive behavior. However, the average number of special housing inmates transported on buses is approximately 11. The Transport Unit has structured its bus usage to reduce the workload on these vehicles, although they are still actively used for long distance travel.

DOC's three mini-trucks only allow for one inmate to be separated out of the 18 seats on the vehicle, and separation reduces the total number of seats to 13. When possible, Transport attempts not to use these vehicles to transport segregation, IMU, or certain identified mental health inmates due to documented incidents of inmate assaults in these vehicles. This creates the need to schedule special trips

for these inmates or divert them to other scheduled trips. Many special trips are done in transport vans. If a situation occurs on a van where it is not reasonable to get to a secured law enforcement or state facility, inmates likely will have to be removed from the van on the side of the road, or wherever staff can pull the vehicle over safely. This only allows for one staff member to attend the inmates outside the van and the other staff member to deal with the situation inside the vehicle.

Sedans, equipped with caging and radios, are leased from the State Motor pool. These vehicles are used to transport inmates to medical appointments, court appearances, and other local trips. DOC has leased additional unfunded vehicles to accommodate an increased number of local trips.

DOC is requesting $762,663 to replace two buses, reconfigure existing smaller transport vehicles to accommodate a more disruptive population, and provide funding for leased vehicles needed to do local transport to and from court and outside medical appointments.

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 the Central Administration Division include the one purchasing position, totaling $218,300 General Fund, 1 position, 1.00 FTE. The purpose of this position is to manage the procurement of highly specialized, complex and/or technical goods and services for all sections and institutions for DOC, statewide. Procures Public Works and Public Improvement projects initiated through the Facilities Division and coordinates the purchase of all components and services related to construction projects.

Item 3: Transport Buses

In this package, DOC requests funding for the purchase of two Freightliner Crew Cab inmate transport trucks to replace two of its existing buses that are nearing the end of their expected life cycle. These vehicles can transport up to 26 inmates in double seated separation seats or isolate 13 special housing/high risk inmates in a single seat configuration, or any combination of the above. In addition they run on bio-diesel and come equipped with drop-down chains for winter road conditions, camera systems, and communication technology. The estimated cost for each Freightliner truck is currently $305,000, plus $14,149 for non-standard

equipment. The box module compartments (inmate area) on the Freightliner transport trucks have a lifetime warranty. When these trucks reach the end of their optimum economical life cycle, the box module compartment can then be placed on a new truck cab and chassis, which costs approximately $120,000 each. The cost of a new Freightliner truck is significantly less than the MCI style buses that DOC currently owns, which run $675,000. Package 105 includes a request to install 12 single-seat separation caged areas on two of the existing box trucks, estimated to cost $70,490. This would reduce the maximum inmate capacity from 18 to 12, but would allow the box trucks to be used more fully. This package also requests permanent funding for three leased vans and necessary caging and radio equipment for local trips at a cost of $51,375. Finally, funding is requested to install a restraint chair in one of the two MCI buses that are within their expected life cycle at a cost of $2,500.

The resources requested specific to Item 3 for the Central Administration Division include cost of issuance on the XI-Q bonds sold to fund Items 1 and 3, totaling $661,180 Other Funds, 0 positions, 0.00 FTE.

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.

Timeframe	% Projected Expenditures
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 3: Transport Buses

DOC has proactively sought out a sustainable approach to replacing vital and costly transportation equipment. The purchase of the Freightliner transport trucks with a replaceable truck cab and chassis would allow DOC to address replacement issues affordably, while operating efficient and effective bio-diesel engines.

Separation of high risk inmates during transport will enhance the safety of inmates, staff, and the public, bringing the anticipated incidence of violence to zero.

Agency Request Budget

Staffing Impact

Positions	1
FTE	1.00

Revenue Source

General Fund	$218,300
Other Funds	$661,180

2019-21 Fiscal Impact

The actions included in this package for Item 1 and 3 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 | **Cross Reference Name: Central Administration**

