



OREGON DEPARTMENT OF  
CORRECTIONS  
Ways and Means  
Public Safety Subcommittee Presentation  
2013-15

Director Colette S. Peters



# Agency Presentation Schedule

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**Monday, February 11, 2013**

**Colette S. Peters, Director**

**Agency Overview**

**Tuesday, February 12, 2013**

**Michael Gower, Assistant Director**

**Operations**

**Operations, Health Services**

**Wednesday, February 13, 2013**

**Chane Griggs, Assistant Director**

**Offender Management and  
Rehabilitation**

**Jeremiah Stromberg, Assistant Director**

**Community Corrections**

**Thursday, February 14, 2013**

**Public Testimony**

**Monday, February 18, 2013**

**Mitch Morrow, Deputy Director**

**General Services**

**Human Resources**

**Debt Services**

**Capital Construction**

**Capital Improvement**

**Colette S. Peters, Director**

**Wrap-Up**



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## Page 067 Operations Division

- **Institutions**
- **Health Services**

## Page 099 Offender Management and Rehabilitation

- **Education Programs and Treatment**
- **Offender Management Services**

## Page 114 Community Corrections

- **County Grants**
- **Statewide Collaboration and Administrative Support**
- **Interstate Compact**



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## Page 130 General Services Division

- **Fiscal Services**
- **Information Technology**
- **Facility Services**
- **Distribution Services**
- **Sustainability**

## Page 141 Human Resources

- **Professional Development**
- **Employee Relations**
- **Labor Relations**
- **HR Operations**

## Page 152 Capital Projects

- **Debt Services**
- **Capital Construction**
- **Capital Improvement**

## Page 160 Appendix



# Vision, Mission, and Goals

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## Mission

The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.



## Vision

We take a proactive role in the development of criminal justice policy.

We create partnerships with Oregon communities to hold offenders accountable, engage victims, and enhance the quality of life for the citizens of Oregon.

We are a committed, creative, and productive organization which recognizes safety and security as an essential business practice.

We require sound fiscal management of public resources using outcome-oriented strategies.

We provide offender programs and resources which support the department's mission.

We are a diverse, skilled work force which shares the responsibility for outcomes across organizational boundaries.



## Core Values

We value our responsibilities.

We value integrity.

We value teamwork.

We value respecting others.

We value constructive change.

We value the participation of all.



# Oregon Constitution

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**“Foundation principles of criminal law. Law for the punishment of crime shall be founded on these principles: protection of society, personal responsibility, accountability for one’s actions, and reformation.”**



# Oregon Accountability Model

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## Risk factor and case planning

- Evidence-based assessment
- ACRS
- Correctional Case Management

## Staff-inmate interactions

- Security threat mgmt.
- Model pro-social behavior
- Sanctions match offense

## Work and programs

- A&D treatment
- Cognitive programs
- Education skills
- Work skills enhancement

## Children and families

- Parenting classes
- Family events
- Children of Incarcerated Parents
- Religious services

## Reentry

- ID prior to release
- Road to Success transition program
- Collaboration with providers
- Probation Officer reach-ins

## Community supervision and programs

- Treatment
- Sanctions
- Mentoring and community support



# Agency Goals

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To successfully reintegrate inmates into the community

To be a safe, civil, and productive organization

To operate efficiently

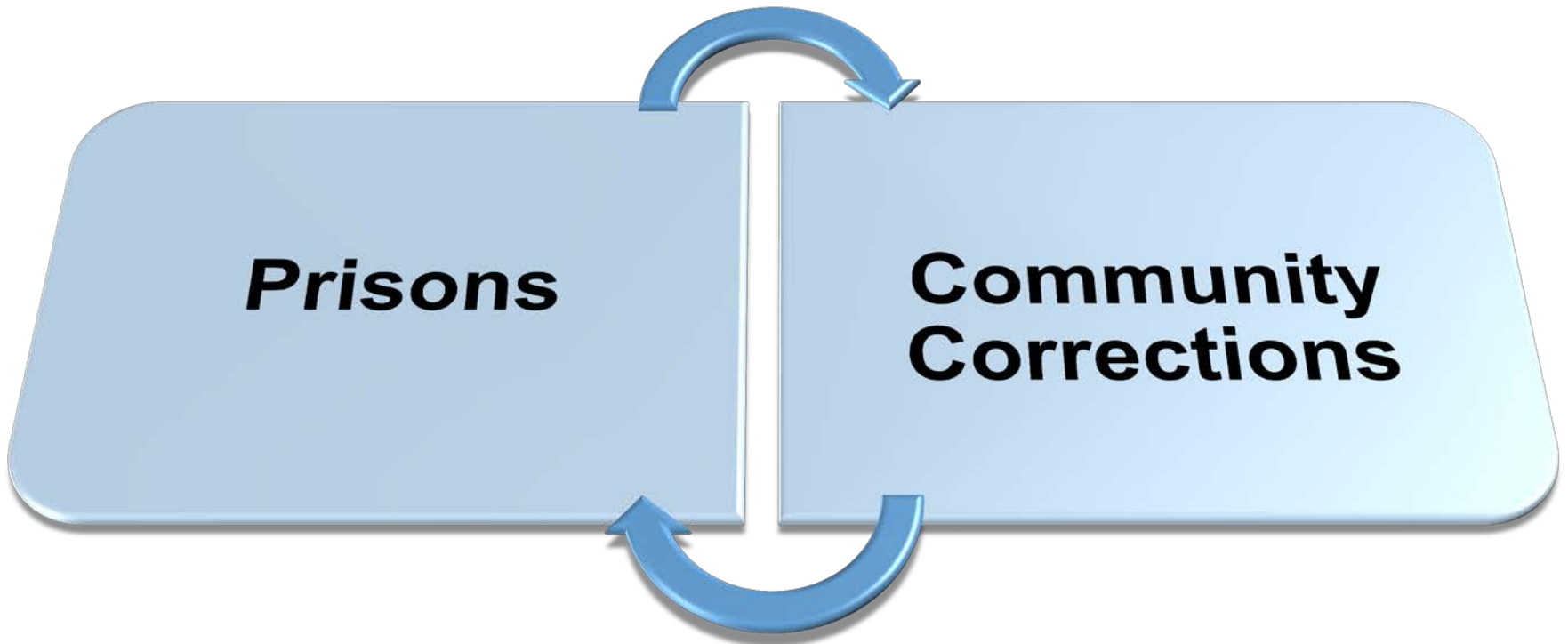
To provide excellent customer service





# Agency Programs

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# Agency Scope

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**Custodians of an average daily population of over 14,200 adult inmates who are sentenced to felony convictions of more than one year.**

**In the most recent two calendar years, processed 10,140 intakes and released 8,891 offenders back into local communities.**

**Directly supervise 2,546 offenders in two counties that in 2004 opted-out of the Community Corrections Act (Linn & Douglas).**

**Administer Community Corrections grant program in 34 counties that supervise over 31,840 offenders on felony probation and post-prison supervision.**



# Prison Population

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Since 2000, Oregon's prison population has grown by nearly 50% to more than 14,000 inmates.

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Oregon's incarceration rate has grown more than four times faster than the national average since 2000.

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Oregon's prison population net is widening to include an increasing number of individuals who are statistically at a lower risk to re-offend and individuals convicted of nonviolent offenses.

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Oregon's prison population is forecasted to grow by an additional 2,300 beds over the next 10 years at a cost of more than \$600 million.

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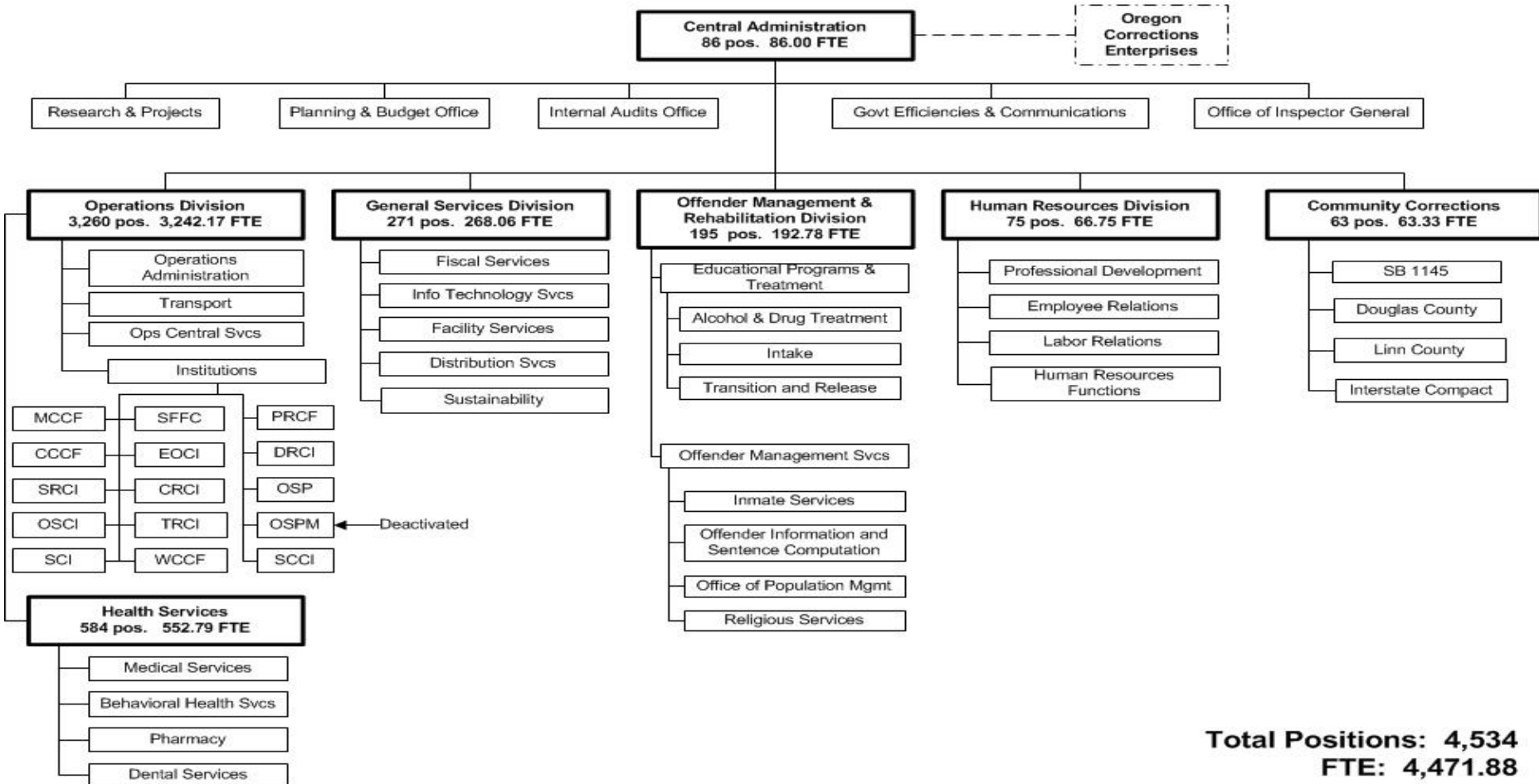
Offenders are staying in prison longer in 2011 than at any other point in the last decade.



# Agency Organization Chart

## OREGON DEPARTMENT OF CORRECTIONS

2013-15 Governor's Balanced Budget



**Total Positions: 4,534**  
**FTE: 4,471.88**



# Operations Division

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Holds adults in custody accountable for their actions

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Operates 14 secure facilities

Eight facilities focus on release and transition

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Delivers evidence-based interventions

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Provides medically necessary health care at a community standard

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# Agency Service Delivery

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**Objective:**  
**To get the right inmate in the right institution with the right intervention at the right time.**

- Mental health - multiple levels
- Special needs (ADA, geriatric, developmental disability)
- Administrative segregation (protective custody, PREA)
- General Population
- Medical/Infirmary
- Custody levels (1-5)
- Programming/treatment needs
- Education needs
- Work-related requirements
- Intensive management
- Disciplinary segregation



# Offender Management and Rehabilitation

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Conducts individualized assessments of each offender entering DOC

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Ensures accurate sentence computation

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Provides a continuum of education, vocational training, and apprenticeship training opportunities

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Provides A&D treatment and cognitive programming

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Coordinates release planning efforts

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# Community Corrections

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Oversees more than 31,000 offenders on supervision in the community

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Manages DOC-operated community corrections offices in Linn and Douglas Counties

---

Promotes offender change through evidence-based interventions

---

Addresses victims of crime

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# Human Resources

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Provides employee services to the entire department

Fosters labor-management collaboration

Works to recruit diverse, well-qualified staff

Coordinates professional development

Coordinates the department's Basic Corrections Course



# HB 2020 and HB 4131 Compliance

## Represented Positions, Management Positions (Supervisory and Non-Supervisory), and Inmate Population





# General Services

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Manages information technology activities

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Provides fiscal services

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Oversees ongoing support for existing facilities

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Manages statewide inventory

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Leads the department's sustainability efforts

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# Central Administration

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Oregon Corrections Enterprises

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Planning and Budget

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Research and Projects

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Internal Audits

---

Government Efficiencies and Communications

---

Office of the Inspector General



# Prison Rape Elimination Act

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## Prison Rape Elimination Act (PREA)

- DOC is committed to a zero-tolerance standard for prison rape
- Federal PREA Standards became effective in August 2012
- DOC coordinates state-wide inmate screening procedures, prevention planning, investigations, stakeholder relationships, and medical and mental health care
- DOC develops and implements training for staff, inmates, contractors, volunteers, and investigators.



# Security Threat Management

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Monitors and manages “high alert” inmates

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Utilizes incentives and disincentives to motivate successful conformance

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Gathers, analyzes, and disseminates department-wide intelligence

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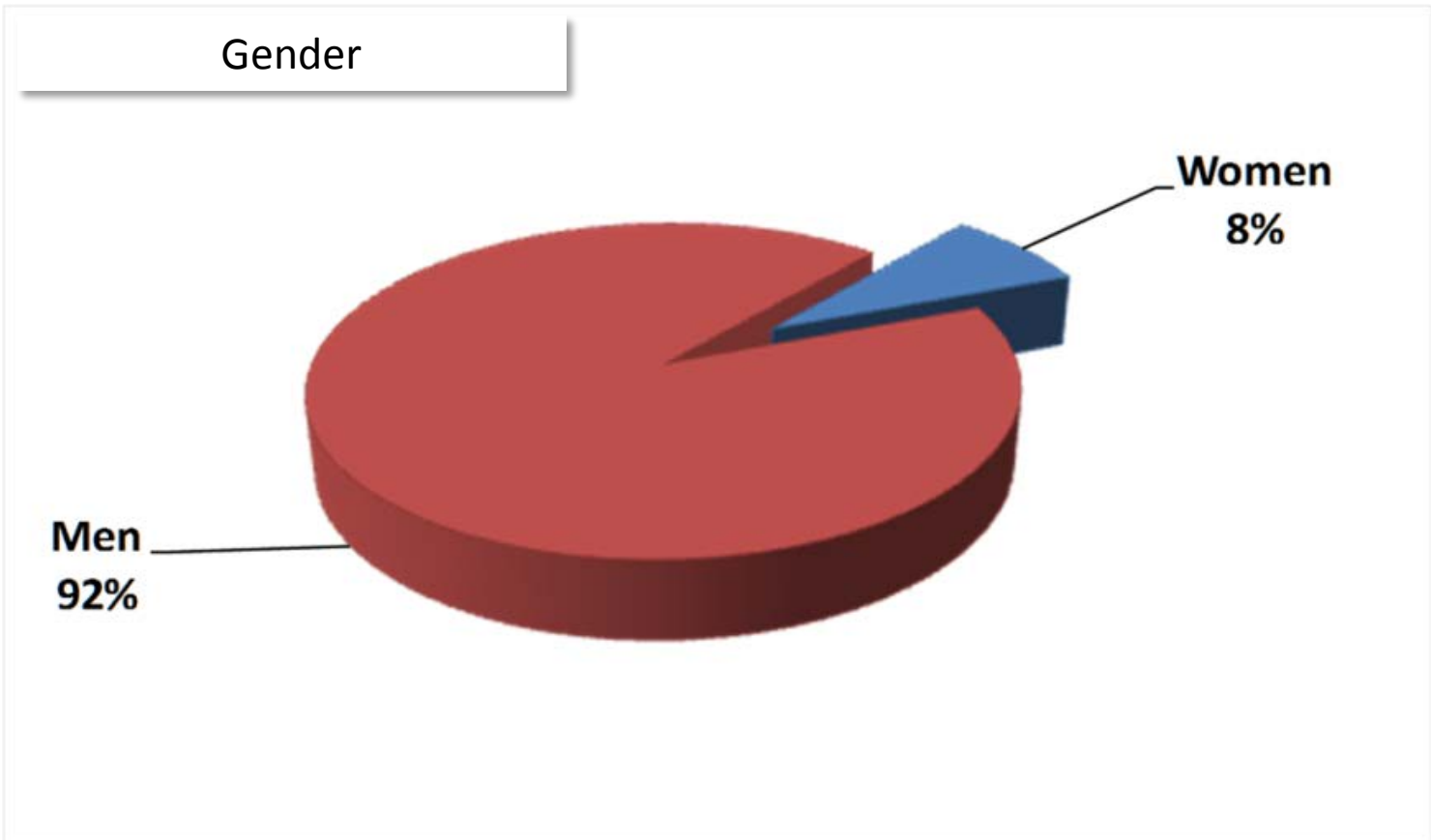
Provides immediate investigative support during critical incidents

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# Population Demographics

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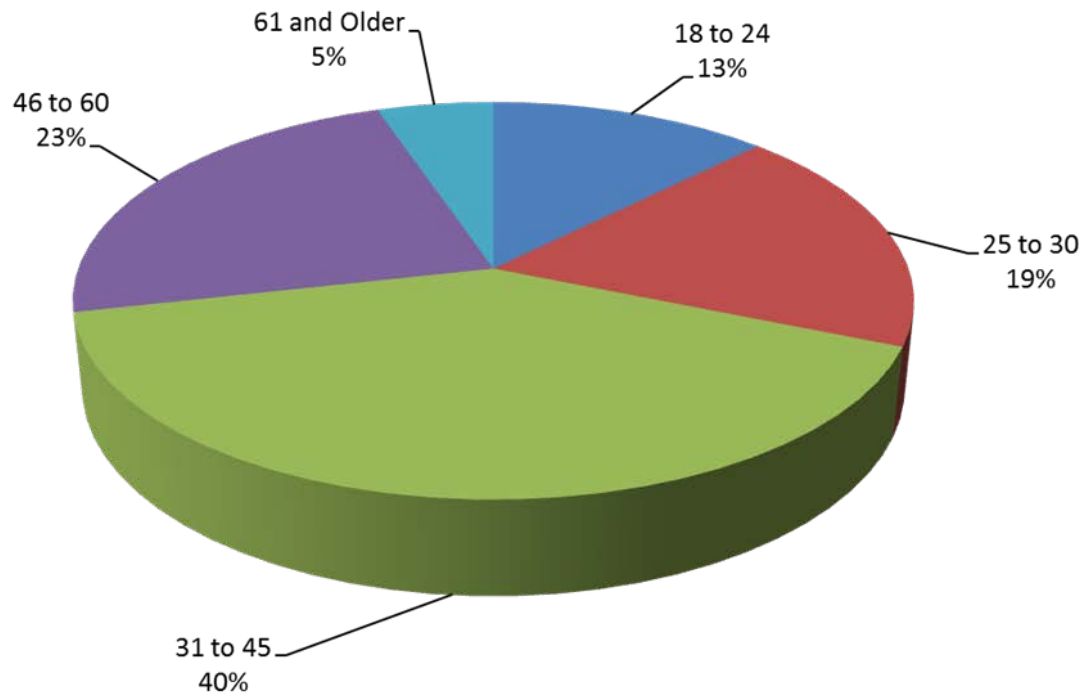