Pkg: 105 - Capital Improvements and Renewal | **Cross Reference Number: 29100-004-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	218,300	-	-	-	-	-	218,300
General Fund Obligation Bonds	-	-	661,180	-	-	-	661,180
Total Revenues	**$218,300**	**-**	**$661,180**	**-**	**-**	**-**	**$879,480**
Personal Services							
Class/Unclass Sal. and Per Diem	126,696	-	-	-	-	-	126,696
Empl. Rel. Bd. Assessments	57	-	-	-	-	-	57
Public Employees' Retire Cont	30,255	-	-	-	-	-	30,255
Social Security Taxes	9,692	-	-	-	-	-	9,692
Unemployment Assessments	228	-	-	-	-	-	228
Worker's Comp. Assess. (WCD)	69	-	-	-	-	-	69
Mass Transit Tax	760	-	-	-	-	-	760
Flexible Benefits	33,336	-	-	-	-	-	33,336
Total Personal Services	**$201,093**	**-**	**-**	**-**	**-**	**-**	**$201,093**
Services & Supplies							
Instate Travel	1,631	-	-	-	-	-	1,631
Employee Training	315	-	-	-	-	-	315
Office Expenses	7,536	-	-	-	-	-	7,536
Data Processing	636	-	-	-	-	-	636
Other COI Costs	-	-	661,180	-	-	-	661,180
Other Services and Supplies	1,259	-	-	-	-	-	1,259
Expendable Prop 250 - 5000	3,161	-	-	-	-	-	3,161

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Central Administration**

Pkg: 105 - Capital Improvements and Renewal | **Cross Reference Number: 29100-004-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	2,669	-	-	-	-	-	2,669
Total Services & Supplies	**$17,207**	**-**	**$661,180**	**-**	**-**	**-**	**$678,387**
Total Expenditures							
Total Expenditures	218,300	-	661,180	-	-	-	879,480
Total Expenditures	**$218,300**	**-**	**$661,180**	**-**	**-**	**-**	**$879,480**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							1.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1700410	AAONC0437	AA PROCUREMENT & CONTRACT SPEC 2	1	1.00	24.00	02	5,279.00	126,696				126,696
								73,409				73,409
		TOTAL PICS SALARY						126,696				126,696
		TOTAL PICS OPE						73,409				73,409
			---	---	---			---	---	---	---	---
		TOTAL PICS PERSONAL SERVICES =	1	1.00	24.00			200,105				200,105

Central Administration Division

108 Technology Initiatives

Package Description

Purpose
The Department of Corrections (DOC) is requesting funding for several technology initiatives in the following areas:

- Item 1: Electronic Health Records
- Item 2: Intranet Communications Portal
- Item 3: Warehouse Management System

The resource request specific to the Central Administration Division is to cover the cost of issuance for XI-Q bonds sold to cover the three projects.

Item 1: Electronic Health Records

Policy Package 108 is requesting funding for the estimated costs associated with implementing an Electronic Health Records System (EHR). In today's health care environment, an EHR is critical for increased efficiency, continuity of care along the continuum of public health, data mining for evidence-based resource management, and risk management.

In 2014, the Correctional Health Care Costs Workgroup – born out of SB 843 (2013) – included the "Use of Electronic Health Records systems" as one of the primary recommendations in its report to the Ways & Means Subcommittee on Public Safety. This came after the workgroup reviewed nationwide efforts to increase efficiencies and prioritized recommendations based on projected impact.

In 2014, DOC contracted with a consulting firm that specializes in EHR systems for correctional environments to assess its needs and to determine if it was feasible to implement an EHR system in DOC's 14 institutions. The consultant's experience has indicated that short-term implementation-related complications and loss of productivity are anticipated, but that DOC and the state will reap long-term benefits of moving to an EHR.

Benefits include increased quality of care for inmates, increased staff productivity, significant improvements in the delivery of care, electronic information continuity as new inmates enter the system and release to the community, and the utilization of available data to positively impact both the strategic and operational decision-making processes inside and outside DOC.

In 2015, the Legislature allocated funding for DOC to move the EHR project through the DAS Stage Gate procurement process. DOC has hired a technology company to assist in preparing the business case and supporting documents to meet the Stage Gate 1 requirements. In September 2016, DOC will release an RFP to acquire a project manager (PM) and business analyst (BA) for the remainder of the project. This POP will allow for the continuation of EHR project development by funding the Project Manager and Business Analyst, the Stage Gate quality assurance review, and finalize the EHR system procurement RFP.

Item 2: Intranet Communications Portal

This project is for DOC to develop and deploy an enterprise-wide Intranet Communications Portal that supports a strategy to improve business processes related to communications within the agency (Intranet), manage documents, provide document versioning, collaborate on projects and decisions, and improve the quality of business data and information. An intranet is defined as an in-house website on the organization's local area network (LAN) serving **employees only** and not the public. An intranet provides a standard way to publish the organization's policies, news, schedules, forms, and training manuals. The intranet can also provide a venue for publishing blogs, wikis, activities, and events. If not funded, DOC's communication and collaboration practices will continue as is using only email and files that are hard to locate, control, and share. The quality of informed, collaborative, and data-driven decisions will remain underdeveloped and stunted.

Some additional background of this proposed project:

- In June 2011, DOC led an intranet pilot project to test the functionality and approaches to meeting business needs using intranet web portals. The six-month pilot was successful and developed a number of lessons learned to use when initiating a full project.
- In November 2014, DOC hired the Marquam Group, an experienced and well-known team of intranet consultants that have performed contracts for many Oregon agencies, to perform an intranet business feasibility study; they were tasked to identify how an intranet could meet critical organizational needs. Based on the information gathered, alternative options were reviewed, and a three-year roadmap was defined. Necessary infrastructure changes were targeted and costs were estimated including the Oregon State Data Center (SDC) expenses for hosting/support.
- By April 2014, Marquam and DOC IT Services collaborated and jointly authored a number of deliverable documents supporting the findings; these documents will provide a framework to start project implementation.
- A summary of findings were presented to DOC's Executive Team in April 2014.The findings were positively received and generated a discussion and desire to move forward.

An Intranet Communications Portal will provide a foundation to share data and essential information, measure processes, and can lead to improved business efficiencies, decisions, and responsiveness. In addition to increased collaboration, the system can also provide ways to reduce manual processes, provide opportunities to improve timeliness and quality of decisions, and generate better outcomes in support of DOC's mission.

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.

How Achieved

Item 1: Electronic Health Records

An EHR would provide future cost avoidance, slow the rate of growth in staff needed to provide care, and present DOC with efficiencies while improving medical operations in several key areas. An EHR would:

- **Provide access to information via the Health Information Exchange (HIE)**
  HIE is defined as the mobilization of health care information electronically across organizations within a region, community, or hospital system. HIE provides the capability to electronically move clinical information among health care information systems while

maintaining the meaning of the information being exchanged. HIE systems facilitate the efforts of physicians and clinicians to meet high standards of care through electronic participation in a patient's continuity of care with multiple providers. Health care provider benefits include reduced expenses associated with the manual printing, scanning, and faxing of documents, as well as the physical mailing of patient charts and records, and phone communication to verify delivery of traditional communications, referrals, and test results. Access to HIE for inmate medical information is critical to the continuity of care as inmates move from the community to intake, during incarceration, and upon release back to the community and public services.

- **Decrease risk exposure due to chart errors, a lack of timely information, and information security**
  DOC's current paper charting system results in huge volumes of medical paper-work, making it difficult to allow providers current information as an inmate moves throughout the system (either between Health Services units inside an institution, or between institutions when an inmate is transferred). The DOC maintains an entire warehouse of files to accommodate operational needs.

- **Improve medication distribution process, saving time and reducing inefficiencies**
  Proper administration of medications to the inmate population is a time-consuming process. An EHR will address this problem by providing an up-to-date and online Medical Administration Record (MAR). Automating the process of medication administration, and all the record keeping that goes along with it, will increase the efficiency of administering the medications and reduce the likelihood of errors within the process.

- **Improve efficiency of pharmacy and provider interactions**
  Inefficiencies surrounding current processes of interacting with pharmacy exist. Because chart notes and physician orders are hand-written, prescription orders can be misread or incomplete. Because faxed orders are often difficult to read, there are inefficiencies in tracking down correct information or addressing the effects of an incorrect assumption. An EHR will address this issue by allowing providers to order medications online and submit them directly to the pharmacy through a process that allows for clear legibility and error checking.

- **Decrease amount of inmate transfers due to medical reasons**
  DOC facilitates inmate transfers from one institution to another in order for the inmate to receive a consult from a particular provider – in part because current information may not be available for a consulting physician to review. Many of these trips could be avoided if the consulting physician had more immediate access to the patient chart. An EHR will address this issue by providing online access that multiple locations can work with simultaneously.