# Population Demographics

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## Age

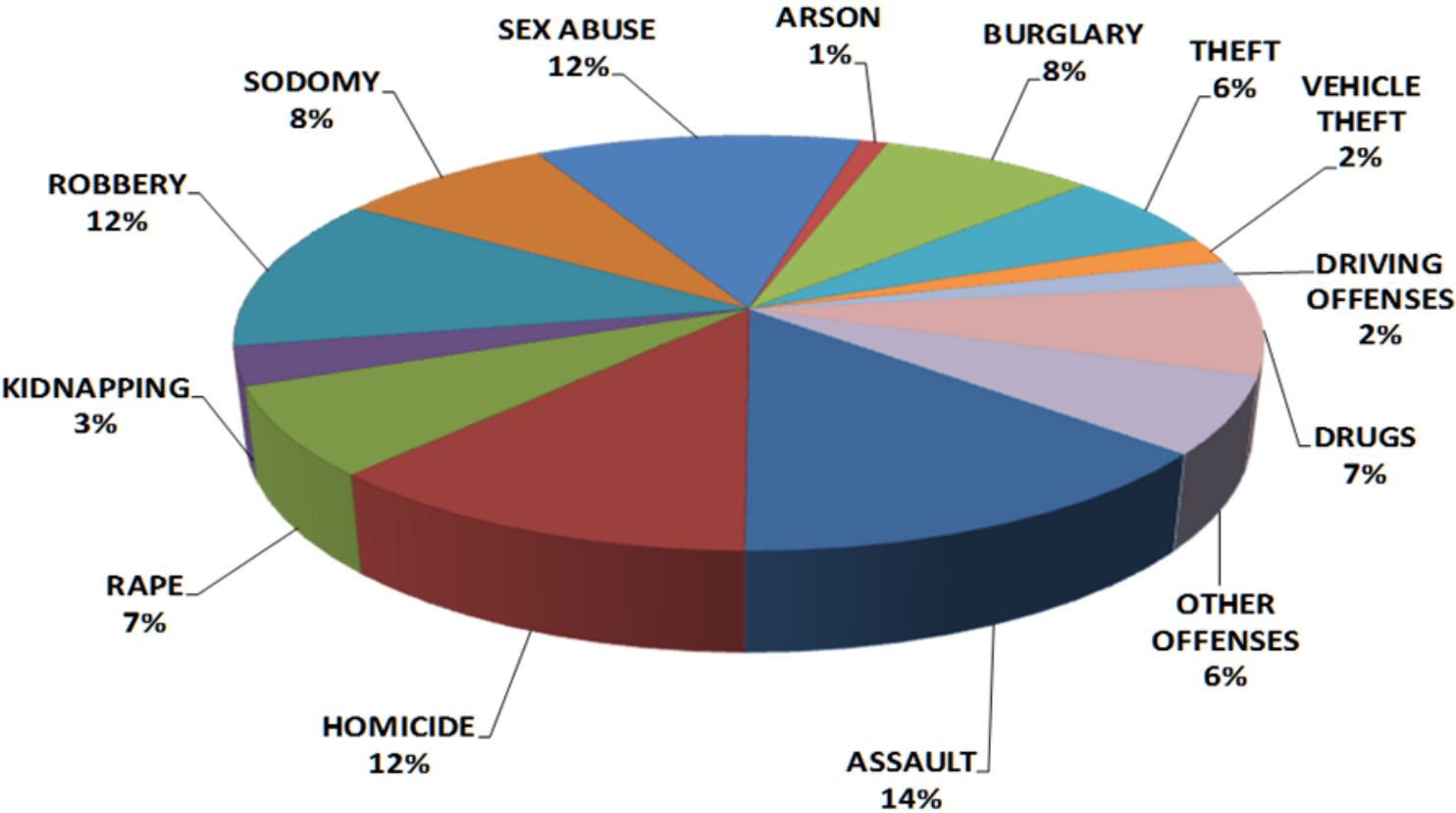






# Population Demographics

Offense Type



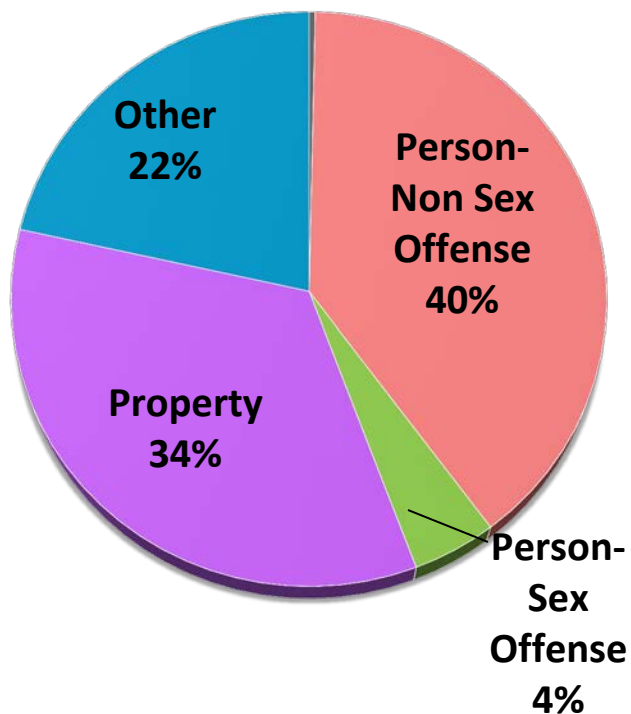


# Population Demographics

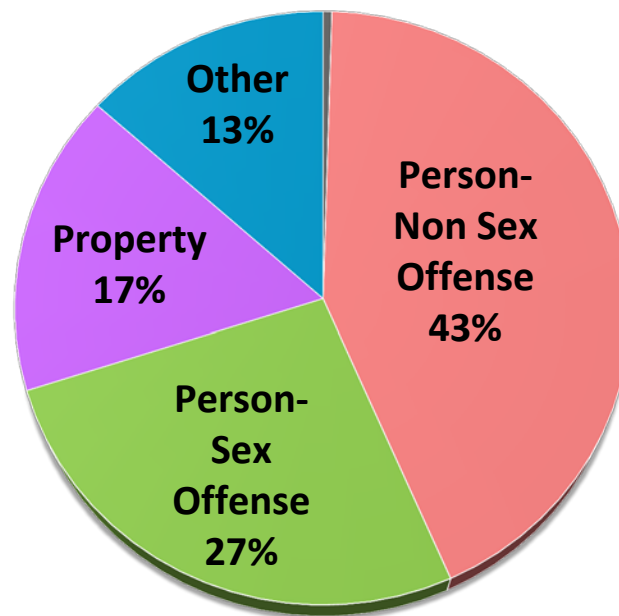
26

## Offense Type by Gender

### Female



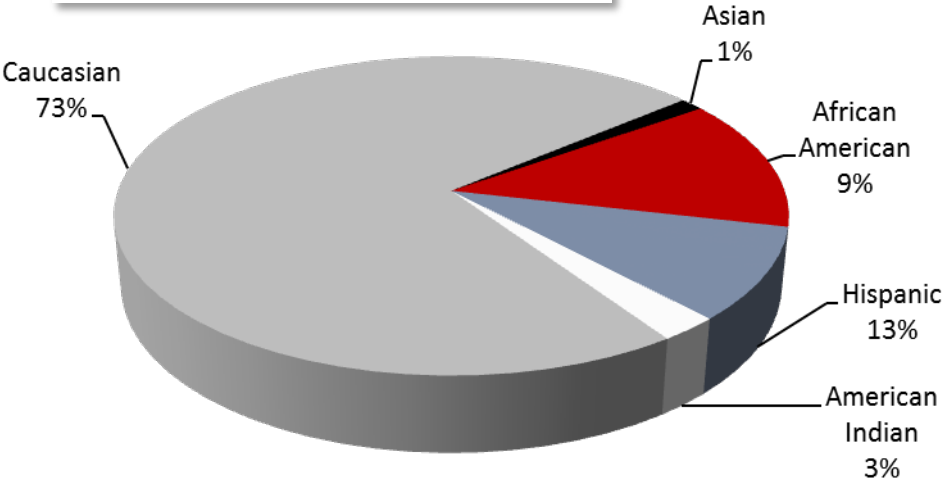
### Male



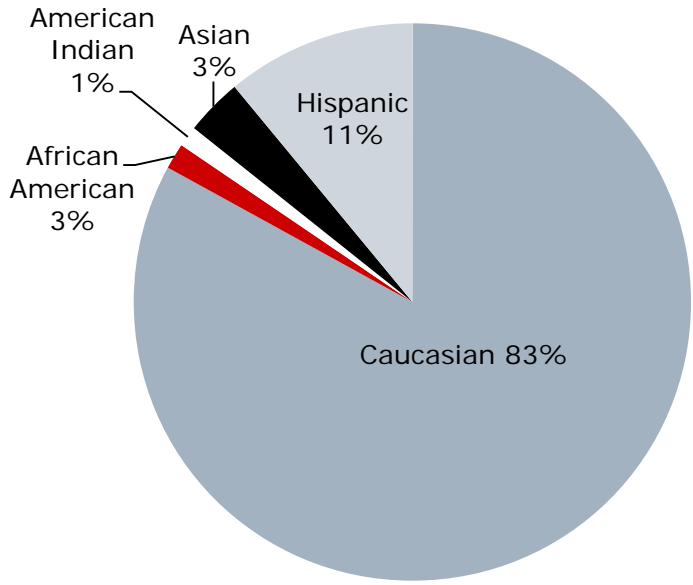


# Population Demographics

Race



Oregon's Demographics

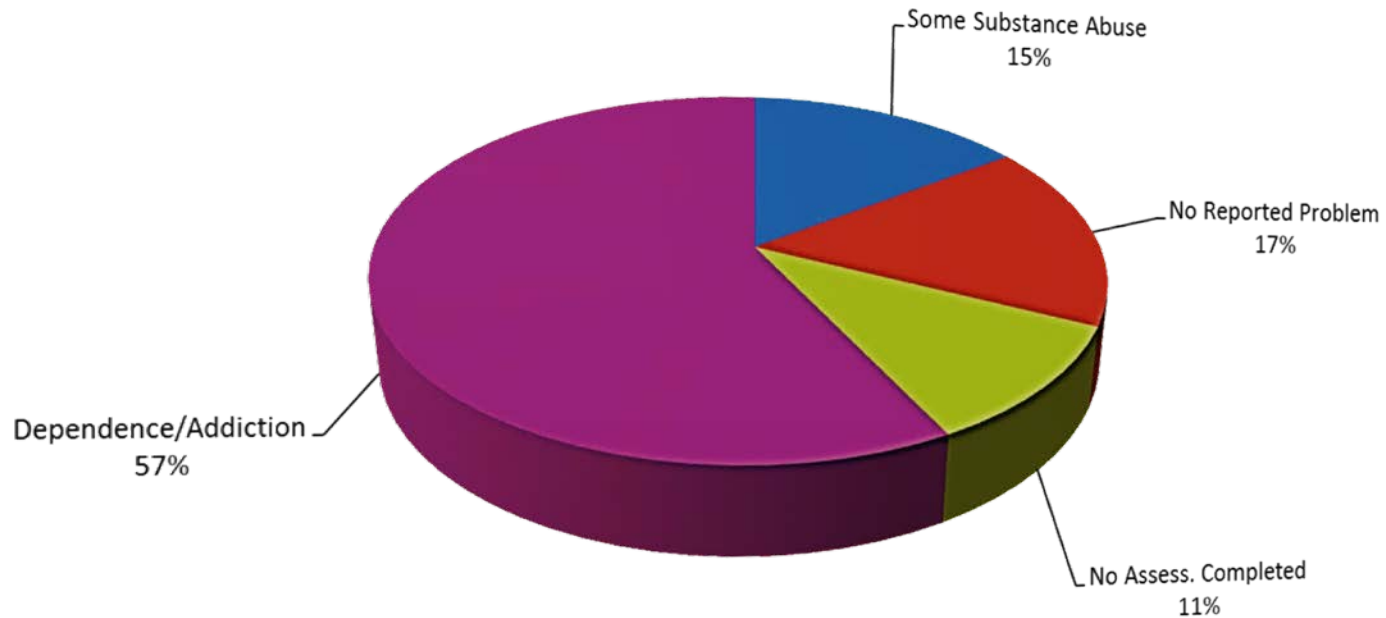




# Population Demographics

28

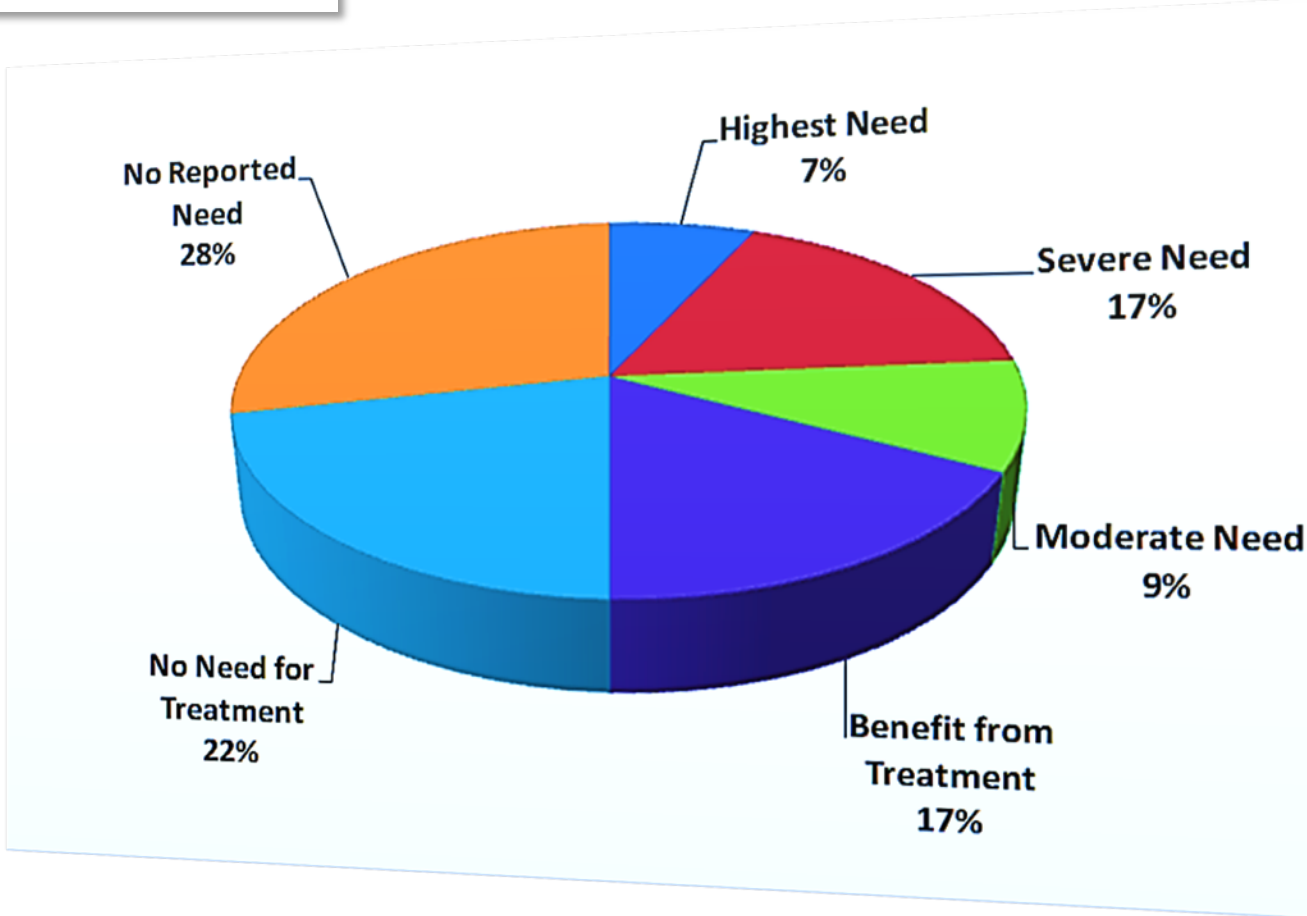
## Substance Abuse





# Population Demographics

## Mental Health





# Government-to-Government

30

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Ongoing participation in the Government-to-Government Public Safety Cluster

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Recent formation of a Native American Advisory Council

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Coordination of Native American services and events at all 14 prisons

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Recruitment and coordination of Native American volunteers throughout the state



# Accomplishing the Mission

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## Establishing the foundations

Key goals

Core processes

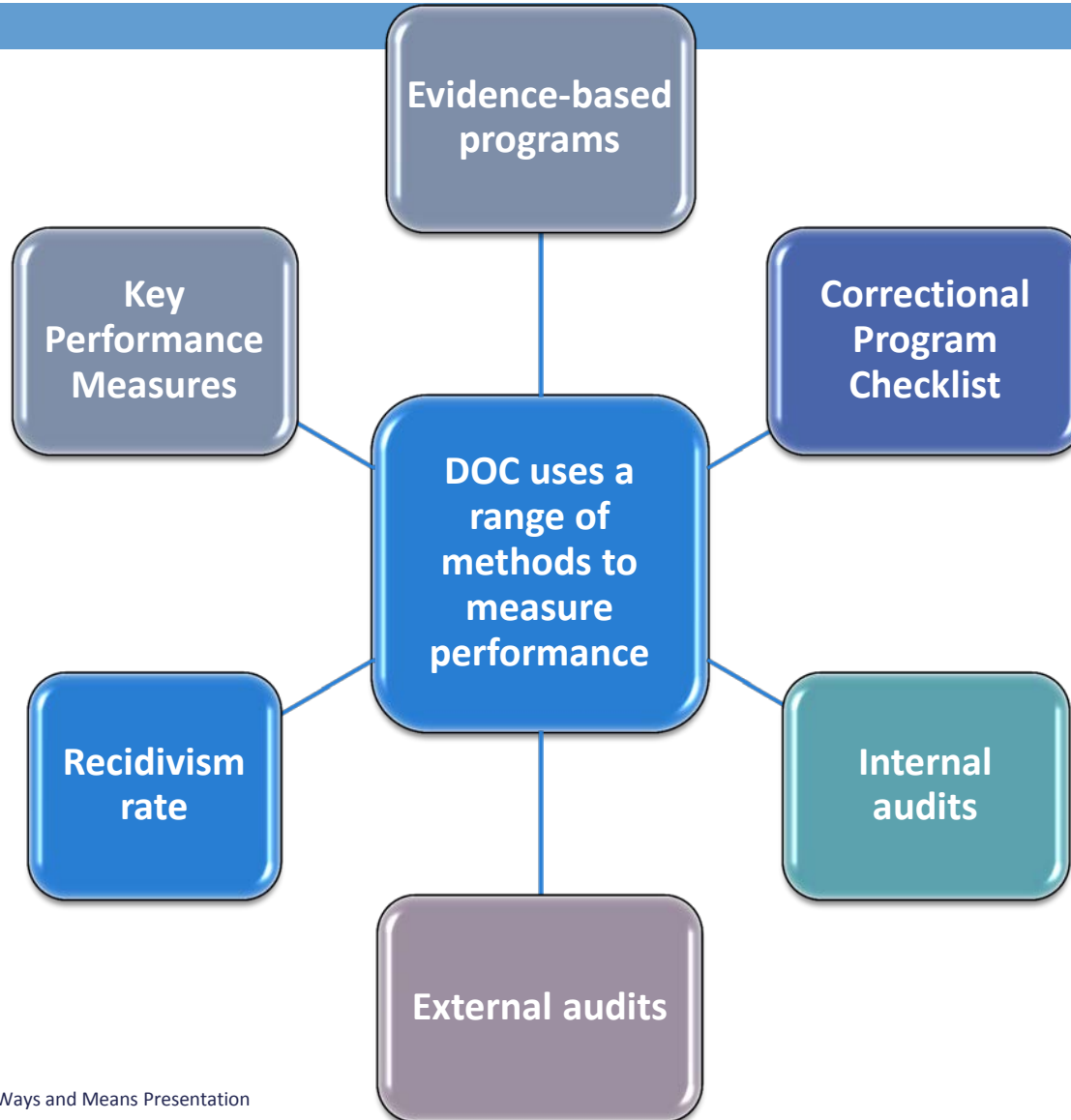
Sub-processes

Process measures



# Managing Performance

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# Evidence-Based Programs

Oregon statute requires programs to be  
“evidence-based”



The prison program types that must comply with  
SB 267 are:

**Alcohol and  
drug  
treatment**

**Cognitive  
change  
programs**

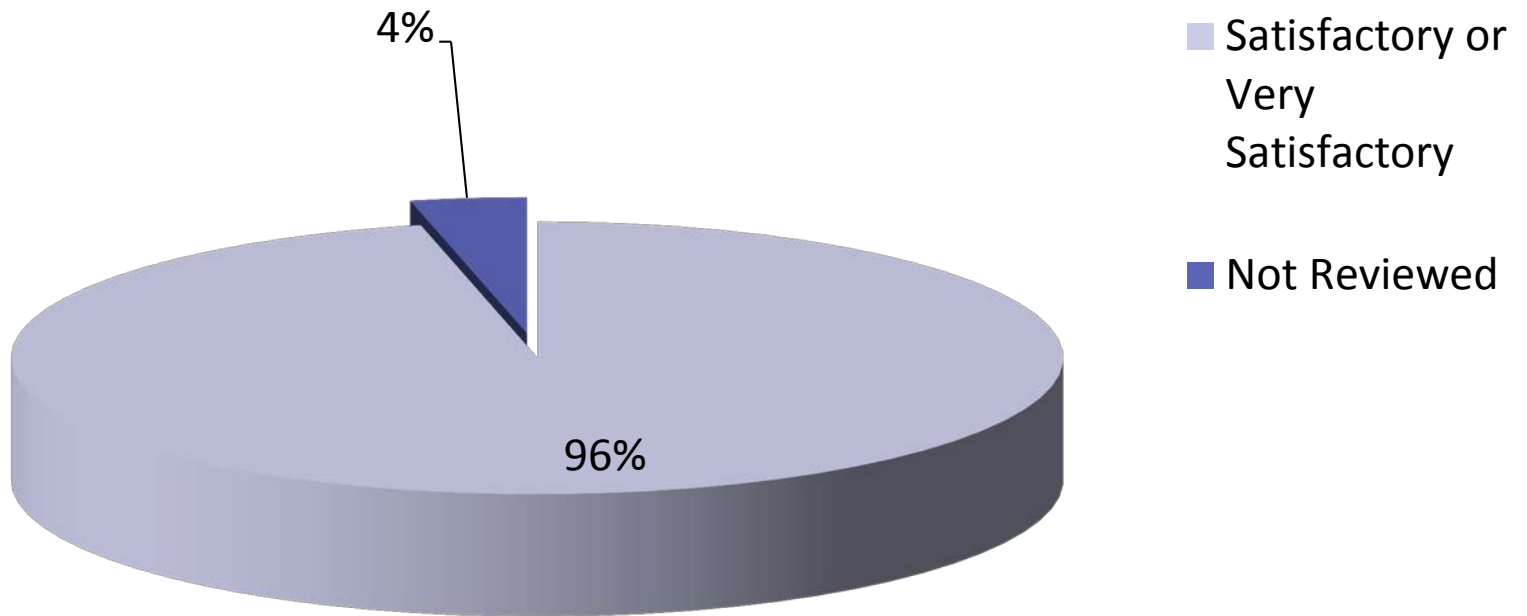
**Parenting  
skills training**



# Correctional Program Checklist

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SB 267 Evidence-based programs review





# Internal Audits

## Recent Audits Include:

Inmate Movement

Inmate Property Controls

Staff Investigation Process

Contracting Practices

Payroll and Central Trust Internal Controls



# External Audits

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## Secretary of State Audits Related to HB3291

Title & Date of Report	Purpose	Recommendation	Status
<i>Managing Security Personnel Costs</i> 7/2012	Determine if the department could reduce personnel costs	<ul style="list-style-type: none"><li>• Ensure that the calculation and management of the post factor employ sound practices</li><li>• Revise current data collection methods</li></ul>	Changing operational policies and practices with institution staff deployment offices to incorporate most recommendations



# Recidivism Rate

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Recidivism: Any felony conviction within 36 months of release from prison

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Recidivism is defined differently among states

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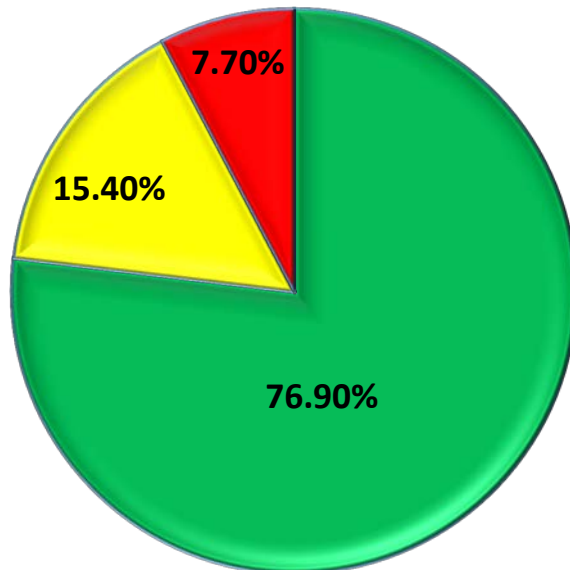
Oregon's current recidivism rate: 26.5%



# Key Performance Measures

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## Performance Summary

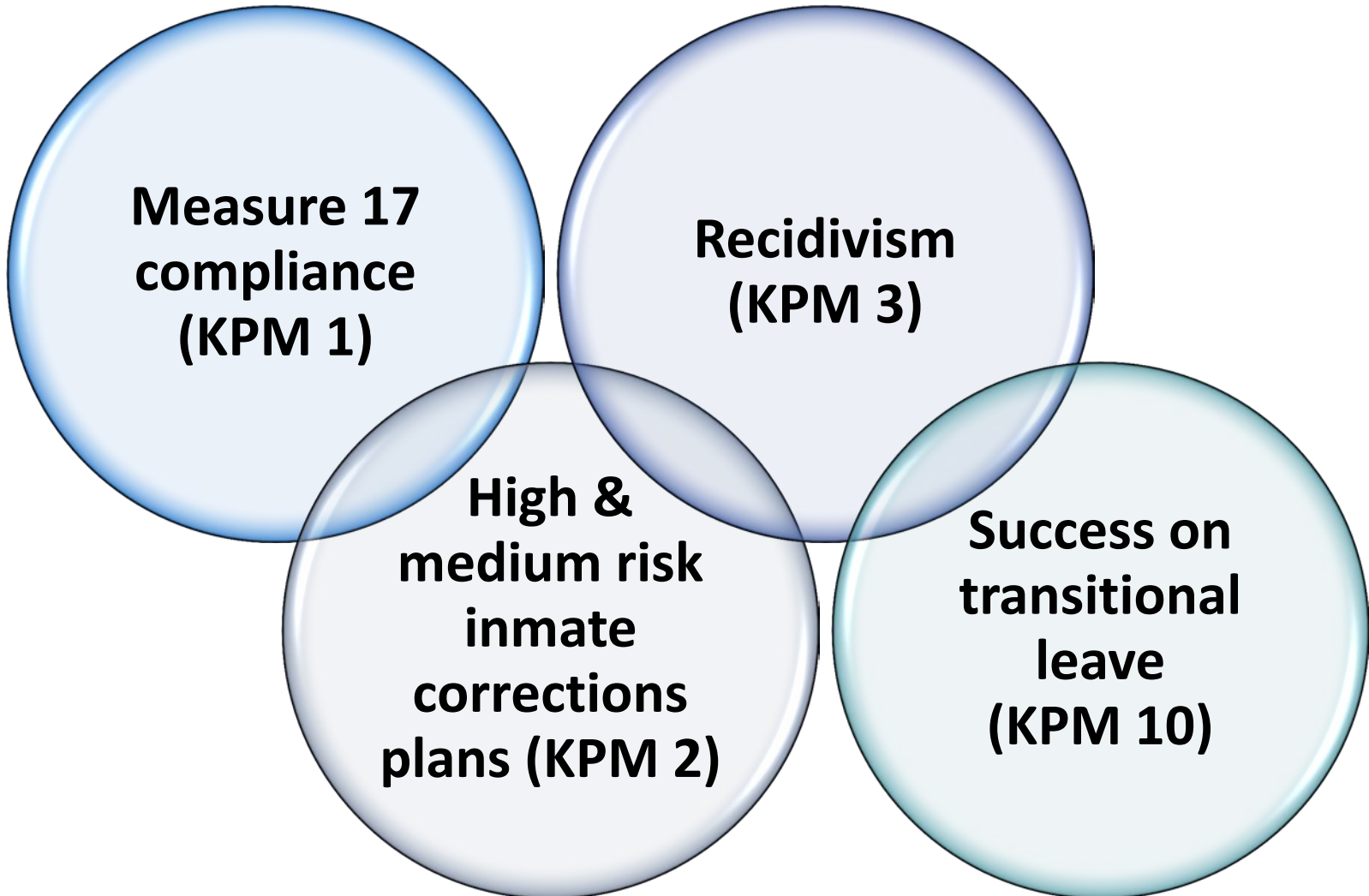


- Within 5% of goal
- Within 6%-15% of goal
- > 15% of goal



# KPM – To successfully reintegrate inmates into the community

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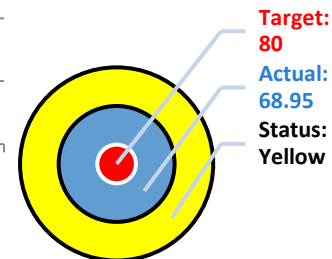
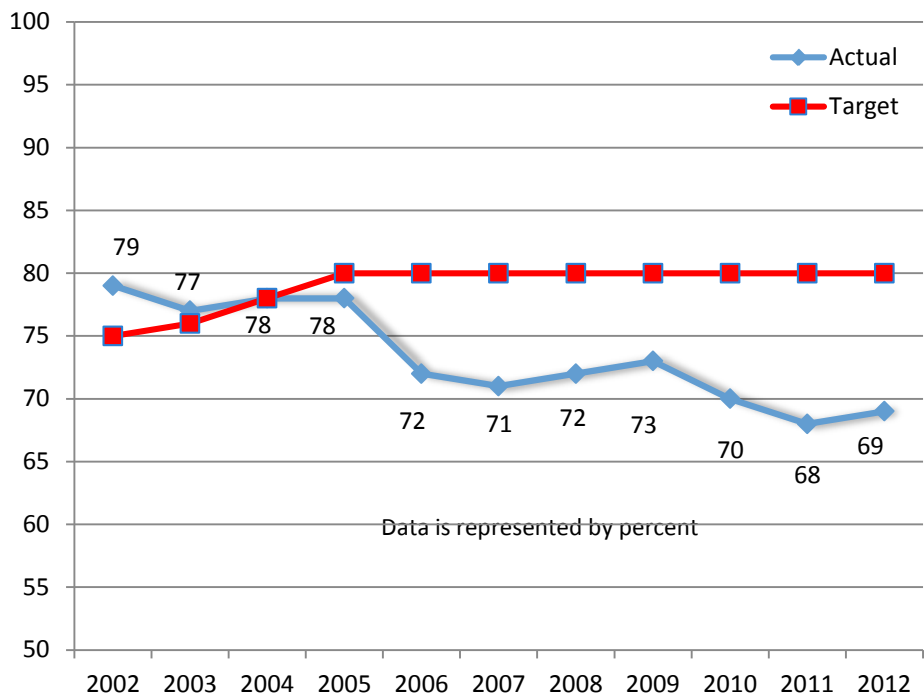
# Key Performance Measures

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Adult Recidivism  
Successful reintegration of inmates into the community



## KPM #1 Measure 17 Compliance







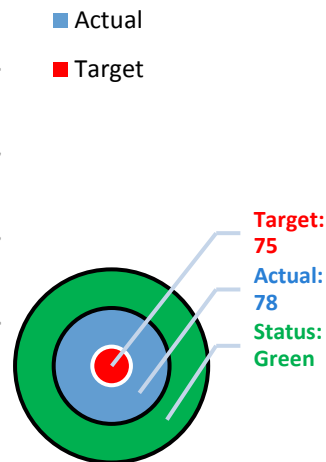
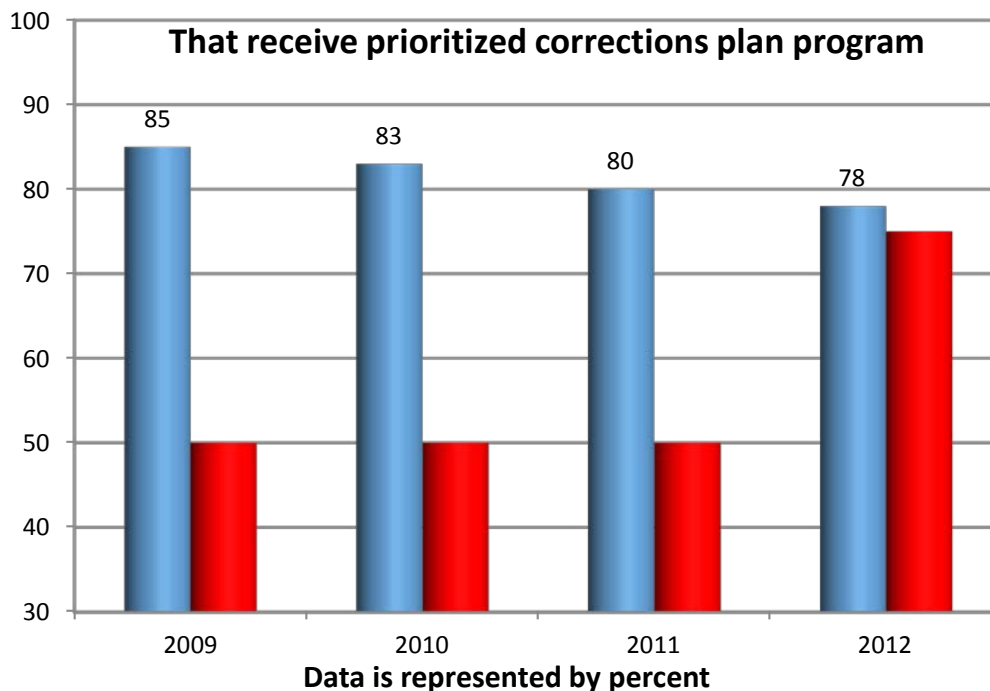
# Key Performance Measures

41

Adult Recidivism  
Successful reintegration of inmates into the community



## KPM #2 High & Medium Risk Inmate Correction Plans



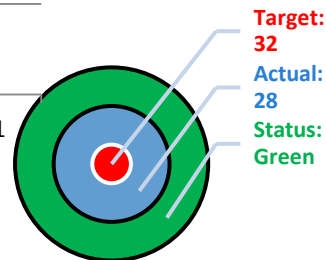
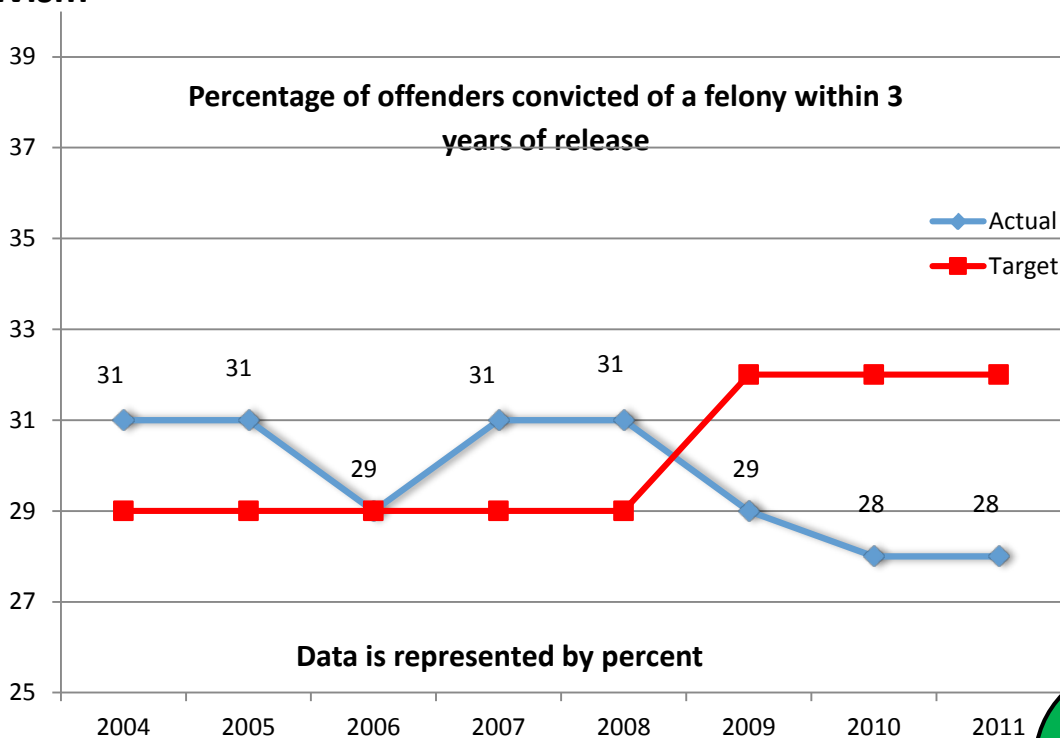


# Key Performance Measures

## Adult Recidivism Successful reintegration of inmates into the community



### KPM #3 Recidivism



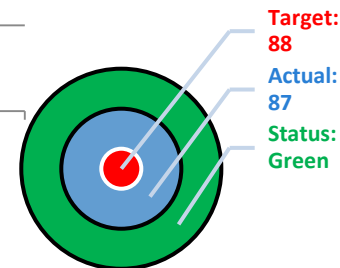
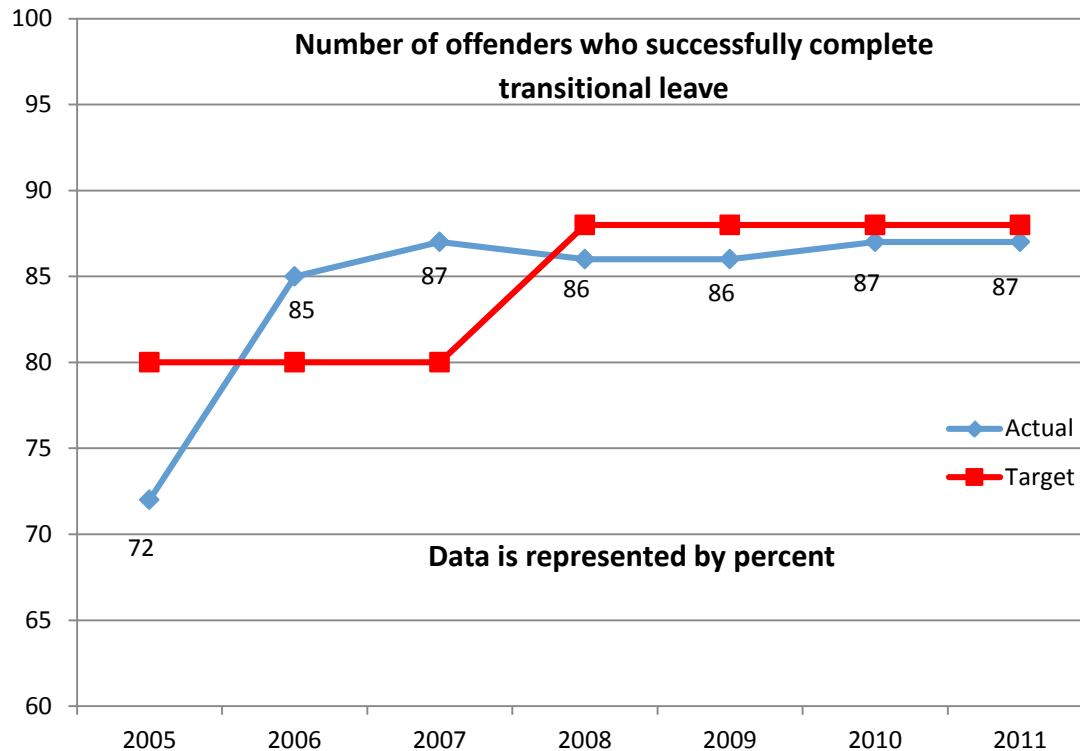


# Key Performance Measures

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## Adult Recidivism Successful reintegration of inmates into the community

**KPM #10 Success on Transitional Leave**





# KPM – To be a safe, civil, and productive organization

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**Assaults on staff  
(KPM 4)**

**Secure-custody escapes  
(KPM 8)**

**Off-site inmate care  
(KPM 12)**

**Work crew walk-aways  
(KPM 5)**

**Unarmed perimeter escapes  
(KPM 9)**

**Workers' comp time loss days  
(KPM 13)**



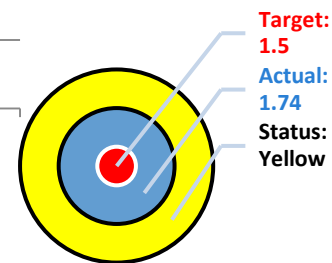
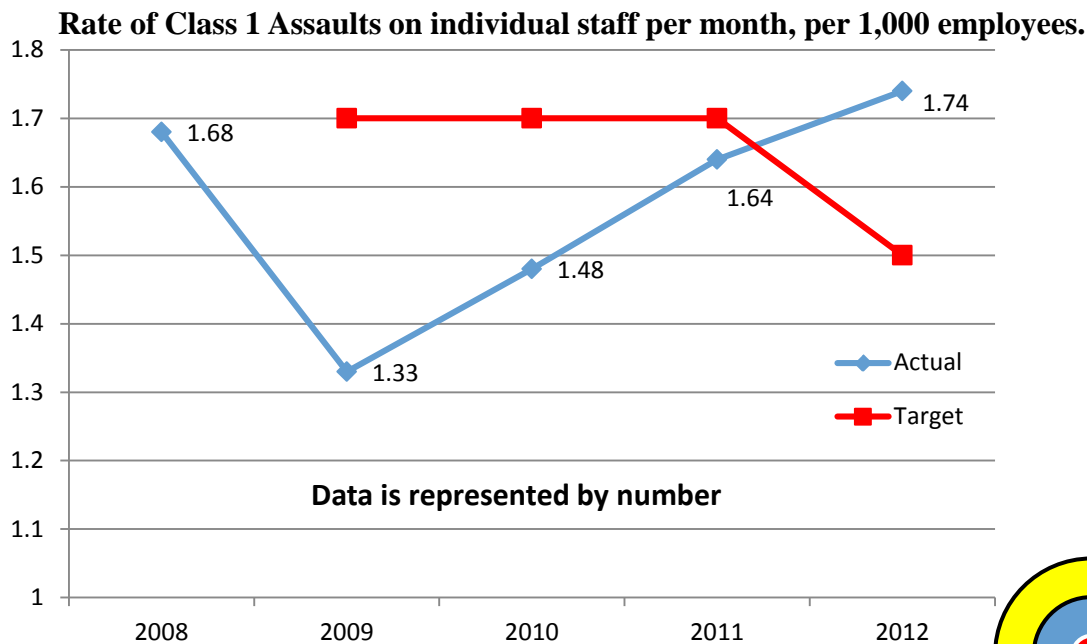
# Key Performance Measures

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Agency Mission  
To be a safe, civil, and productive organization



## KPM #4 Assaults on Staff



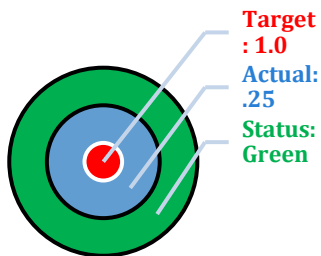
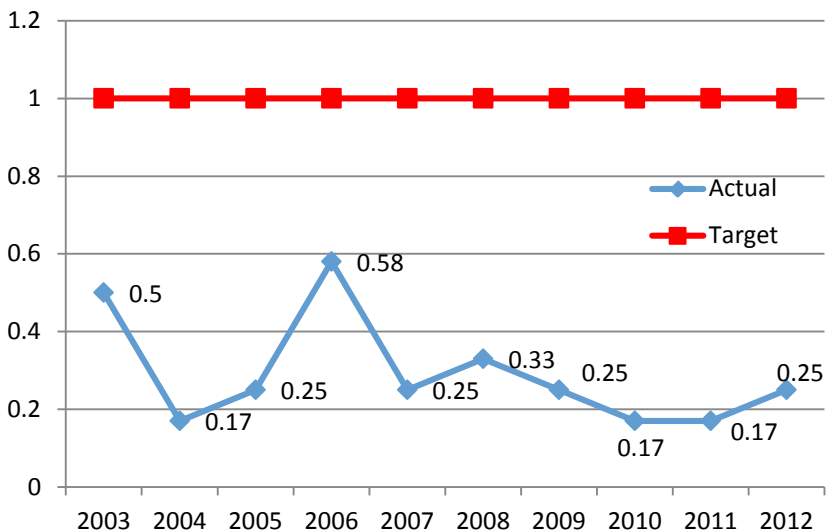


# Key Performance Measures

Agency Mission  
To be a safe, civil, and productive organization

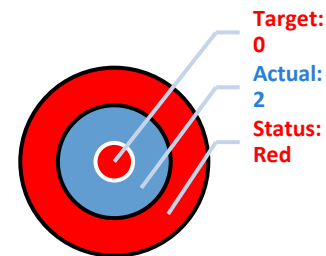
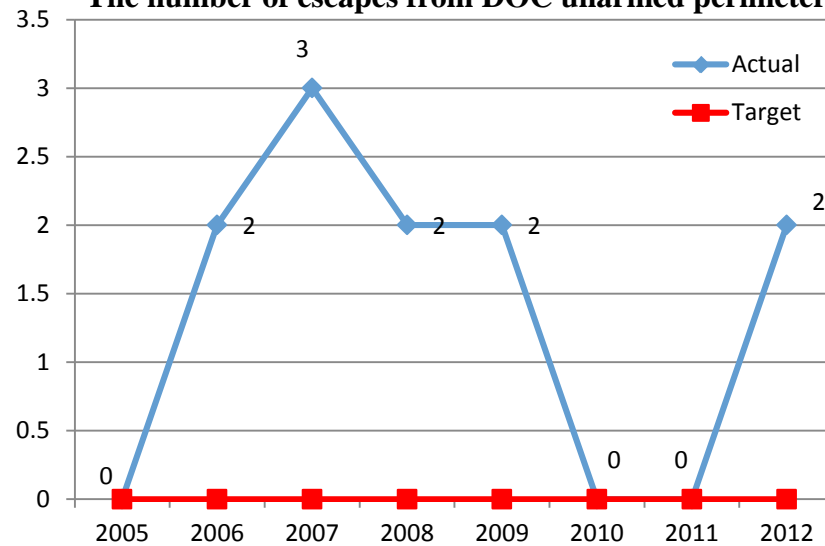
## KPM #5 Work Crew Walk-Aways

Rate of walk-aways from outside work crews per month



## KPM #9 Unarmed Perimeter Escapes

The number of escapes from DOC unarmed perimeter

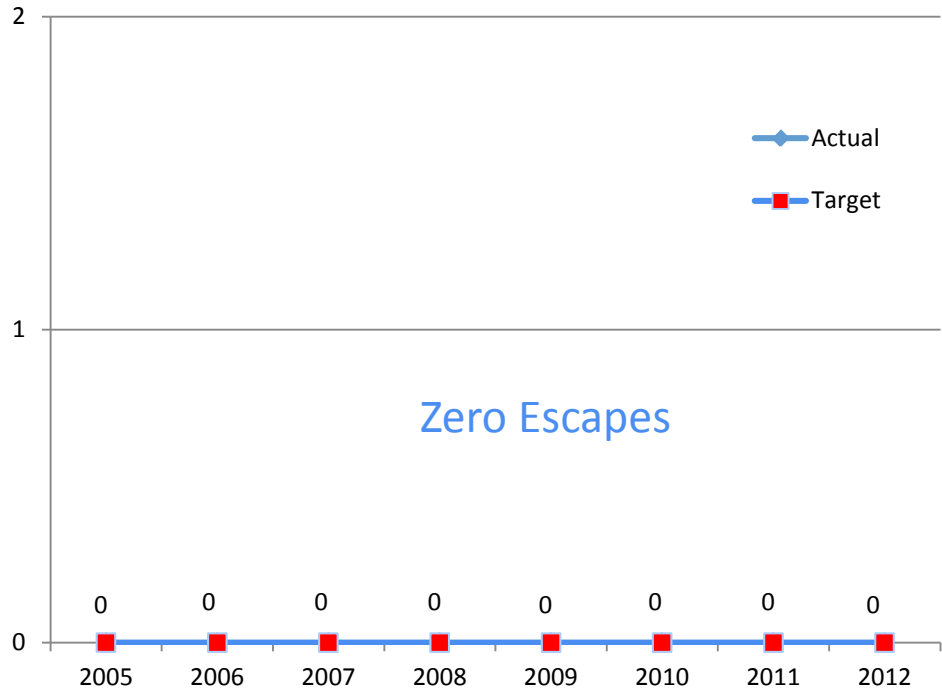




# Key Performance Measures

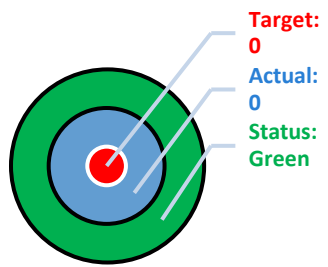
Agency Mission  
To be a safe, civil, and productive organization