- **Reduce effort required to store and manage paper-based records**
  Physical charts must be stored and managed. This requires purging charts to a manageable size and archiving records. An EHR would address this issue by eliminating the need to purge and archive old records.

- **Improve efficiency of telemedicine efforts**
  The current inability for a complete medical record to be in more than one place at one time requires an additional effort to ensure telemedicine providers have accurate and up to date chart information during every telemedicine encounter. An EHR will address this issue by eliminating the need to create and maintain duplicate medical records for telemedicine operations.

- **Increase opportunities for data analysis and outcome measurements**
  Data analysis and outcome measurement can be very difficult to attain in the current system of paper-based medical records. With the implementation of an EHR, these types of activities will be accessible for research and analysis, providing the ability to obtain evidence-based answers to operational questions and to better target resources.

- **Provide continuity of care at release**
  Upon an individual's release from custody an EHR will allow for the automatic transmission of health care data to a Health Information Exchange and allow a smooth transition into Coordinated Care Organizations (CCOs) and for Veterans who are eligible for benefits, if applicable.

- **Increase efficiencies for emergency offsite care**
  Institutional staff will be able provide local hospitals with secure medical records of individuals that require emergent care while the patient is in transport. Having immediate access to complete patient information, providers improve their ability to make well-informed treatment decisions quickly and safely.

Item 2: Agency Intranet

The following are assumptions for the project and a breakdown of the funding request for the three-year project. DOC will:

- Contract with a vendor to perform a technical infrastructure reassessment, evaluating DOC's current technology and recommending next steps and tools to support the development of an agency intranet, collaborative tools, and content management (prior to project initiation).
- Procure professional services to write the required Stage Gate Business Case and IRR packet to be submitted to the State CIO.
- Procure professional services to write the Statement of Work and Request for Proposal to hire a Solutions Vendor.
- Procure a Solutions Vendor to implement the intranet and collaborative solutions over the life of the project.
- Potentially hire an independent Quality Assurance (QA) vendor, since this is required for most Stage Gate projects.
  - *Note*: At this time, it remains unclear if an independent QA will ultimately be required. If it is, the requested funding now includes QA. If QA is later determined not to be necessary, the funded budget might decrease.

Revenue Source	2017 – 2019 Biennium	2019 – 2021 Biennium	Total (over three years)
General Fund	$ 1,858,500	$ 692,900	$ 2,551,400
Other Funds -	0	0	0
Federal Funds -	0	0	0
Total Funds	**$ 1,858,500**	**$ 692,900**	**$ 2,551,400**

Key project targets will be met in three phases by establishing an initial Intranet foundation, extending Intranet functionality, and integrating agency business processes. These efforts will improve:

- Communications within the agency (Intranet)
  - Providing central locations to find common information
  - Providing search tools to locate common information
- Coordination of meetings
- Managing documents and document versions
- Collaborating on projects and decisions
- The quality of business data/information
- Collaborating with external community and other partners
- Reduce duplicate business forms

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

DOC is requesting $143,239 Other Funds to cover the cost of bond issuance. Details on the specific project costs can be found in the Capital Improvement and Capital Construction sections.

Quantifying Results

Item 1: Electronic Health Records

EHR will increase quality of care, augment staff productivity, and improve efficiency of pharmacy and provider interactions. EHR will allow DOC staff to have real-time interactions with outside providers and allow emergency room physicians to make accurate decisions for treatment. The implementation of EHR will also provide a smooth transition to Coordinated Care Organizations upon release.

Item 2: Agency Intranet

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 an intranet communications portal will be tied to the following CORE goals:

- Engaging stakeholders, partners, and employees
- Promote effective communications of news
- Assisting data warehouse users to utilize data and research studies

Key Performance Metrics (KPMs) could include:

- A percentage reduction of duplicate information or files
- A percentage increase of how much more quickly staff can locate information they search for
- A percentage reduction of DOC staff emails (with file attachments) sent to other staff
- A percentage of file shares from the U: and P: drives migrated into the new intranet communications portal with improved management and controls

Metrics could be developed for the following efforts:

- Creating an ongoing governance plan to manage development and program efforts
- Publishing critical information and content to staff
- Facilitating staff communications
- Sharing ideas, exchanging information, and engaging staff on collaborative projects and decisions