## KPM #8 Secure-Custody Escapes



Zero Escapes

Data is represented by number





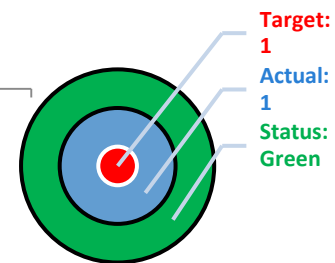
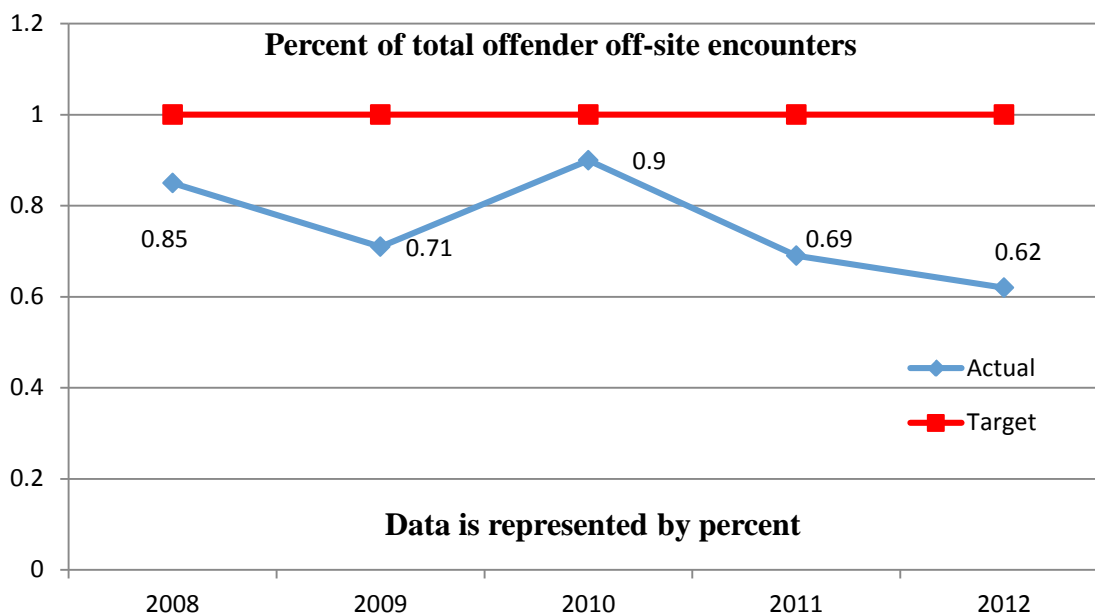
# Key Performance Measures

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Agency Mission  
To be a safe, civil, and productive organization



## KPM #12 Off-site Inmate Care



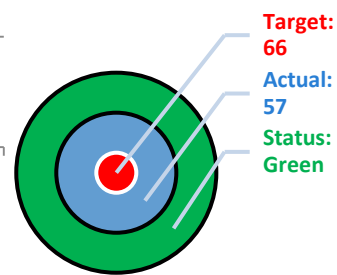
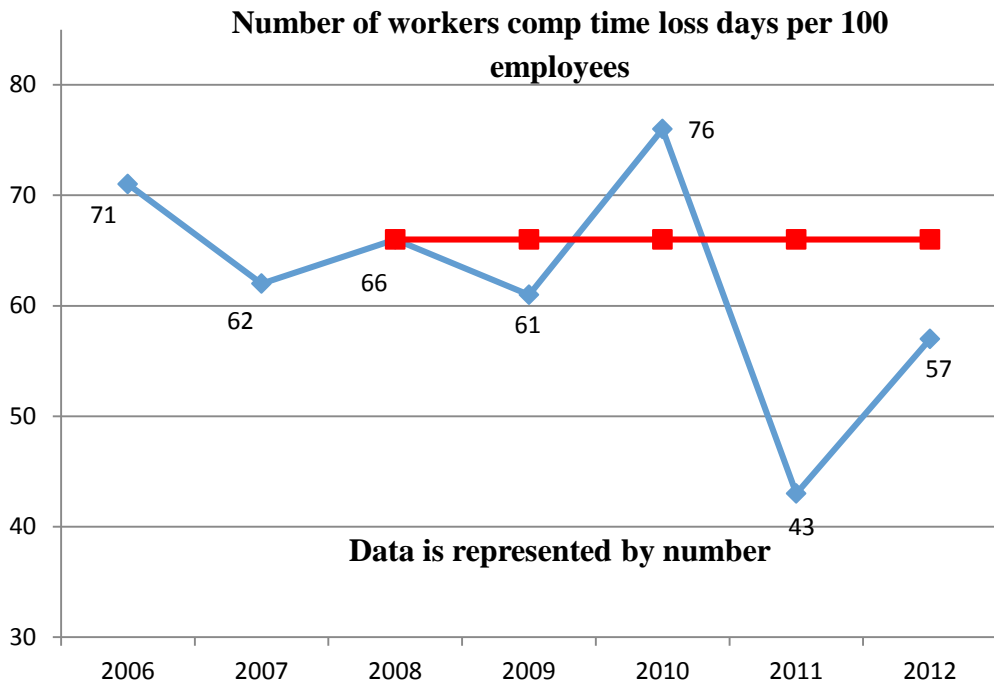




# Key Performance Measures

Agency Mission  
To be a safe, civil, and productive organization

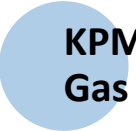
## KPM #13 Workers' Comp Time Loss Days



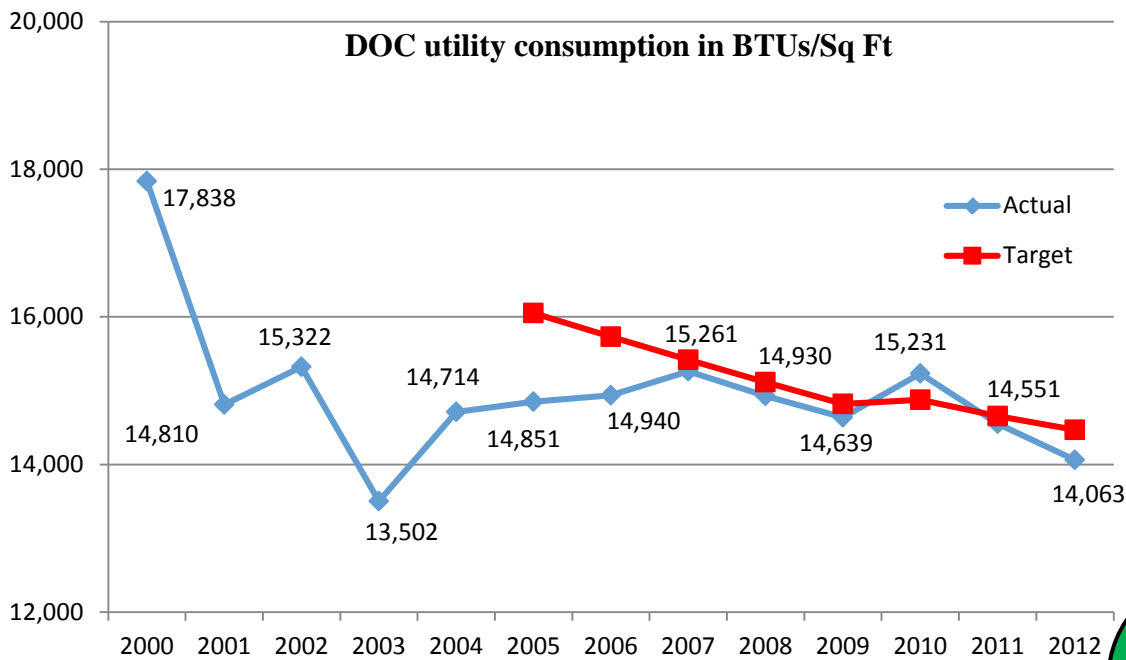


# Key Performance Measures

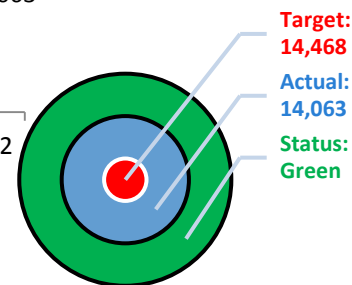
Agency Mission  
Operational Efficiency



## KPM #6 Electrical Energy and Natural Gas Use



Data is represented by number





# Key Performance Measures

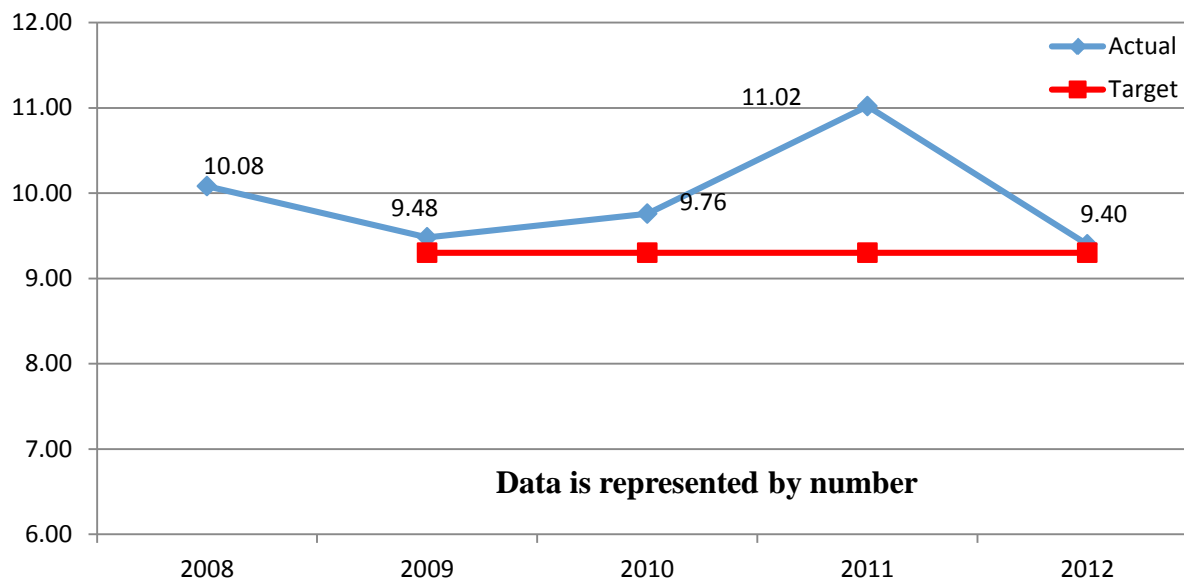
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Agency Mission  
Operational Efficiency

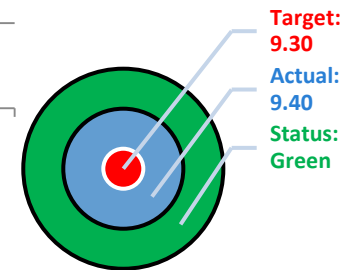


## KPM #7 Inmate Sanctions

Number of offenders sanctioned for Level 1 Misconduct (monthly average/1,000 offenders)



Data is represented by number





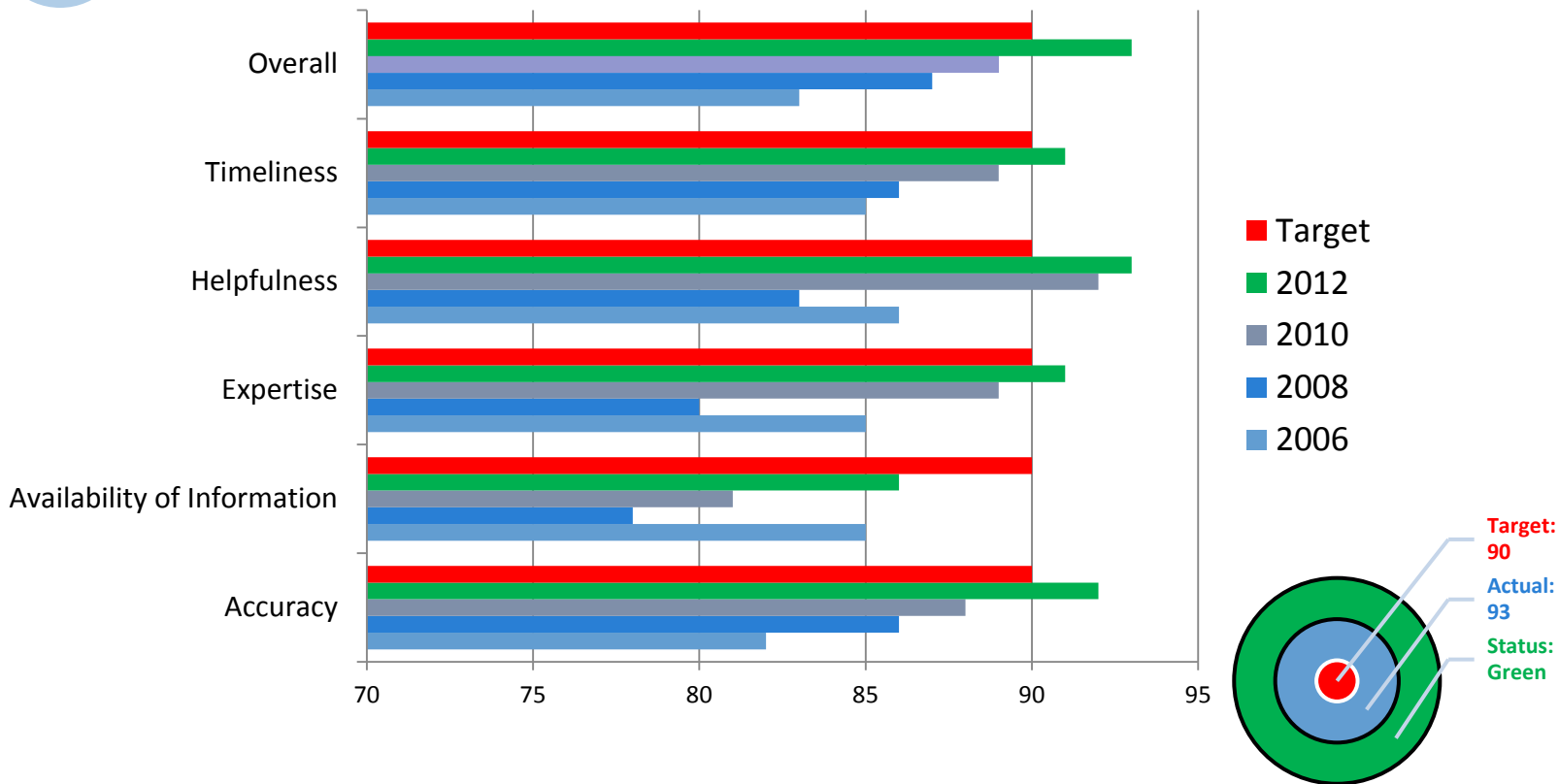
# Key Performance Measures

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Agency Mission  
Customer Service



## KPM #11 Customer Satisfaction





# Major Budget Drivers

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**Rising prison population and length of stay**

**Staff salaries, benefits, and retirement**

**Government service charges and assessments**

**Legal costs associated with litigation and settlement obligations**

**Rising costs of health care, utilities, food, fuel, and other commodities**



# Major Budget Issues

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**Outdated Post Relief Factor**

**Additional emergency beds without additional staff**

**Prison Rape Elimination Act (PREA) requirements**

**Facility maintenance**



# Major Changes - Budget

55

## Budget Cuts 2009-11

- Unspecified vacancy savings (\$20 M)
- Community corrections sentencing changes (\$16 M)
- ICE releases (\$2.1 M)
- Increased ETC (\$6 M)
- BM 57 suspension (\$25.5 M)
- BCC training in-house (\$7.9 M)
- Salary freeze and furloughs (\$29 M)
- Staffing reconfiguration and layoffs (\$5,500,000)
- Reductions to cognitive and education programs (\$1.5 M)
- Operations division staffing redesign (\$5.9 M)



# Major Changes - Budget

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## Budget Cuts 2011-13

- Non-mandatory staff training suspended (\$1.9 M)
- BM 57 county funding cut (\$5 M)
- Services and supplies reduction (\$7.9 M)
- BM 73 (SB 395) funding reduction (\$1.6 M)
- A&D and education programs cut (\$3.9 M)
- Mid-management reduction (\$7.9)
- Standard inflation eliminated (\$14.9 M)
- Statewide personal services reduction of 5.5% (\$47 M)
- Mandatory furloughs (\$15.6 M)





# Collaborations

57

Collaborates with the Oregon Youth Authority and the Criminal Justice Commission in a shared resources model

Partners with Oregon Department of Forestry working on fire crews

Assists other state agencies with storage

Collaborates with Oregon Department of Transportation and the Oregon State Police on the State Radio Project



# 2013-15 Governor's Balanced Budget

## Agency Summary

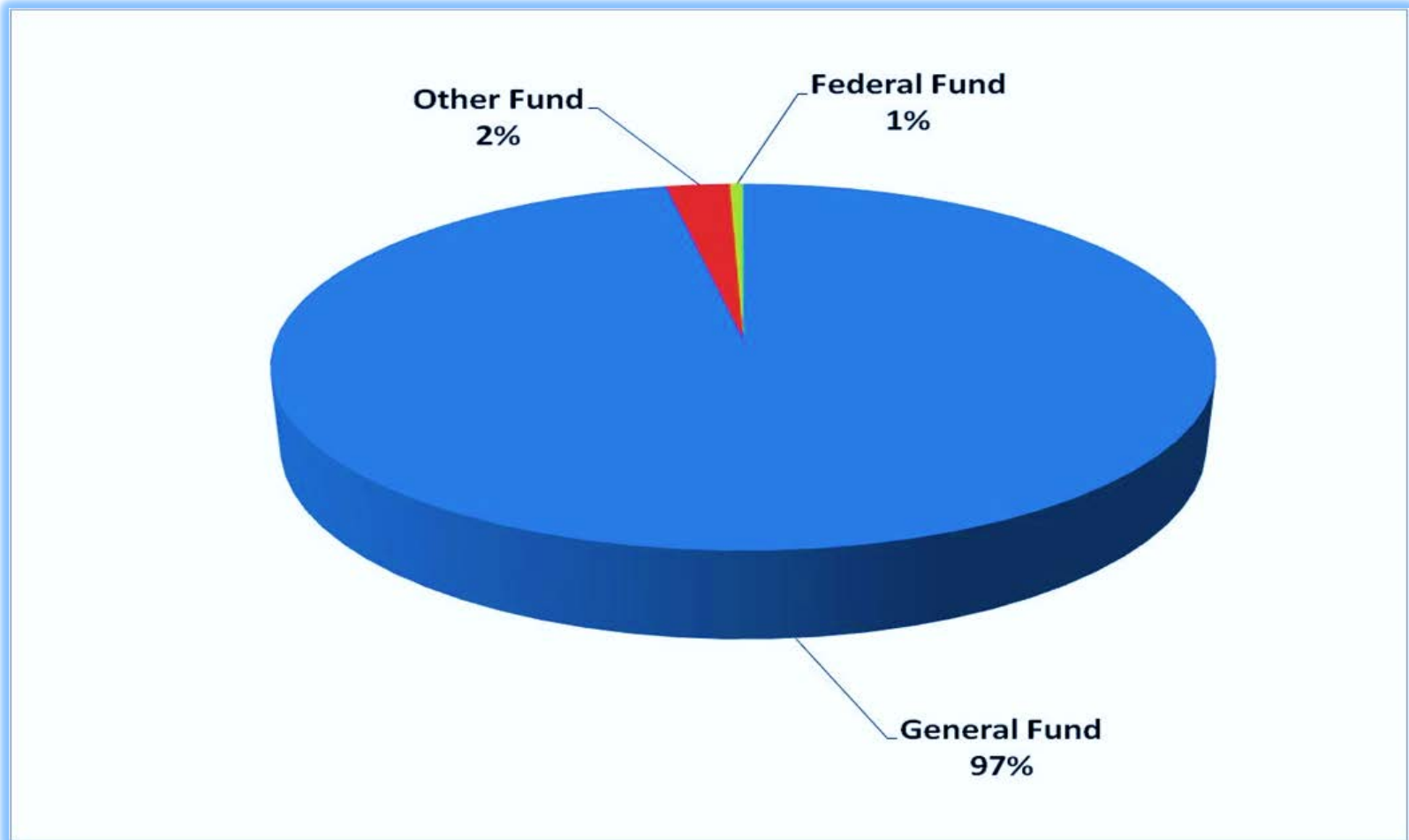
Division	General Fund	Other Fund	Federal Fund	Total Funds	Pos	FTE
Operations	670,569,790	9,200,888	-	679,770,678	3,260	3,242.17
Health Services	232,313,544	561,676	6,253,705	239,128,925	584	552.79
Administration	62,449,175	711,286	507,851	63,668,312	86	86.00
General Services	55,317,850	7,225,636	-	62,543,486	271	268.06
Human Resources	14,803,989	5,000	-	14,808,989	75	66.75
Community Corrections	248,620,611	6,455,794	-	255,076,405	63	63.33
Offender Mgmt & Rehab	67,292,352	9,646,548	-	76,938,900	195	192.78
Debt Service	131,444,114	-	1,262,826	132,706,940	-	-
Capital Improvement	2,698,675	-	-	2,698,675	-	-
Capital Construction	-	4,961,000	-	4,961,000	-	-
<b>Total</b>	<b>1,485,510,100</b>	<b>38,767,828</b>	<b>8,024,382</b>	<b>1,532,302,310</b>	<b>4,534</b>	<b>4,471.88</b>



# 2013-15 Governor's Balanced Budget

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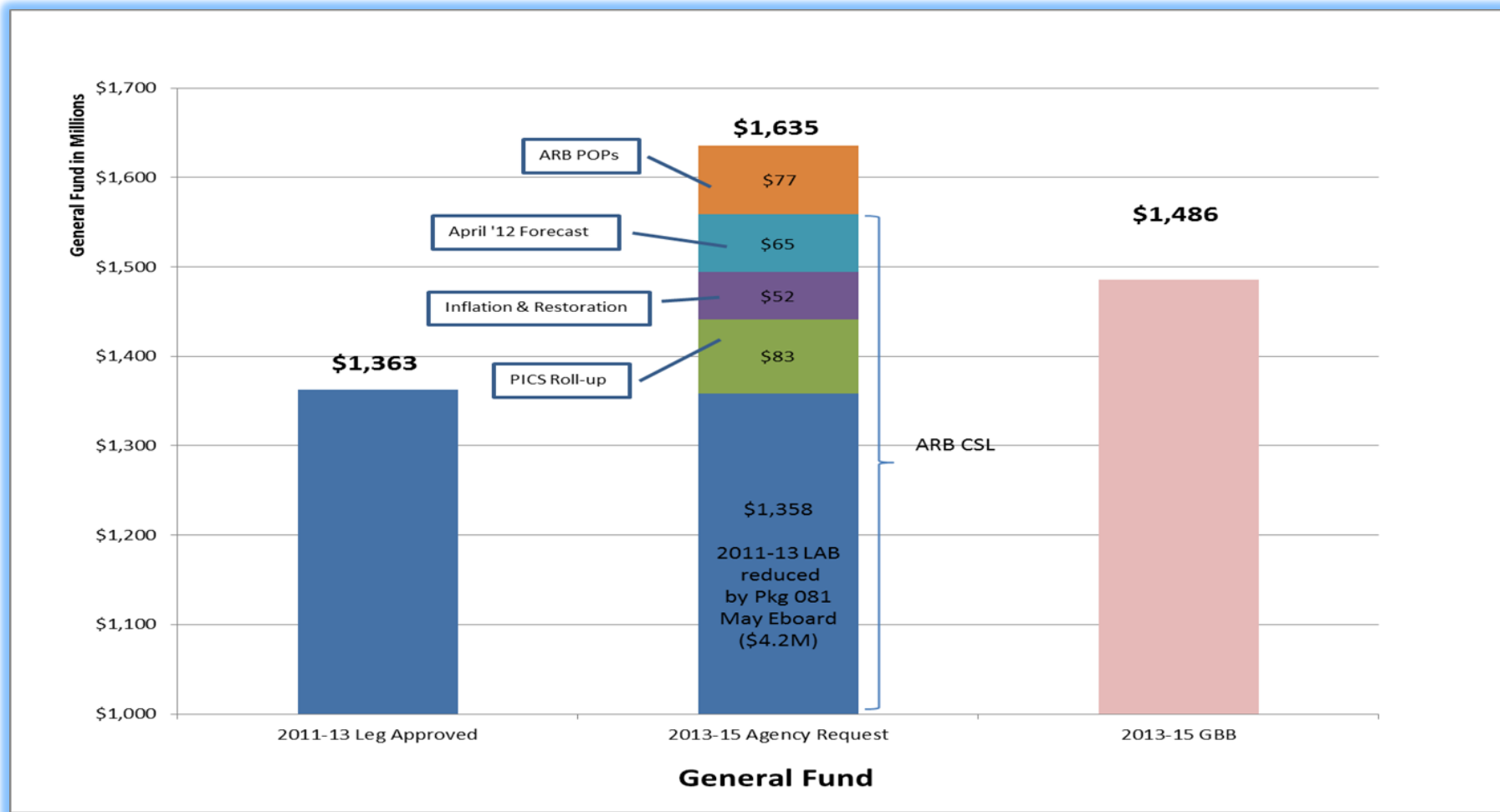
## Agency Budget by Fund Type





# 2013-15 Governor's Balanced Budget

## General Fund Budget (in millions)





# 2013-15 Governor's Balanced Budget

## Governor's Balanced Budget

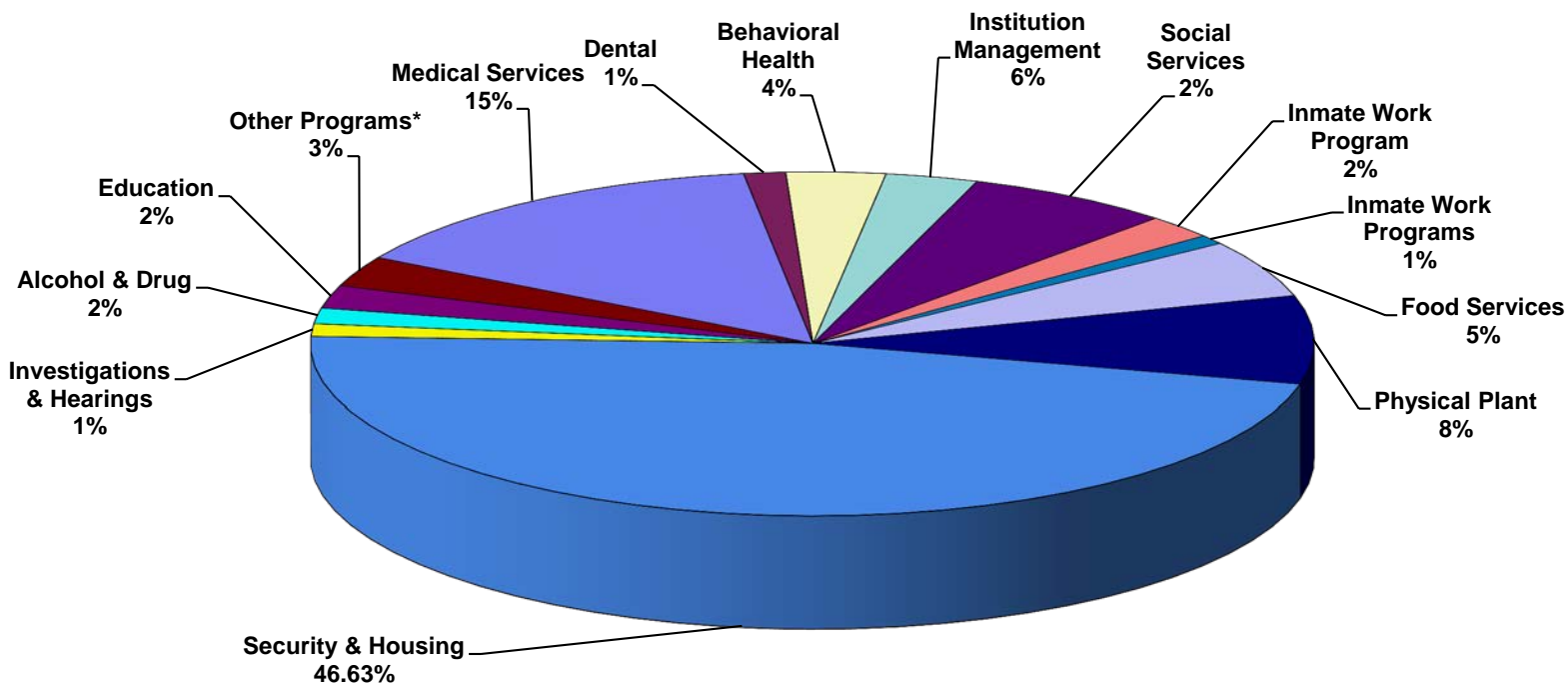
Pkg	Description	GF	OF	FF	TF	FTE
<b>Agency Request Budget Totals</b>		<b>1,635,413,477</b>	<b>291,478,778</b>	<b>8,024,382</b>	<b>1,934,916,637</b>	<b>4,807.19</b>
CSL	Various Rate & Debt Svc Adjustments	(6,650,837)	(49,997)		(6,700,834)	
CSL	October 2012 OEA Forecast	(19,540,343)	(15,218)		(19,555,561)	(54.70)
POP	Policy Option Packages Denied	(81,704,977)	(257,477,162)		(339,182,139)	(162.00)
90	Population Cap Reductions to Prison Caseload	(35,600,000)			(35,600,000)	(118.61)
90	Reinvestment in Community Corrections incentives	32,000,000			32,000,000	
90	Undesignated Cut to Personal Services	(10,000,000)			(10,000,000)	
90	Reduction to Measure 73 County Reimbursement Base	(6,300,000)			(6,300,000)	
90	Deferred Maintenance & Bond Cost of Issuance		5,050,000		5,050,000	
91	Administrative Savings Placeholder	(2,751,788)			(2,751,788)	
92	PERS Taxation Policy Reduction	(2,149,182)	(24,270)		(2,173,452)	
93	Other PERS Policy Adjustments	(17,206,250)	(194,303)		(17,400,553)	
	<b>TOTAL</b>	<b>(149,903,377)</b>	<b>(252,710,950)</b>	<b>-</b>	<b>(402,614,327)</b>	<b>(335.31)</b>
<b>Governor's Balanced Budget</b>		<b>1,485,510,100</b>	<b>38,767,828</b>	<b>8,024,382</b>	<b>1,532,302,310</b>	<b>4,471.88</b>
<b>% change from Current Service Level</b>		<b>-9.17%</b>	<b>-86.70%</b>	<b>0.00%</b>	<b>-20.81%</b>	<b>-6.98%</b>



# Cost Per Day

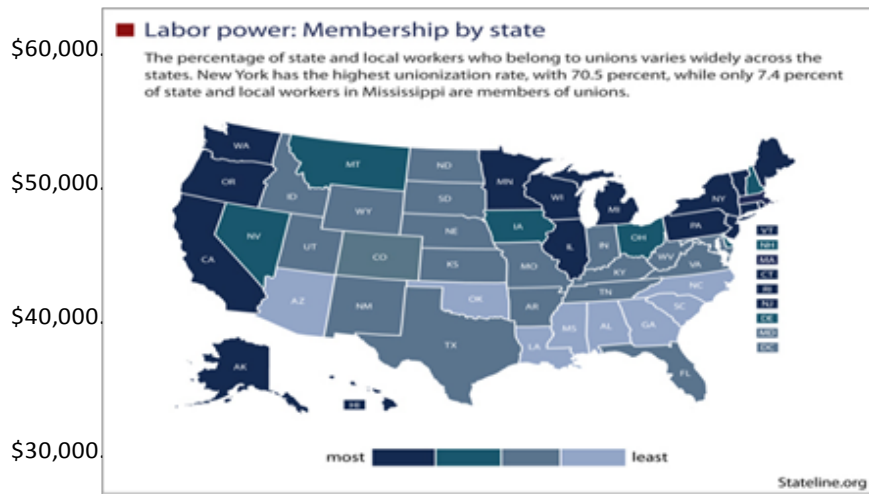
62

## Oregon Department of Corrections 2011-13 Legislatively Approved Budget Average Budgeted Cost Per Day Per Bed: \$84.41

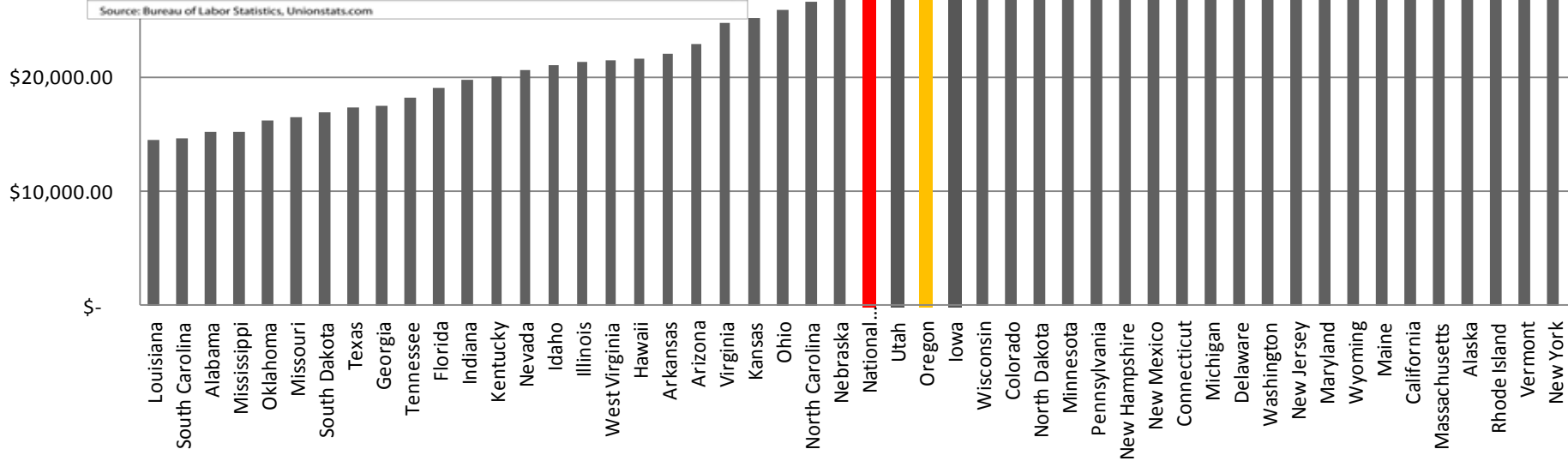




# Cost Per Day



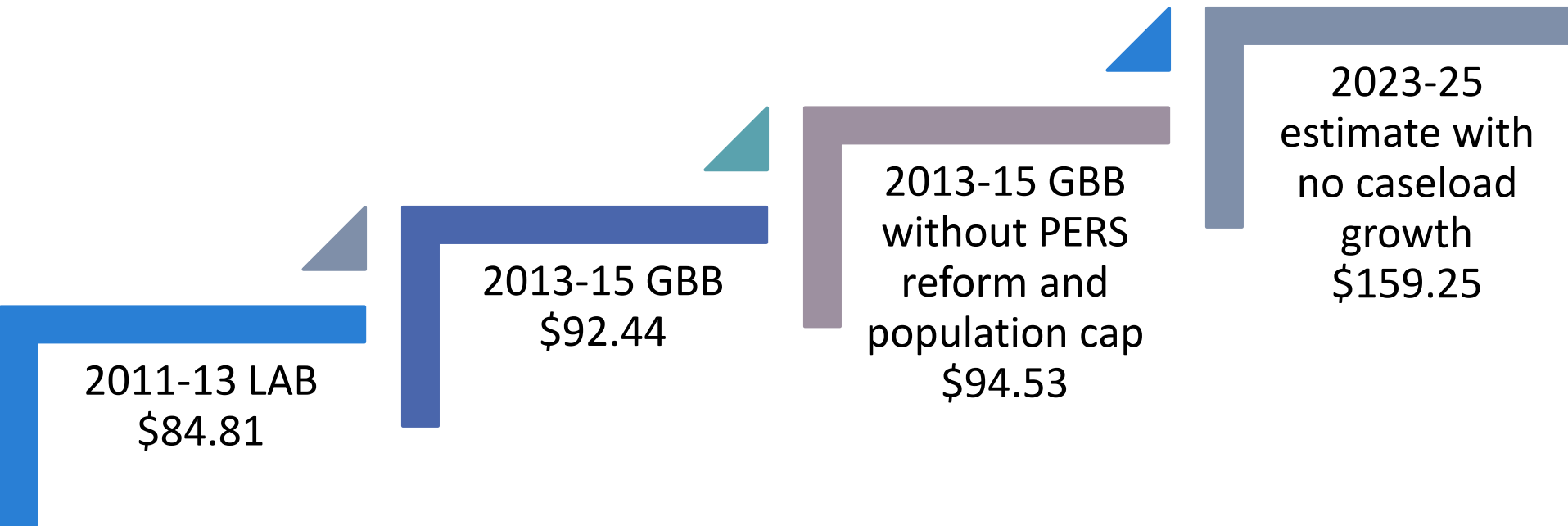
**Cost Per Inmate (2009)**  
 Oregon - \$30,828 National Avg - \$28,689





# Cost Per Day Projections

## Budgeted cost per budgeted bed day







# Proposed Legislation

65

**HB 2234 – Continue Inactive Status for Local Control Post-Prison Supervision**

- Provides for \$720,000 in savings
- Aligns Local Control PPS with Board of Parole PPS

**HB 2235 – DOC Continuing to Train Corrections Officers**

- Removes sunset allowing successful training to continue
- DOC would require an additional \$6.8 million without legislation

**HB 2236 – Ability to House Offenders in Out-of-State Public Beds**

- Extends the sunset of a longstanding insurance policy

**SB 187 – Ensure Proper Time to Prepare Release Plans for Youth**

- Only change is to ensure DOC has 45 days to create a release plan for young offenders

**SB 188 – Standardize Work Release for DOC Youth in OYA Facilities**

- Provides DOC youth housed at OYA the same opportunities for participation in work release as OYA youth



# Operations

66



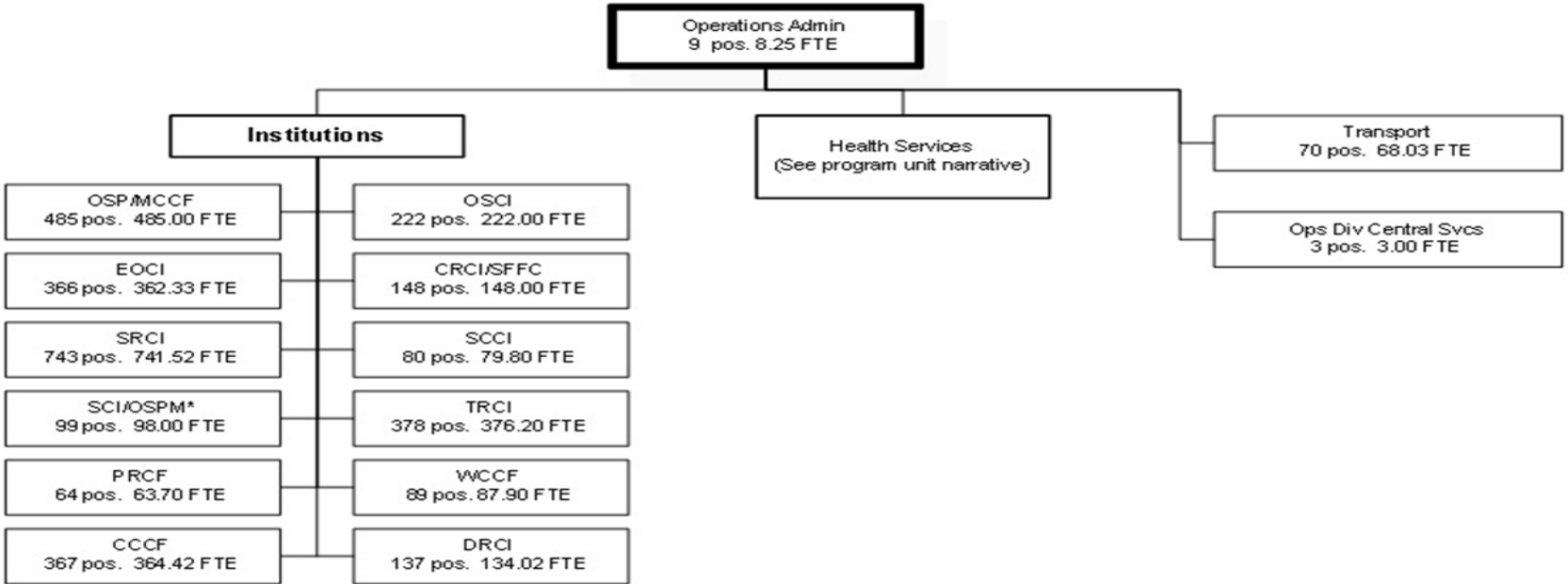
# Operations Division

Michael Gower, Assistant Director



# Operations

## OREGON DEPARTMENT OF CORRECTIONS Operations Division Organizational Chart (Excluding Health Services Program Unit) 2013 -15 Governor's Balanced Budget



\*Institution is deactivated

**Total Positions: 3,260**  
**FTE: 3,242.17**



# Administration

68

## Purpose

**Ensures the consistent application of standards for the care, supervision, and custody of inmates and the secure, safe, and orderly operations across all institutions**

---

**Manages and assigns security, security-plus, and non-security work within institutions**

---

**Acts as a liaison to communities where facilities are located**

---

**Provides oversight of systems designed to maintain efficiencies within the Operations Division**



# Security and Housing

69

## Purpose

**Provides for daily needs such as housing, food, activity, transportation, and a safe environment for all inmates in DOC custody**

---

**Manages all aspects of inmate housing at each institution**

---

**Provides all aspects of security, including staffing**

---

**Works collaboratively with other divisions for the successful completion of each inmate's corrections plan**

---

**Uses research and evidence-based principles to provide proper classification and custody level for housing offenders in the least restrictive environment**

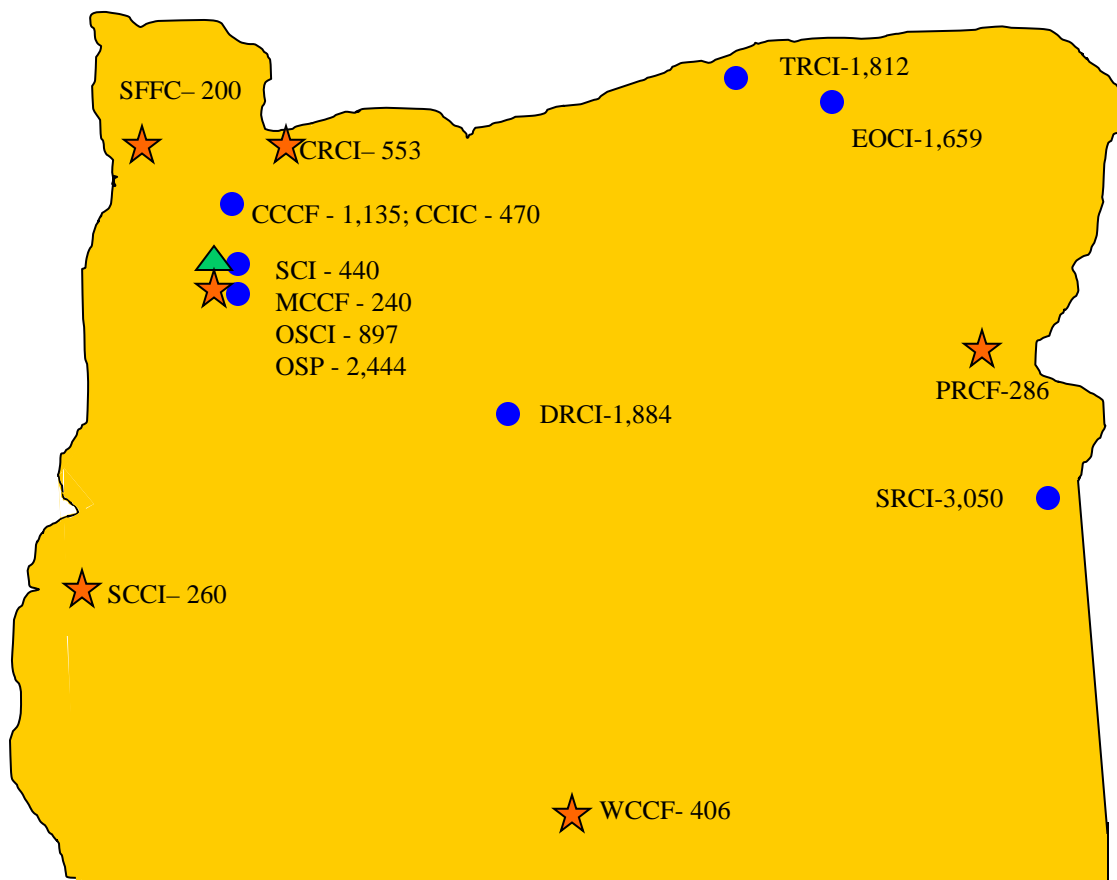
---

**Manages high risk, chronic rule violators**

---



# Prison Locations



★ Minimum Security    ● Medium Security    ▲ Maximum Security



# Institutions

71

## Challenges within the institutions

- **Increased and prolonged use of emergency beds**
- **Expanding list of deferred maintenance projects**
- **Reduced staff training**
- **Staff safety and wellness**
- **Recruitment and retention**



# Food Services

**Food purchases, storage, distribution,  
and preparation**

---

**Certified menus are consistent from  
institution to institution**

---

**Purpose**





# Physical Plant

## Purpose

**Each institution has its own physical plant and dedicated staff**

---

**Responsible for all routine repair and maintenance of the institution and grounds, as well as special projects and some capital construction**

---

**Minimum institution physical plants coordinate with Facility Services to share specialty trades staff**

---

**Use inmate apprenticeship trades programs**

---



# Correctional Rehabilitation

74

**Provides intensive case management services**

---

**Develops comprehensive case plans for each inmate**

---

**Ensures inmates are placed in appropriate treatment beds and correct institutions**

---

**Purpose**



# Inmate Work Programs

75

## **Programs such as:**

**Food services**



**Janitorial**



**Activities assistance**



**Library work**



**Education work**



**Physical plant/maintenance work**



**Outside work crews**



# Inmate Activities

76

## Activities such as:

**Toastmasters**



**Quilting/crocheting**



**Cultural activities**



**Athletics**



**Family events**



**Fundraisers**



# Inmate Transport

## Purpose

**Provides a statewide network for all inmate transportation**

---

**Participates in the North West Shuttle**

---

**Performs transfers of inmates between the states with which we have contracts (Interstate Compact) to cooperatively manage difficult or dangerous inmates or those that require extra protection**

---

**Performs offender extraditions in the United States on behalf of the Governor's Office**

---

**Collaborates with the Office of Population Management to coordinate transfers and reduce inefficiencies**

---

**Coordinates peer security audits and tactical training statewide**

---



# Improving Programs and Cost Savings

78

## Operations

- **Established personal services cost control measures**
- **Reorganized central inmate work program administration and financial structure**
- **Enhanced visiting operations to encourage inmate connections with family**
- **Expanded use of new technology and equipment to reduce staff injuries associated with Use of Force incidents**