- Partially streamline key business process workflows

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

Agency Request Budget

Staffing Impact

Positions	0
FTE	0.00

Revenue Source

General Fund	$0
Other Funds	$143,239

2019-21 Fiscal Impact

Adjustments made in this package are one-time cost of issuance expenses that 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: 108 - Technology Initiatives

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	143,239	-	-	-	143,239
Total Revenues	**-**	**-**	**$143,239**	**-**	**-**	**-**	**$143,239**
Services & Supplies							
Other COI Costs	-	-	143,239	-	-	-	143,239
Total Services & Supplies	**-**	**-**	**$143,239**	**-**	**-**	**-**	**$143,239**
Total Expenditures							
Total Expenditures	-	-	143,239	-	-	-	143,239
Total Expenditures	**-**	**-**	**$143,239**	**-**	**-**	**-**	**$143,239**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Central Administration Division

113 Financial Services Enhancement

Package Description

Purpose

Policy Option Package 113 seeks funding to increase staffing resources to audit, monitor, and train staff regarding State P-Card of Oregon Transaction System (SPOTS) transactions for DOC. Since the implementation of the SPOTS program, the number of cards issued has increased from less than 50 to over 300, and the resulting number of transactions processed has increased significantly from the 1000s to well over 10,000 for the last fiscal year. The resulting workload to audit and monitor the transactions has increased accordingly. In addition, with the increased number of individual card holders, the amount of training to meet the card demand has increased substantially. Currently, the agency has 1.0 FTE assigned to all SPOTS duties. The audit and monitoring functions have exceeded the capacity of the current position. While training has been completed, it has been pushed to the limit of the policy requirements.

In addition, in an effort to support the Payroll Unit and its paper-based time and attendance process, the agency is requesting an Office Specialist 2 position to support the administrative workload so the Payroll Technicians can focus on special functions like garnishments, the Affordable Care Act, and PERS reconciliations.

How Achieved

DOC is requesting to use the SPOTS rebate to fund two Other Funded positions: one Accounting Tech 1 for SPOTS support and one OS2 to take on administrative support and lower-level audit review functions for the Payroll Unit's new E-Time system. The agency currently receives approximately $50,000 per quarter ($400,000 per biennium) in SPOTS rebates from U.S. Bank. DOC would like to use those resources to fund both positions with no impact to General Fund budgets.

Adding these two positions will allow the agency the infrastructure to actively audit and monitor the SPOTS program and support the Payroll Unit, while ensuring training is occurring within acceptable policy constraints for SPOTS and the Payroll position. The Accounting Tech 1 and OS2 would enhance the audit and monitoring capability of the SPOTS program and support the administrative function of the Payroll Unit.

BUDGET NARRATIVE

Quantifying Results
The agency will compare the number of SPOTS reconciliations to SPOTS infractions found historically and compare the data after the addition of the new position. The agency will also monitor the number of employee transactions processed and where DOC might be able to improve efficiencies.

Agency Request Budget

Staffing Impact

Positions	2
FTE	2.00

Revenue Source

General Fund	$0
Other Funds	$287,704

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 | **Cross Reference Name: Central Administration**
Pkg: 113 - Financial Services Enhancement | **Cross Reference Number: 29100-004-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Other Revenues	-	-	287,704	-	-	-	287,704
Total Revenues	**-**	**-**	**$287,704**	**-**	**-**	**-**	**$287,704**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	140,856	-	-	-	140,856
Empl. Rel. Bd. Assessments	-	-	114	-	-	-	114
Public Employees' Retire Cont	-	-	33,636	-	-	-	33,636
Social Security Taxes	-	-	10,775	-	-	-	10,775
Unemployment Assessments	-	-	254	-	-	-	254
Worker's Comp. Assess. (WCD)	-	-	138	-	-	-	138
Mass Transit Tax	-	-	845	-	-	-	845
Flexible Benefits	-	-	66,672	-	-	-	66,672
Total Personal Services	**-**	**-**	**$253,290**	**-**	**-**	**-**	**$253,290**
Services & Supplies							
Instate Travel	-	-	3,262	-	-	-	3,262
Employee Training	-	-	630	-	-	-	630
Office Expenses	-	-	15,072	-	-	-	15,072
Data Processing	-	-	1,272	-	-	-	1,272
Other Services and Supplies	-	-	2,518	-	-	-	2,518
Expendable Prop 250 - 5000	-	-	6,322	-	-	-	6,322
IT Expendable Property	-	-	5,338	-	-	-	5,338
Total Services & Supplies	**-**	**-**	**$34,414**	**-**	**-**	**-**	**$34,414**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Central Administration**