# Major Budget Drivers

79

**Rising inmate population**

**Staff salaries and benefits**

**Cost increases**

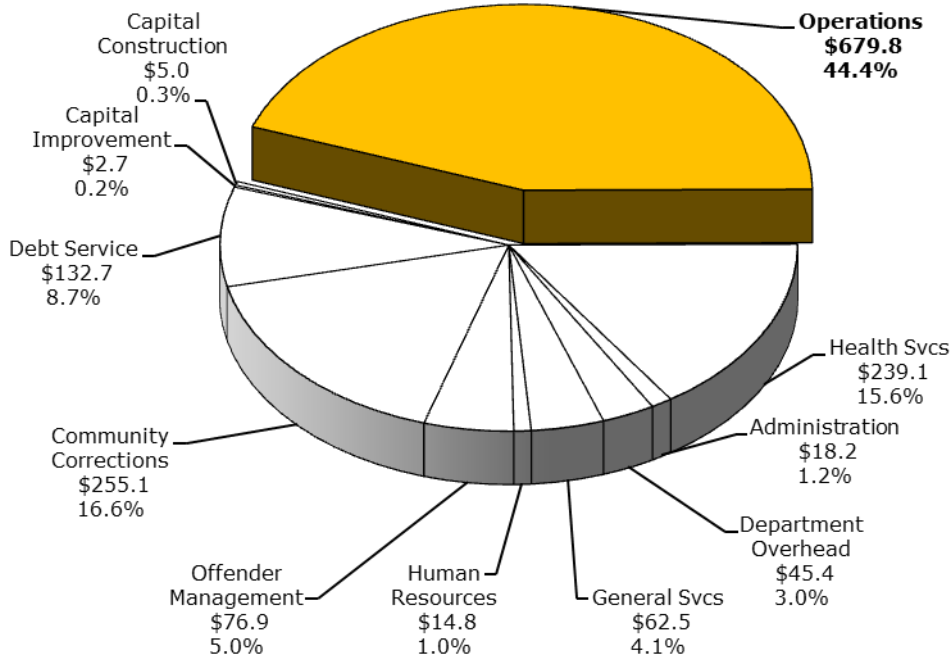
- Food, clothing, and personal supplies
- Facility Maintenance Costs
- Institution Fuels and Utilities and Transport Fuel Costs
- Medical and Mental Health Services

**Institution disturbances**



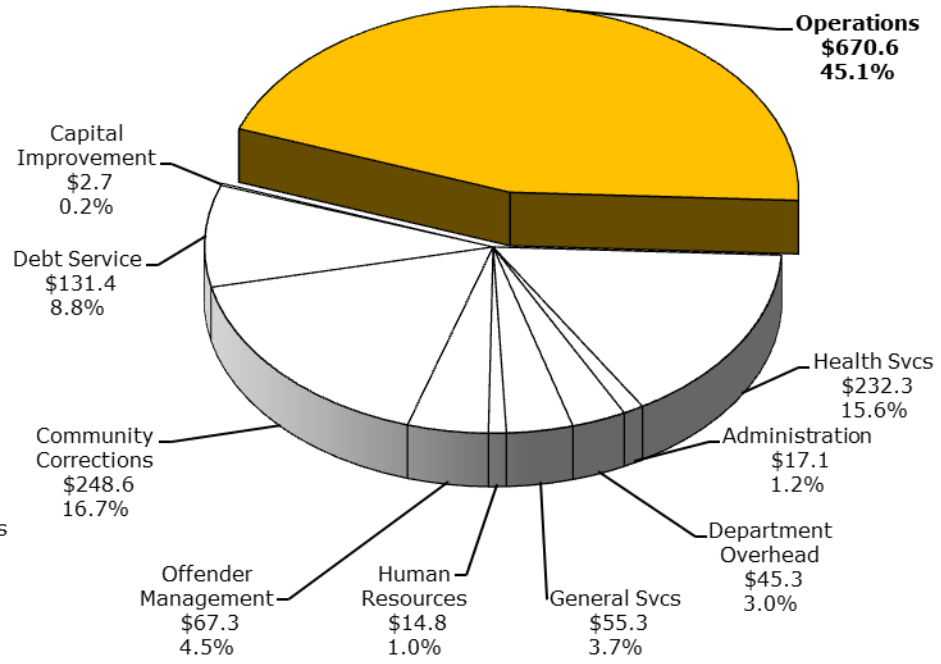
# 2013-15 Governor's Balanced Budget

### Expenditures by Division – Total Funds (\$ in millions)



**Total Agency Expenditures**  
**\$1,532,302,310**

### Expenditures by Division – General Fund (\$ in millions)



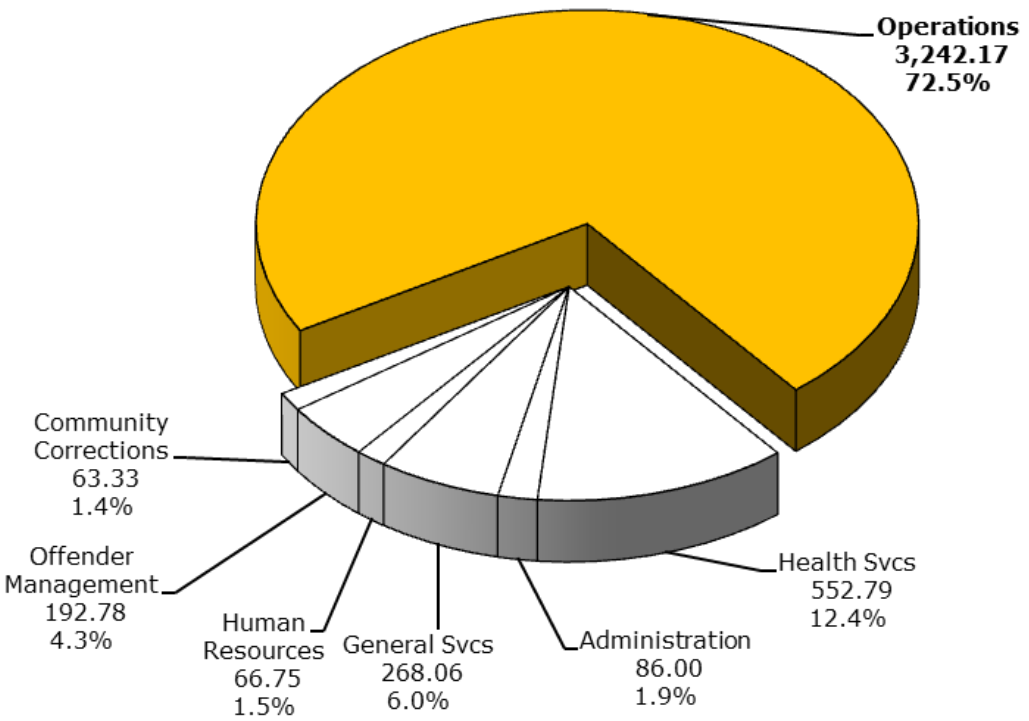
**Total Agency General Fund**  
**\$1,485,510,100**





# 2013-15 Governor's Balanced Budget

### FTE by Division



**Total Agency FTE  
4,471.88**



# Health Services

## OREGON DEPARTMENT OF CORRECTIONS Health Services Organizational Chart 2013 -15 Governor's Balanced Budget



**Total Positions: 584**  
**FTE: 552.79**



# Medical Services

83

## Purpose

**Provides extensive primary care on-site**

---

**Provides specialty care through contract providers**

---

**Coordinates appointments off-site with specialists as needed**

---

**Accesses community hospitals when necessary**

---

**Uses a managed care model**

---

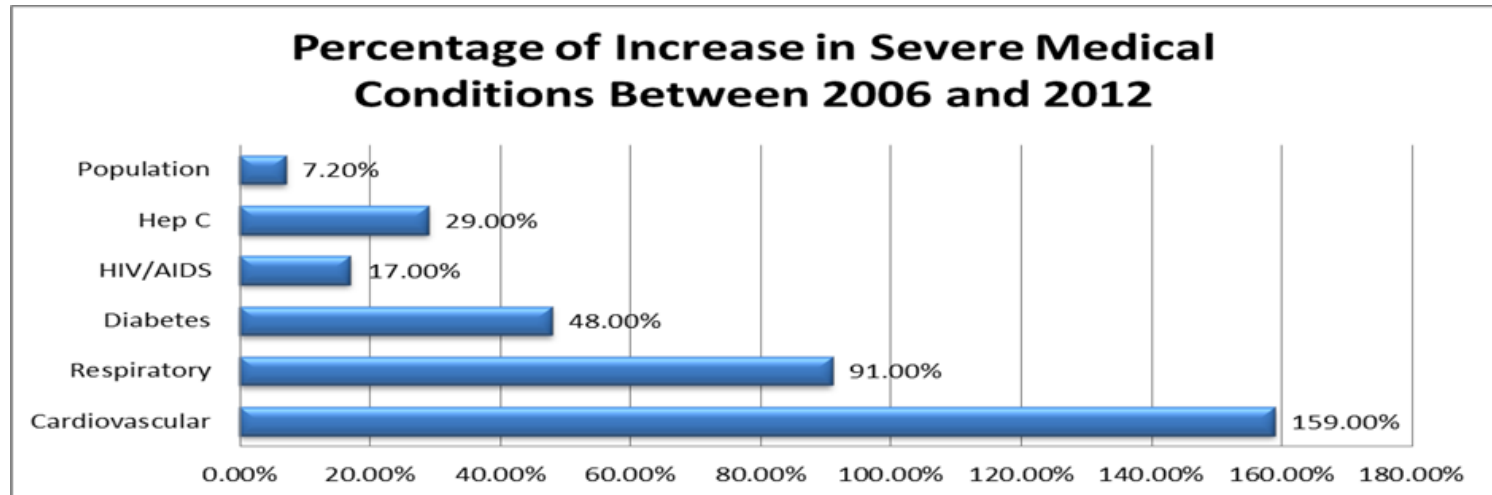
**Provides in-house dental services**

---



# Medical Services

Special Health Care Need	# of Patients Diagnosed					
	12/06	12/08	12/09	12/10	12/11	12/12
Hep C	1,402	1,793	1,735	1,651	1,742	1,804
HIV / AIDS	52	57	64	63	58	61
Diabetes	544	648	689	721	822	807
Respiratory	754	1,005	1,054	1,220	1,273	1,446
Cardiovascular	1,914	2,667	3,163	3,487	4,608	4,967

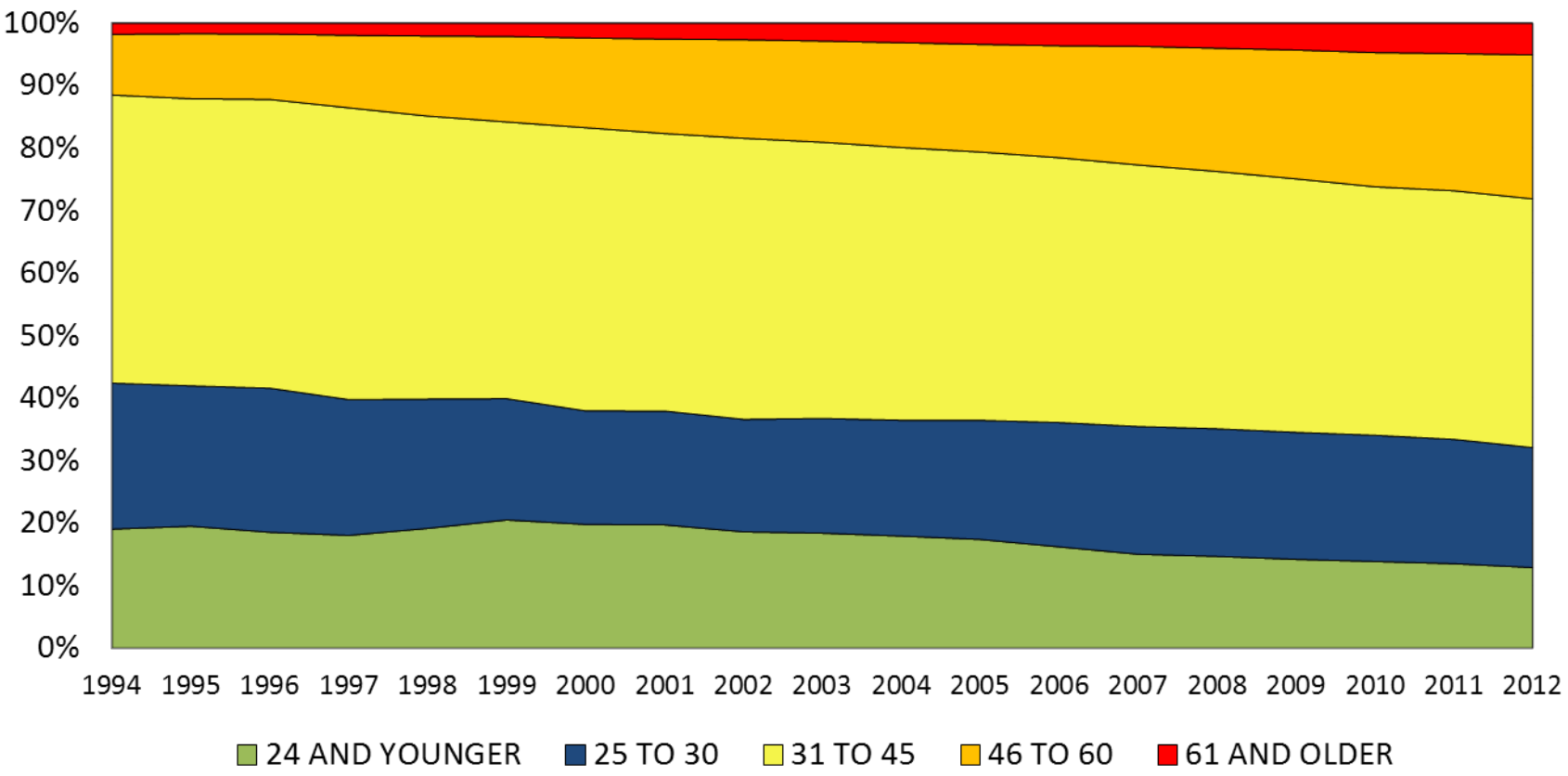


\*Some patients reflected in more than one category.



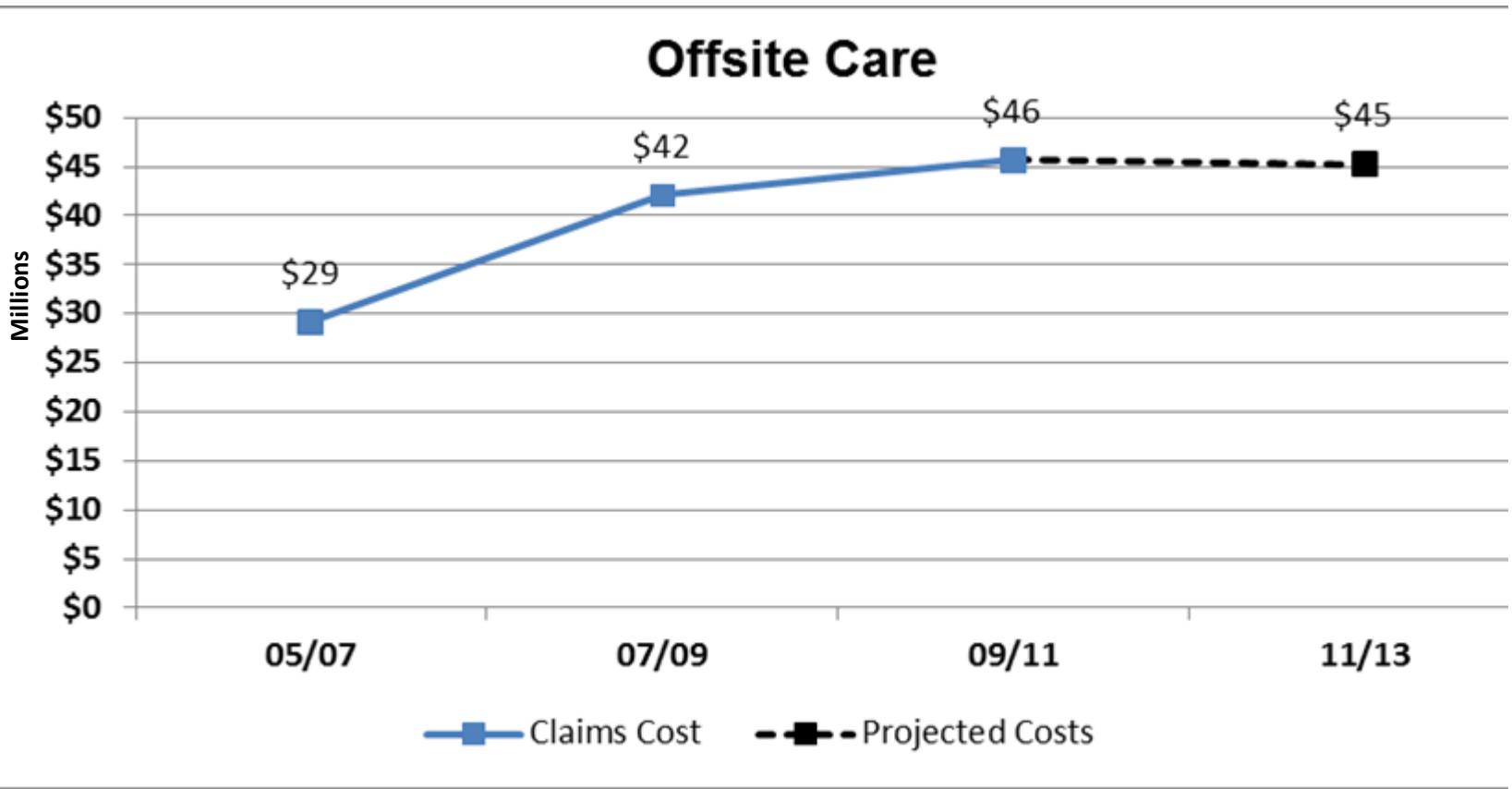
# Medical Services

### Percent of Total Prison Population by Age Group





# Medical Services





# Medical Services

87

## Challenges for Medical Services

- **Lack of electronic health records**
- **Shortage of infirmary beds for males on the west side of the state**
- **Increase in chronic illnesses**
- **Recruitment of physicians and nurse practitioners**
- **Increase in medical complexity**
- **Prison Rape Elimination Act (PREA) standards**



# Behavioral Health Services

## Purpose

**Provides services to mentally ill inmates with a four-tier level of service:**

**Mental Health Infirmery (MHI)**

---

**Intermediate Care Housing (ICH)**

---

**Day Treatment Unit (DTU)**

---

**Mental Health Unit (MHU)**

---

**Manages inmates with behavioral issues and mental illness (BHU)**

---

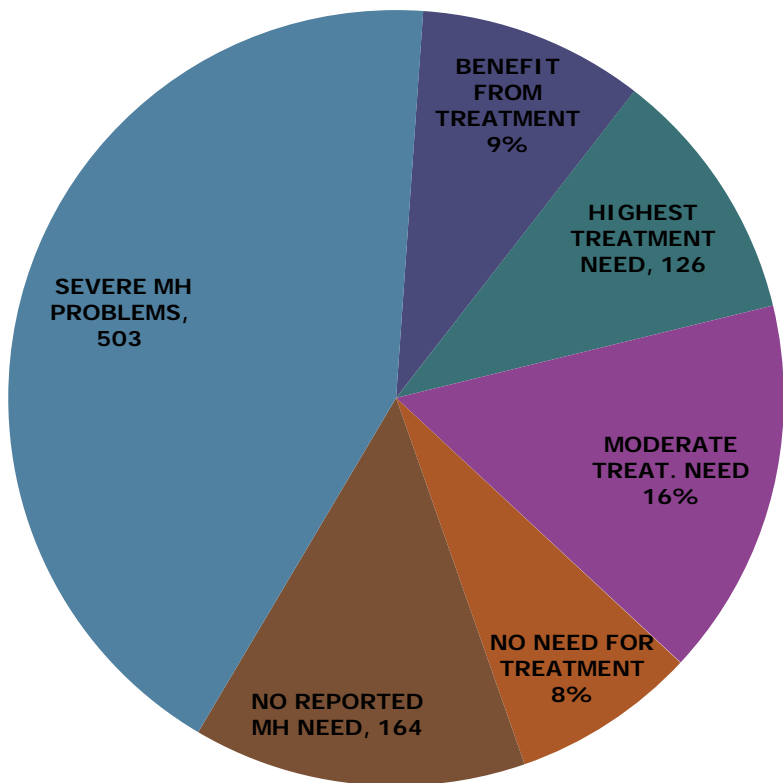




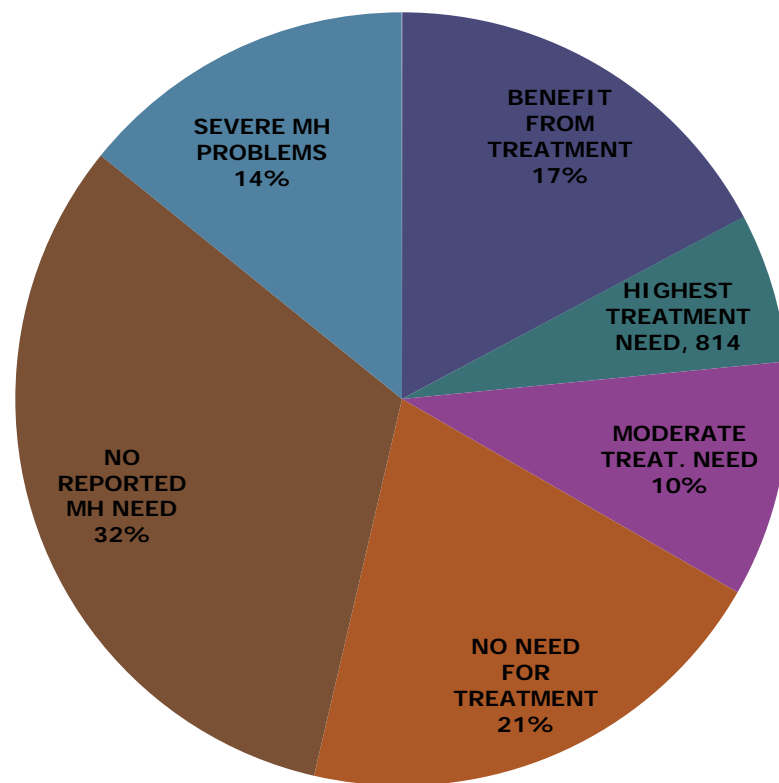
# Behavioral Health Services

## Mental Health Needs

### Female



### Male





# Behavioral Health Services

90

## Challenges for BHS

- **Space and environmental factors not conducive to mental health treatment**
- **Difficulty recruiting and retaining psychiatric mental health nurse practitioners and psychiatrists**
- **Limited safe housing options, staffing, and specialized treatment environments**
- **New PREA standards require training, implementation, follow-up, and increased service delivery needs**



# Pharmacy & Medical Stores

**To purchase, package, and distribute pharmaceuticals to DOC institutions for the inmate population**

---

**To coordinate the purchase, maintenance, and repair of diagnostic and medical treatment equipment**

---

**To distribute instruments, nursing supplies, and durable medical goods to DOC institutions**

---

## Purpose



# Pharmacy & Medical Stores

92

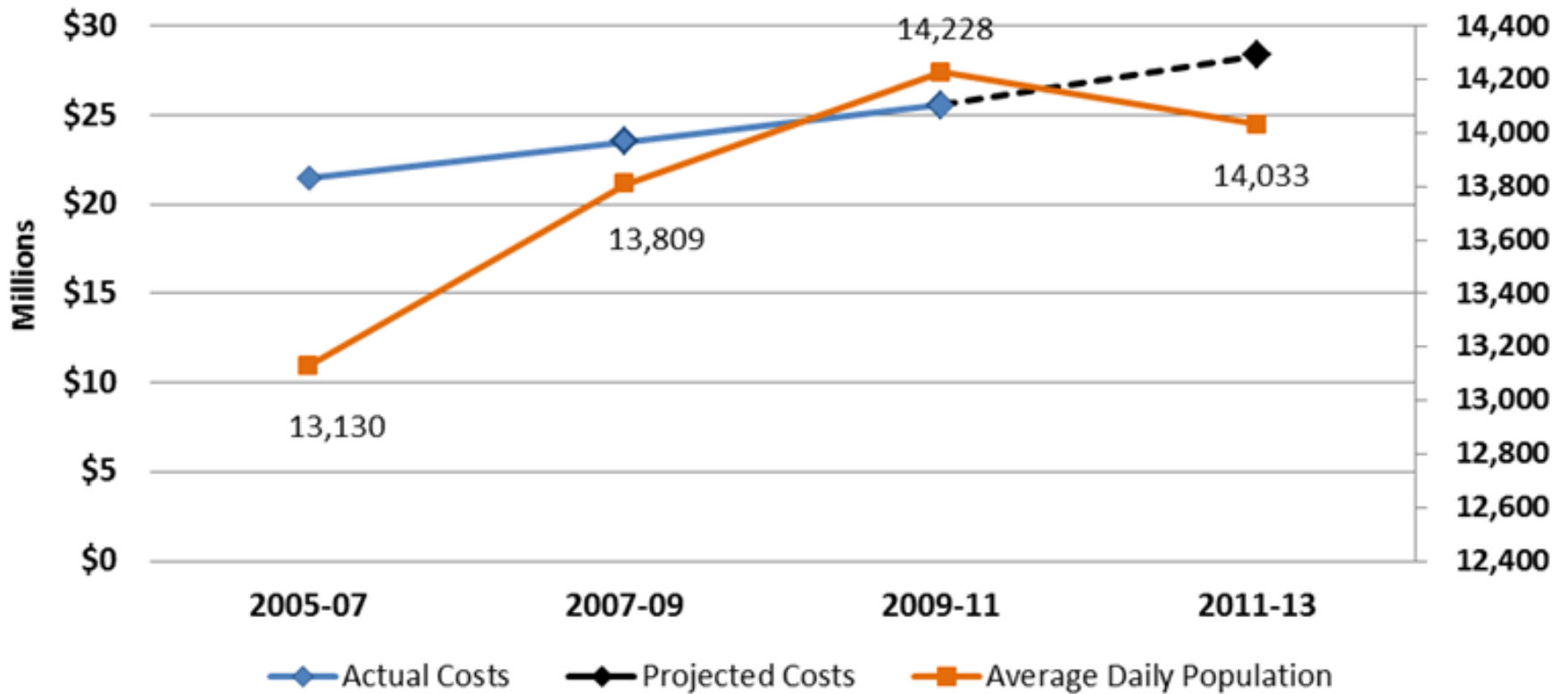
## Challenges for Pharmacy

- **Cost of pharmaceuticals/new drug therapies (Hepatitis C)**
- **Availability of necessary medications**



# Pharmacy

## Pharmaceuticals





# Oregon Department of Corrections Improving Programs and Cost Savings

94

## Health Services

- **Fewer offsite trips at SRCI in January 2012 due to onsite orthopedic provider contract**
- **Implemented Chronic Disease Self-Management program**
- **Participated in “Corrections/Prisons” Class of Trade as a method for defining additional medication purchase discounts**



# Budget Drivers

95

**Off-site care cost control**

**Growing medical care costs**

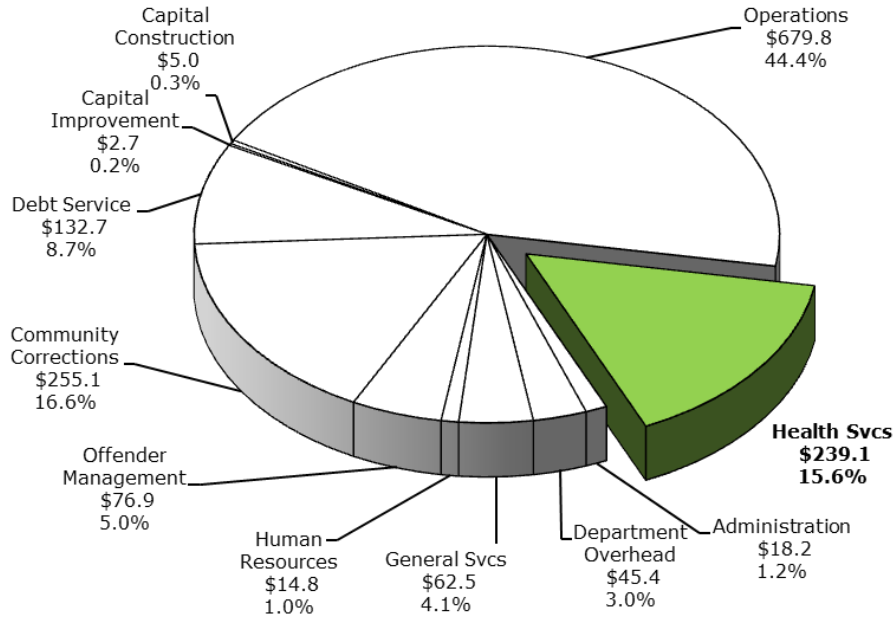
**Increase in number of  
mentally ill**

**Increase in number of  
medically complex,  
including elderly**



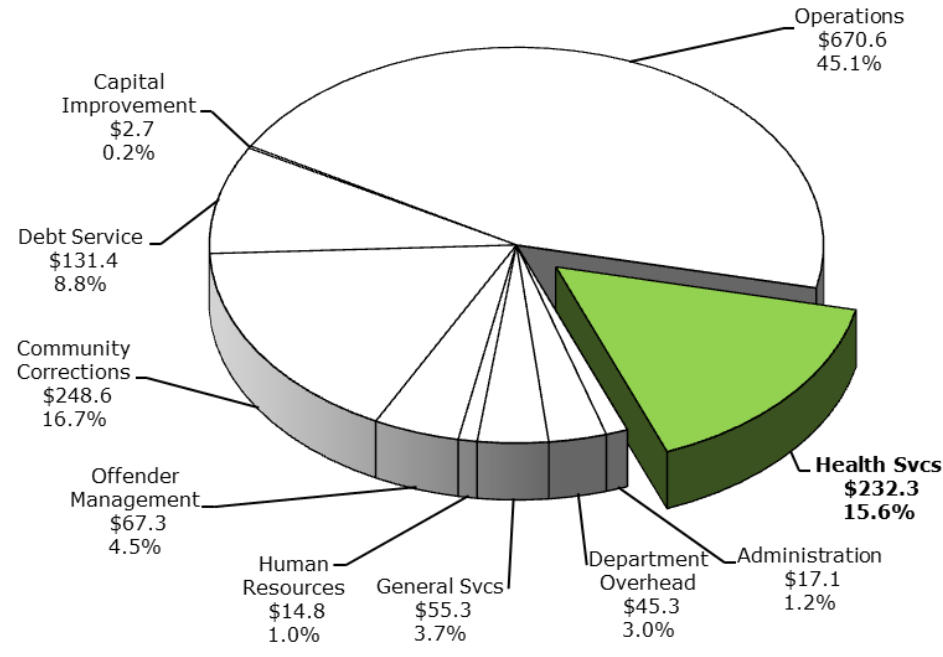
# 2013-15 Governor's Balanced Budget

### Expenditures by Division – Total Funds (\$ in millions)



**Total Agency Expenditures  
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### Expenditures by Division – General Fund (\$ in millions)



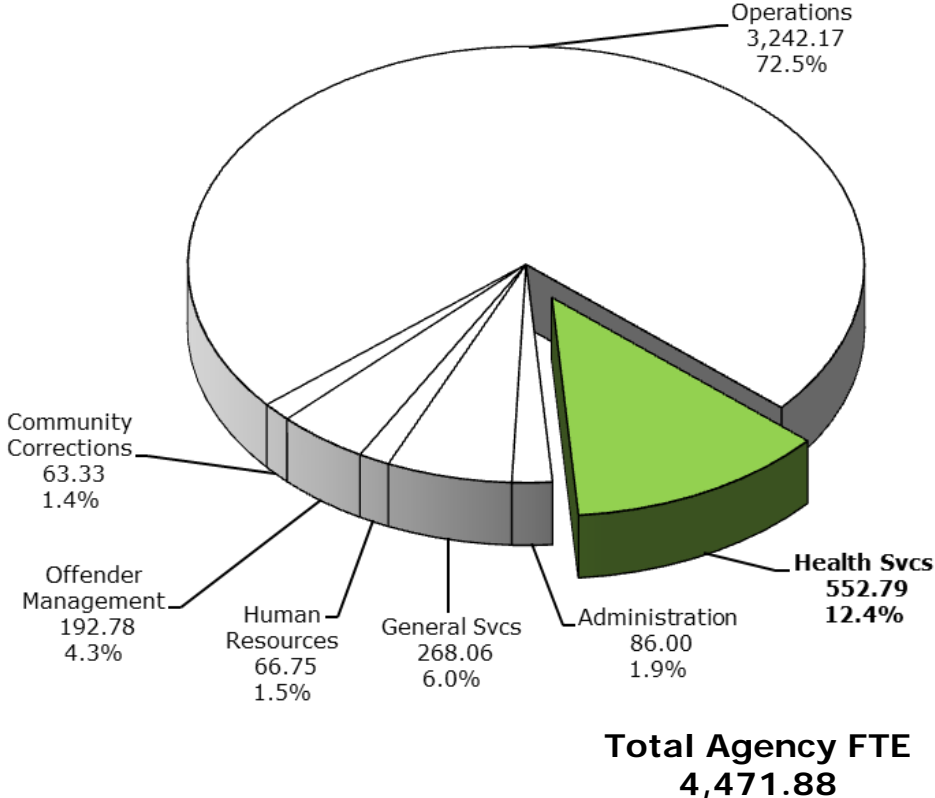
**Total Agency General Fund  
\$1,485,510,100**





# 2013-15 Governor's Balanced Budget

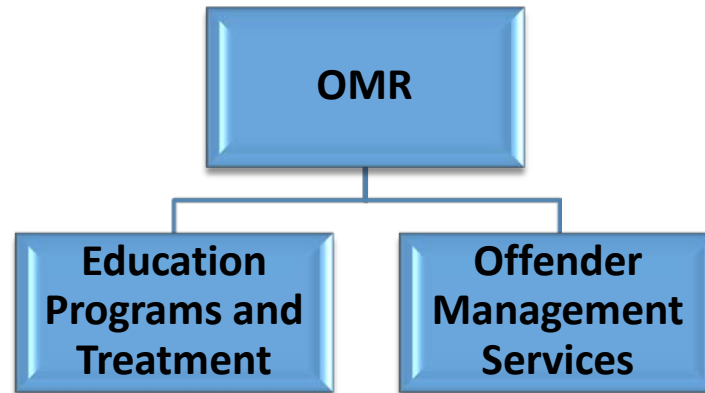
### FTE by Division





# Offender Management and Rehabilitation

98



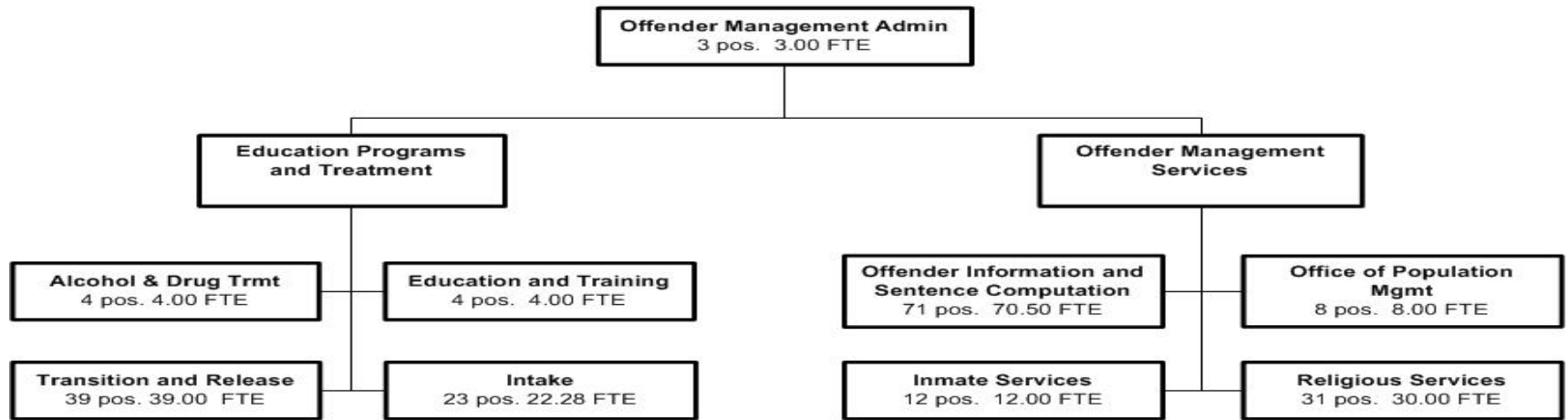
# Offender Management and Rehabilitation

Chane Griggs, Assistant Director



# Offender Management and Rehabilitation

## OREGON DEPARTMENT OF CORRECTIONS Offender Management & Rehabilitation Division Organizational Chart 2013-15 Governor's Balanced Budget



**Total Positions: 195  
FTE: 192.78**



# Intake and Assessment

**Processes all offenders sentenced to the custody of DOC**

---

**Conducts individualized assessments of each offender entering DOC**

---

**Collaborates with other DOC units to develop individualized case plans**

---

**Purpose**



# Offender Information and Sentence Computation

101

**Ensures accurate sentence computation**

---

**Coordinates with other state and federal jurisdictions regarding offender custody and transfer issues**

---

**Provides information to law enforcement agencies and to the public**

---

**Processes subpoenas**

---

**Maintains and stores all offender records in the State of Oregon**

---

**Purpose**



# Office of Population Management

102

**Ensures efficient movement and housing of all inmates:**

---

**In-state**

---

**Out-of-state**

---

**In other jurisdictions**

---

**Those with special needs**

---

**Purpose**



# Education

103

## Purpose

**Provides a  
continuum  
of  
education:**

**Adult Basic Skills  
Development**

---

**Vocational training**

---

**Community college and  
industry standard certificate  
programs**

---

**Apprenticeship and  
certifications**

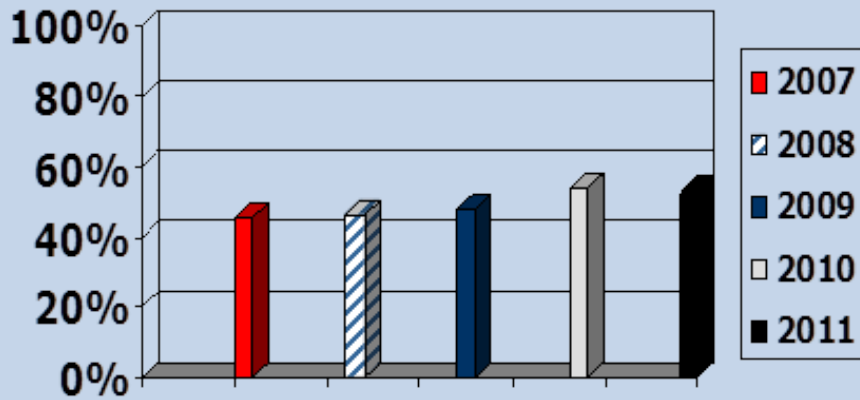
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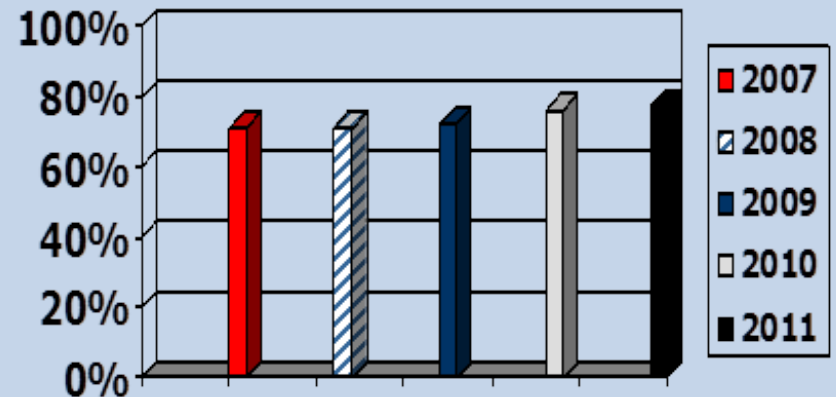
# Education

104

## Complete a GED



## Progress in Skill Level







# Alcohol and Drug Treatment and Cognitive Restructuring

105

**Provides intensive alcohol & drug treatment**

---

**Provides cognitive behavioral services**

---

**Focuses on successful and drug-free community living and pro-social thinking**

---

**Purpose**



# Inmate Services

106

**Ensures inmate and family concerns are addressed in a manner consistent with DOC's mission and with DOC's mandate to operate safe and secure institutions**

---

**Processes all visiting applications and appeals**

---

**Coordinates the department's volunteers**

---

**Purpose**



# Religious Services

107

## Purpose

**Provides a wide range of faith-based services**

---

**Provides pastoral counseling**

---

**Provides crime victim services**

---

**Facilitates “Home for Good” (HGO) program**

---



# Transition and Release

108

**Coordinates release planning efforts**

---

**Assists releasing inmates in obtaining identification and applying for federal/state benefits**

---

**Provides skills-based transition programming**

---

**Partners with department staff, other state, federal and local agencies, and community organizations to improve successful reentry into the community**

---

**Purpose**



# Improving Programs and Cost Savings

109

## Offender Rehabilitation and Management

- **Added electronic finger-print machine at intake**
- **Developed and Implemented Standardized Statement of Imprisonment for Pre-DOC Incarceration time**
- **Centralized the inmate transfer system under the Office of Population Management**
- **Implemented a treatment assignment and screening committee**
- **Better assisting eligible inmates with pre-qualification for federal and other benefits**
- **Implementing a “Valid with Previous Photo” process for state-issued ID prior to release**
- **Exploring Telmate enhanced services options to upgrade reentry kiosk automation**