Pkg: 113 - Financial Services Enhancement | **Cross Reference Number: 29100-004-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	287,704	-	-	-	287,704
Total Expenditures	**-**	**-**	**$287,704**	**-**	**-**	**-**	**$287,704**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							2
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**2**
Total FTE							
Total FTE							2.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**2.00**

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1700393	AAONC0210	AA ACCOUNTING TECHNICIAN 1	1	1.00	24.00	02	2,815.00		67,560			67,560
									54,763			54,763
1700394	AAONC0104	AA OFFICE SPECIALIST 2	1	1.00	24.00	02	3,054.00		73,296			73,296
									56,572			56,572
		TOTAL PICS SALARY							140,856			140,856
		TOTAL PICS OPE							111,335			111,335
			---	------	-------			---------	---------	---------	---------	---------
		TOTAL PICS PERSONAL SERVICES =	2	2.00	48.00				252,191			252,191

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

Corrections, Dept of | **Agency Number: 29100**
2017-19 Biennium | **Cross Reference Number: 29100-004-00-00-00000**

Source	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
Other Funds						
Federal Revenues	139,600	39,233	39,233	39,233	-	-
Charges for Services	60,274	2,174	2,174	2,174	-	-
Admin and Service Charges	300	-	-	-	-	-
Fines and Forfeitures	-	609	609	609	-	-
Rents and Royalties	9,800	-	-	-	-	-
General Fund Obligation Bonds	20,525	-	-	1,089,419	-	-
Sales Income	14,136	13,368	13,368	13,368	-	-
Loan Repayments	-	10,873	10,873	10,873	-	-
Other Revenues	64,627	3,715,670	3,715,670	4,003,374	-	-
Transfer In - Intrafund	-	81,723	81,723	81,723	-	-
Transfer Out - Intrafund	(204,113)	(1,438,365)	(1,438,365)	(457,485)	-	-
Total Other Funds	**$105,149**	**$2,425,285**	**$2,425,285**	**$4,783,288**	**-**	**-**
Federal Funds						
Federal Funds	487,604	1,065,807	1,065,807	1,065,807	-	-
Total Federal Funds	**$487,604**	**$1,065,807**	**$1,065,807**	**$1,065,807**	**-**	**-**
Nonlimited Other Funds						
Refunding Bonds	27,911	-	-	-	-	-
Total Nonlimited Other Funds	**$27,911**	**-**	**-**	**-**	**-**	**-**

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	2017-19 Governor's Balanced	2017-19 Legislatively Adopted
Social Security Administration incentive funds	Other	0355	$139,600	$39,233	$143,600	$39,233	$0	$0
ID card replacements, Witness Fees, copier revenue	Other	0410	60,274	2,174	0	2,174	0	0
Admin & Service Charges	Other	0415	300	0	0	0	0	0
Inmate Restitution for property damage	Other	0505	0	609	394,860	609	0	0
Land leases, easements	Other	0510	9,800	0	0	0	0	0
General Fund Obligation Bonds	Other	0555	20,525	0	0	1,089,419	0	0
Refinancing Debt	Other	0575	27,911	0	0	0	0	0
Legal records requests revenue, surplus property sales	Other	0705	14,136	13,368	551,413	13,368	0	0
Loan Repayments	Other	0925	0	10,873	0	10,873		
Victim restitution allocations, travel reimbursements, and transfer of Inmate Welfare Funds between programs	Other	0975	64,627	3,715,670	1,747,480	4,003,374	0	0

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	2017-19 Governor's Balanced	2017-19 Legislatively Adopted
Federal Funds from the State Criminal Alien Assistance Program (SCAAP), Prison Rape Elimination Act (PREA) and Federal grant for inmate educational programs	Federal	0995	487,604	1,065,807	954,894	1,065,807	0	0
Movement of IWF revenues between organizational units	Other	1010	0	81,723	408,395	81,723	0	0
Transfer of IWF revenues between organizational units	Other	2010	(204,113)	(1,438,365)	(1,740,820)	(457,485)	0	0

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