# Major Budget Drivers

110

**Valid with Previous Photo program**

**Computer-based GED testing**

**Antiquated sentence calculation technology**

**Sentencing law changes**

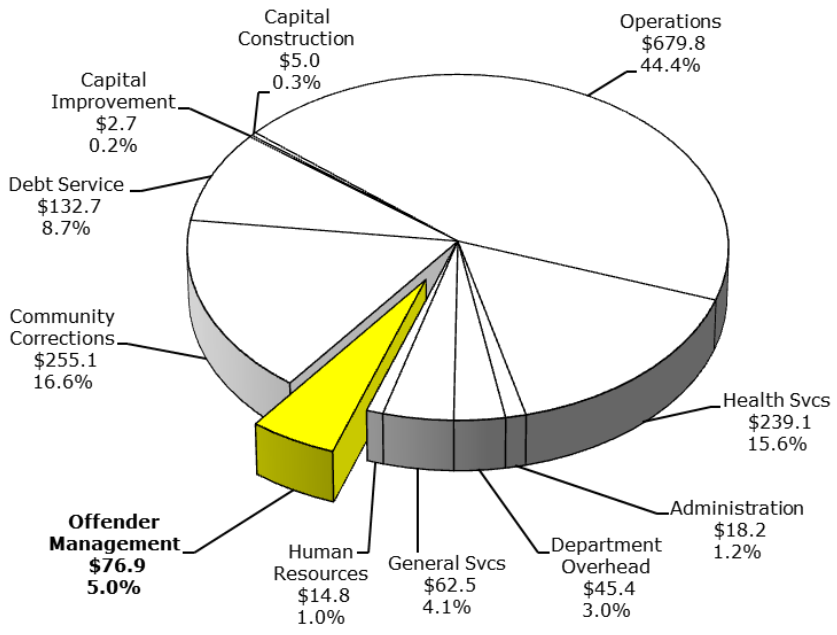
**VINE system**

**PREA standards**



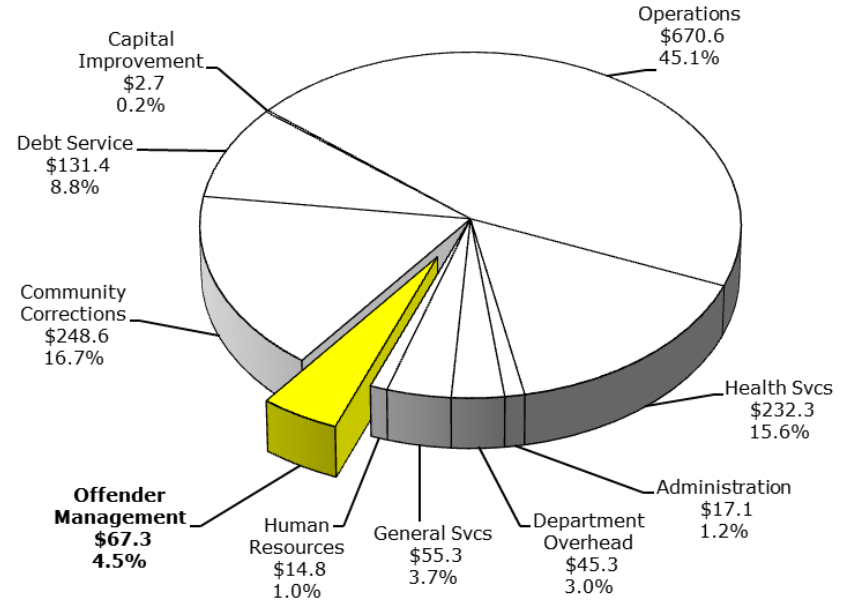
# 2013-15 Governor's Balanced Budget

### Expenditures by Division – Total Funds (\$ in millions)



**Total Agency Expenditures**  
**\$1,532,302,310**

### Expenditures by Division – General Fund (\$ in millions)

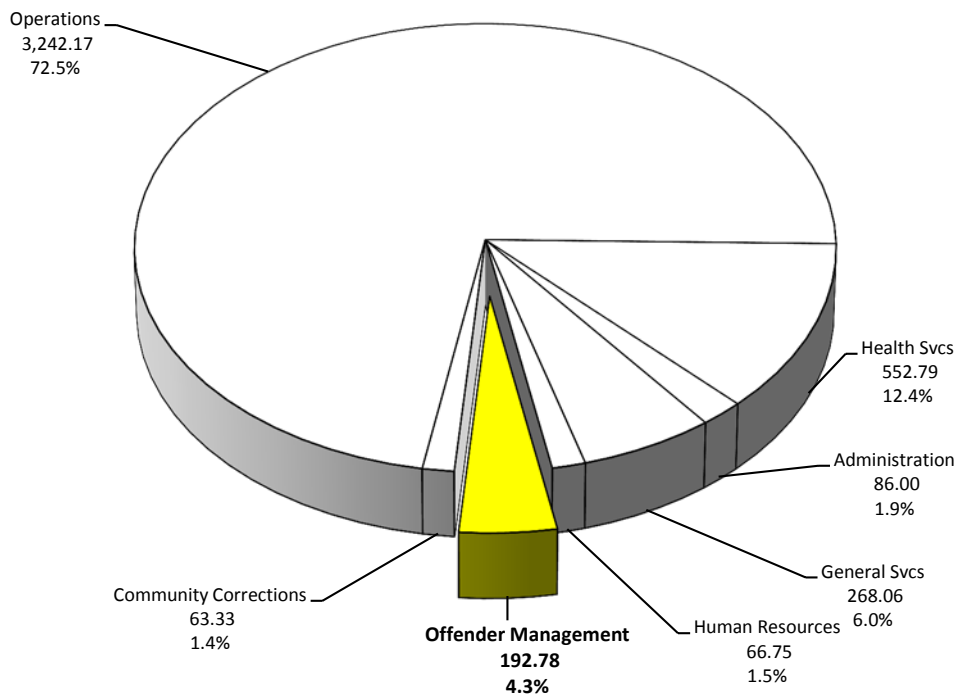


**Total Agency General Fund**  
**\$1,485,510,100**



# 2013-15 Governor's Balanced Budget

## FTE by Division



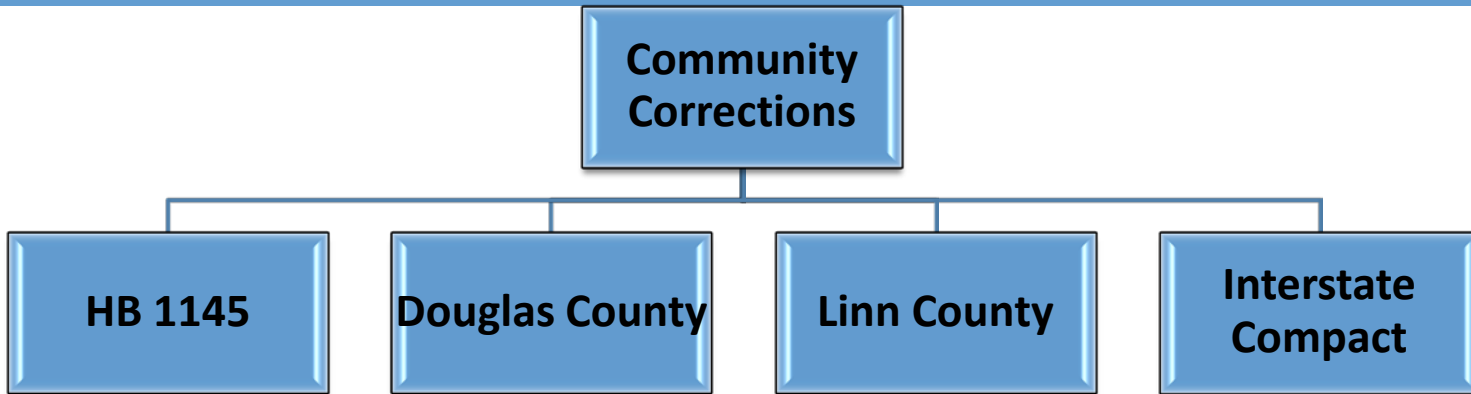
**Total Agency FTE**  
**4,471.88**





# Community Corrections

113



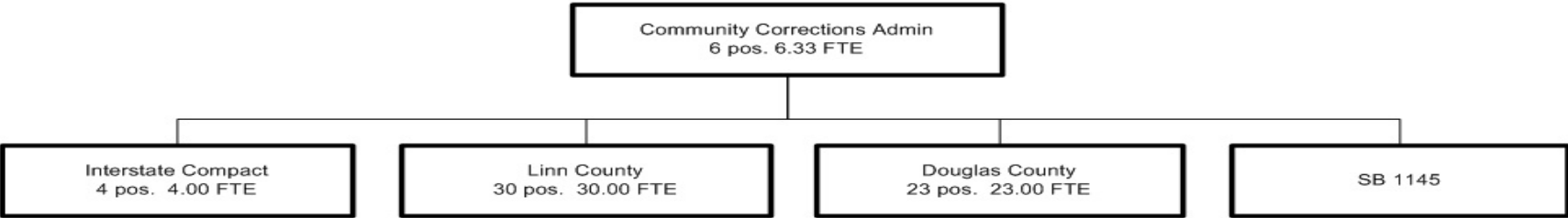
## Community Corrections

Jeremiah Stromberg, Assistant Director



# Community Corrections

## OREGON DEPARTMENT OF CORRECTIONS Community Corrections Division Organizational Chart 2013 -15 Governor's Balanced Budget



**Total Positions: 63  
FTE: 63.33**



# Program Priority List

115

**Grants to Counties**

**Statewide Collaboration  
and Administrative  
Support**

**Interstate Compact**



# Grants to Counties

**Reduce recidivism for offenders on community supervision.**

---

**Monitor conditions of supervision: Percentage successfully completing supervision.**

---

**Promote offender change: Percentage in programs and percentage employed.**

---

**Address victims of crime: Percent of restitution collected, and percent of community service work completed.**

---

**Purpose**



# Grants to Counties

117

## Purpose

**Responsible for 31,840 offenders on supervision in the community.**

**Local Control: 641**

---

**Parole/Post-Prison: 13,406**

---

**Probation: 17,793**

---

**Supervision and community-based sanctions and services are provided by counties through intergovernmental agreements**

---



# Statewide Collaboration and Administrative Support

118

## Purpose

**Manage Linn and Douglas County probation/parole**

**Statewide coordination and oversight**

**Administer grants and inter-governmental agreements**

**Training & technical assistance**

**Operate the Interstate Compact**

**Jail inspections**

**Transitional leave**

**Re-Entry Council**



# Improve Programs and Cost Savings

119

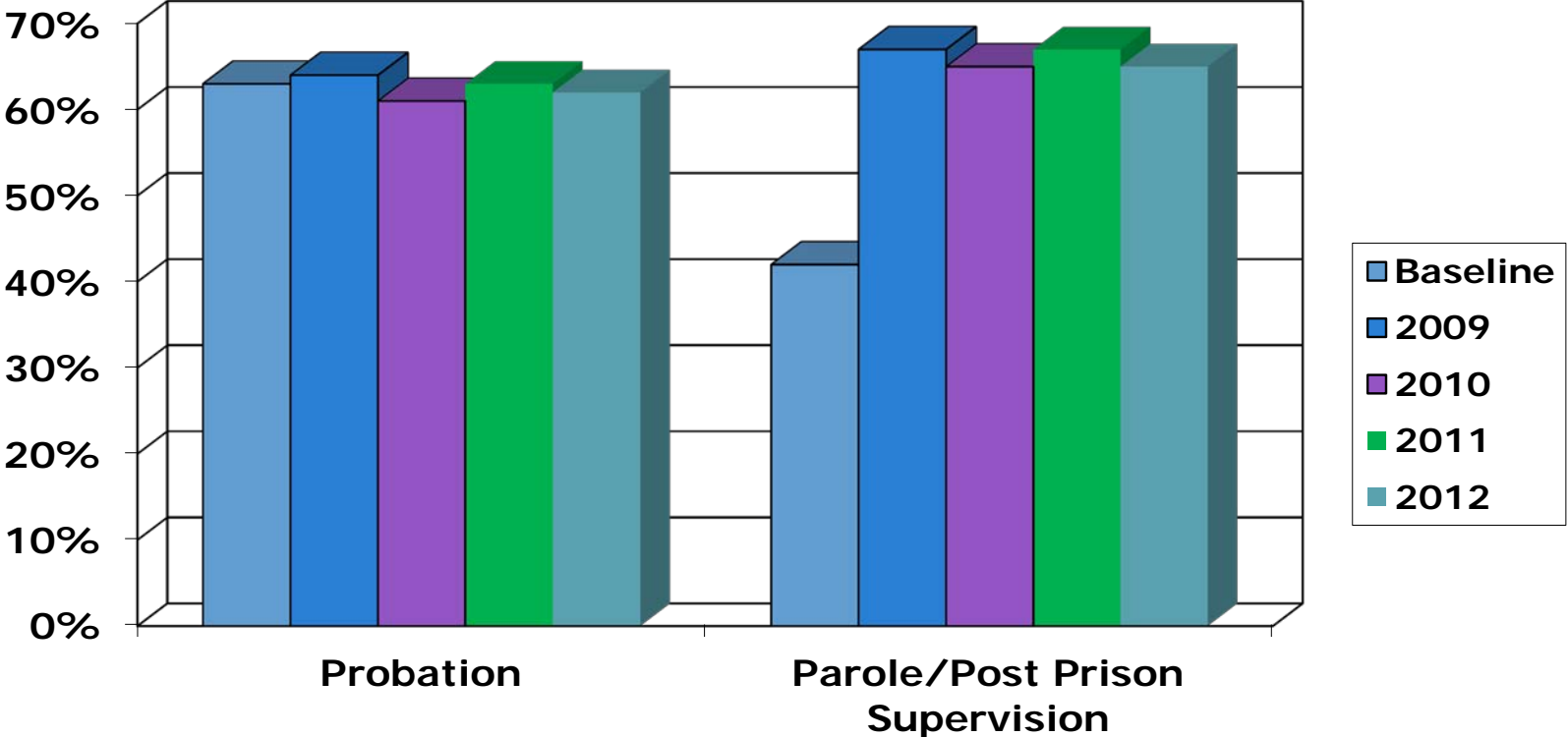
## Community Corrections

- **Implemented a site review process to measure a jurisdiction's practices against evidence-based effective correctional practices**
- **Created real time performance data for managers and individual line staff**
- **SMART Probation Grant**



# Grants to Counties

## Monitor Conditions of Supervision: Positive Case Closure

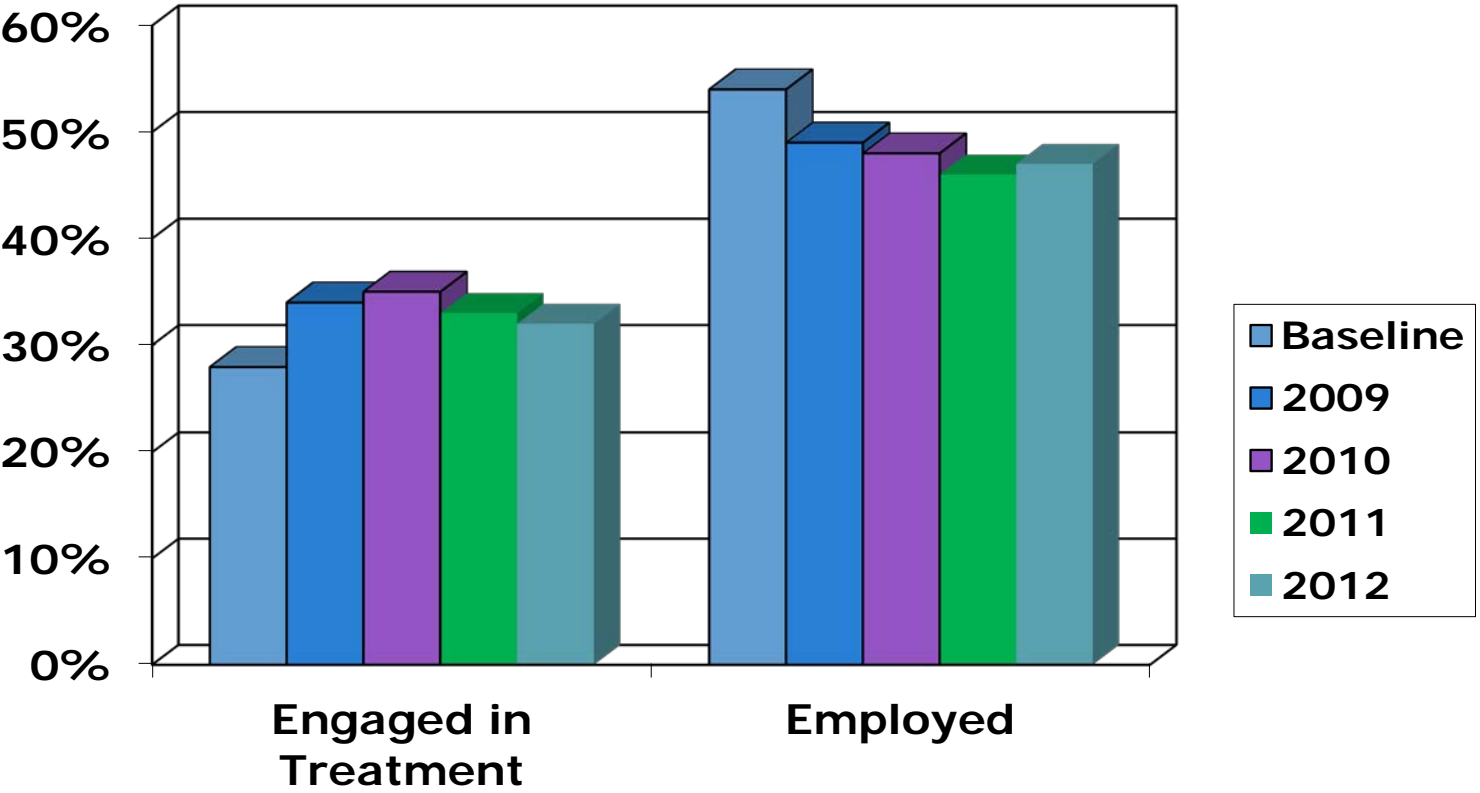






# Grants to Counties

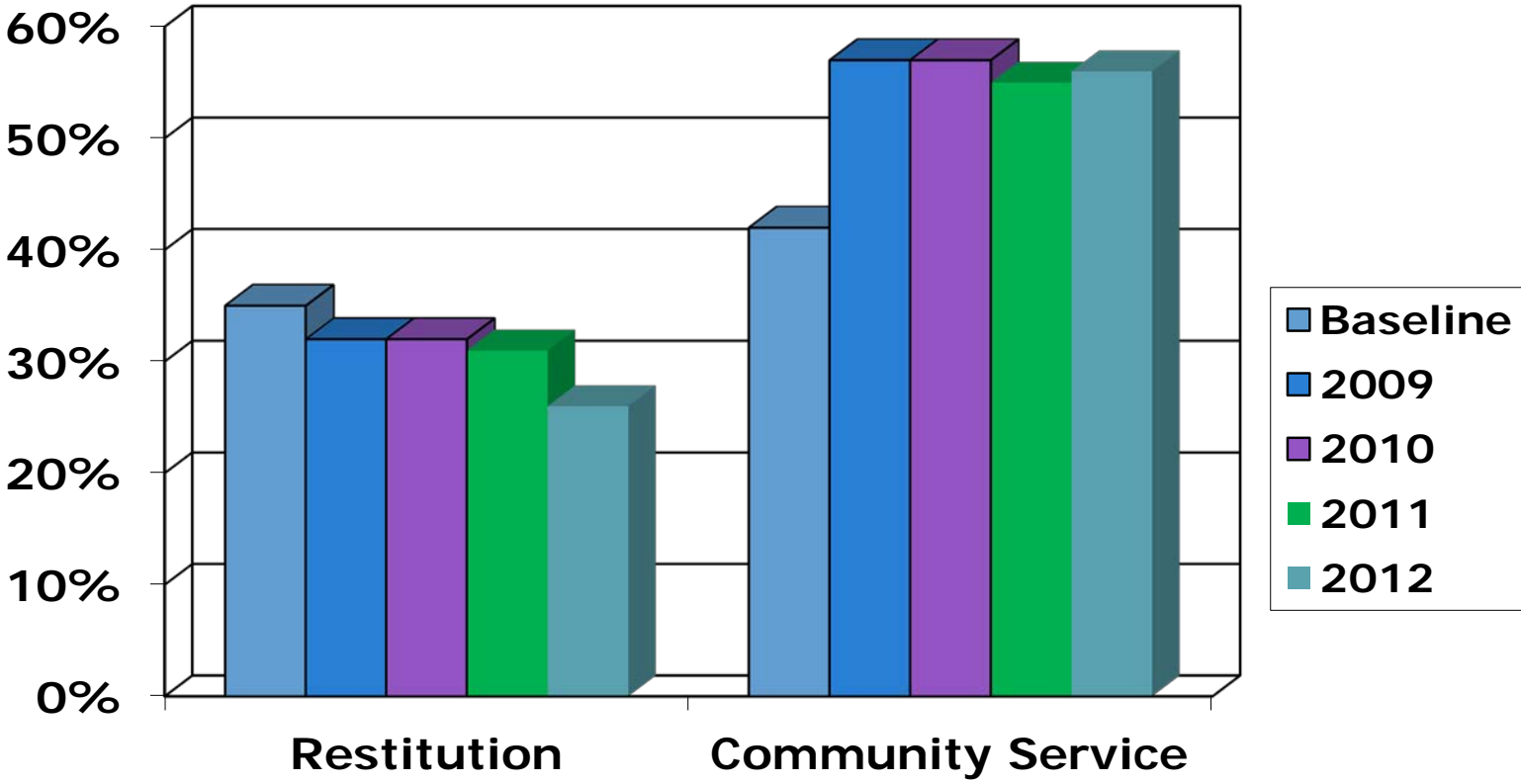
## Promote Offender Change





# Grants to Counties

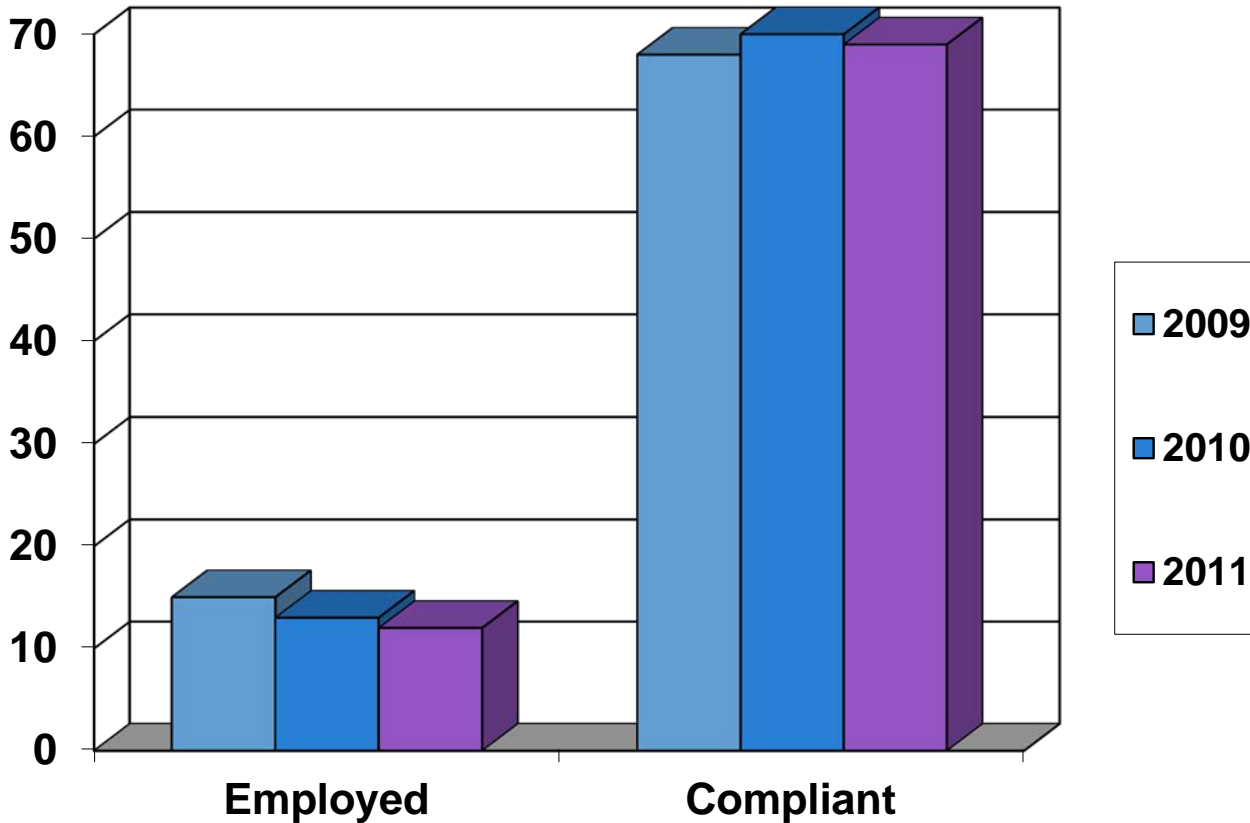
## Support Victims of Crime





# Grants to Counties

## Percentage of Offenders Successful During First 180 Days of Release





# Interstate Compact

124

**Governs the transfer of supervision for offenders moving in and out of the state**

## Purpose

**Processes applications for transfer to and from other states**

**2012 Annual Report**

**Incoming Cases: 1,226**

**Outgoing Cases: 1,808**

**Processes applications for prison releases to other states**

**Monitors offenders being held on out-of-state detainers or U.S. Marshal holds**



# Major Budget Drivers

125

**Capitated Rate:  
Average cost per day  
of managing the  
community  
corrections population**

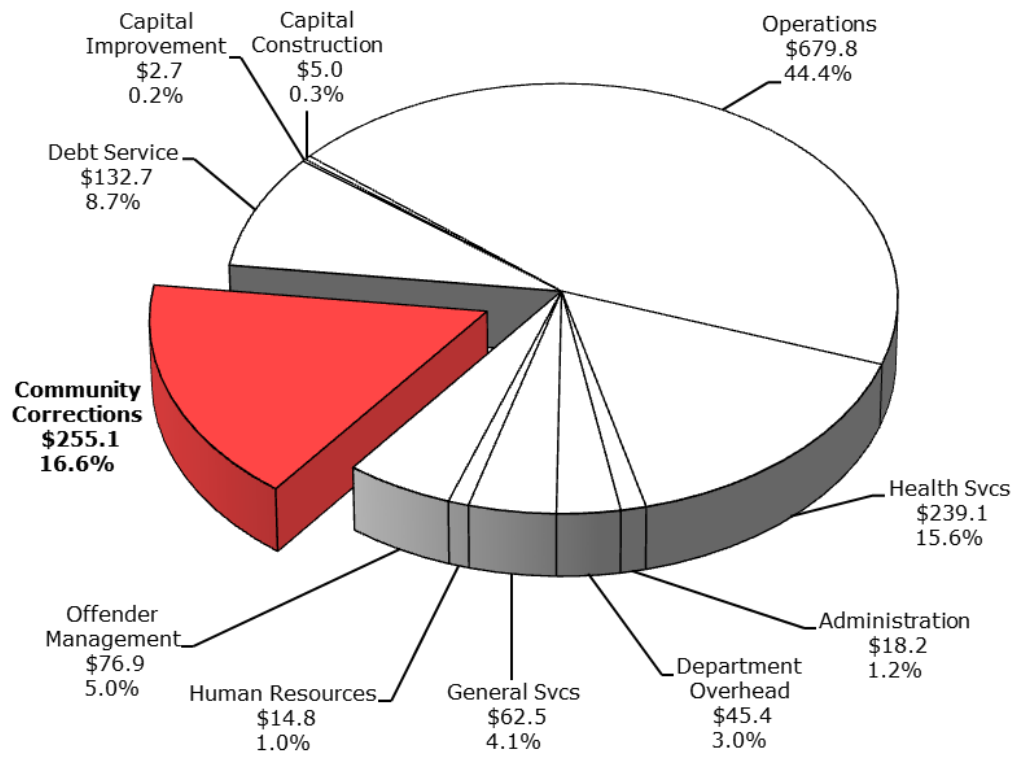
- **Uses 2 Components**
  - **Population divided into risk categories**
  - **Risk category daily rates**

**Capitated Rate x  
Forecasted Population  
= Community  
Corrections Funding**



# 2013-15 Governor's Balanced Budget

### Expenditures by Division – Total Funds (\$ in millions)

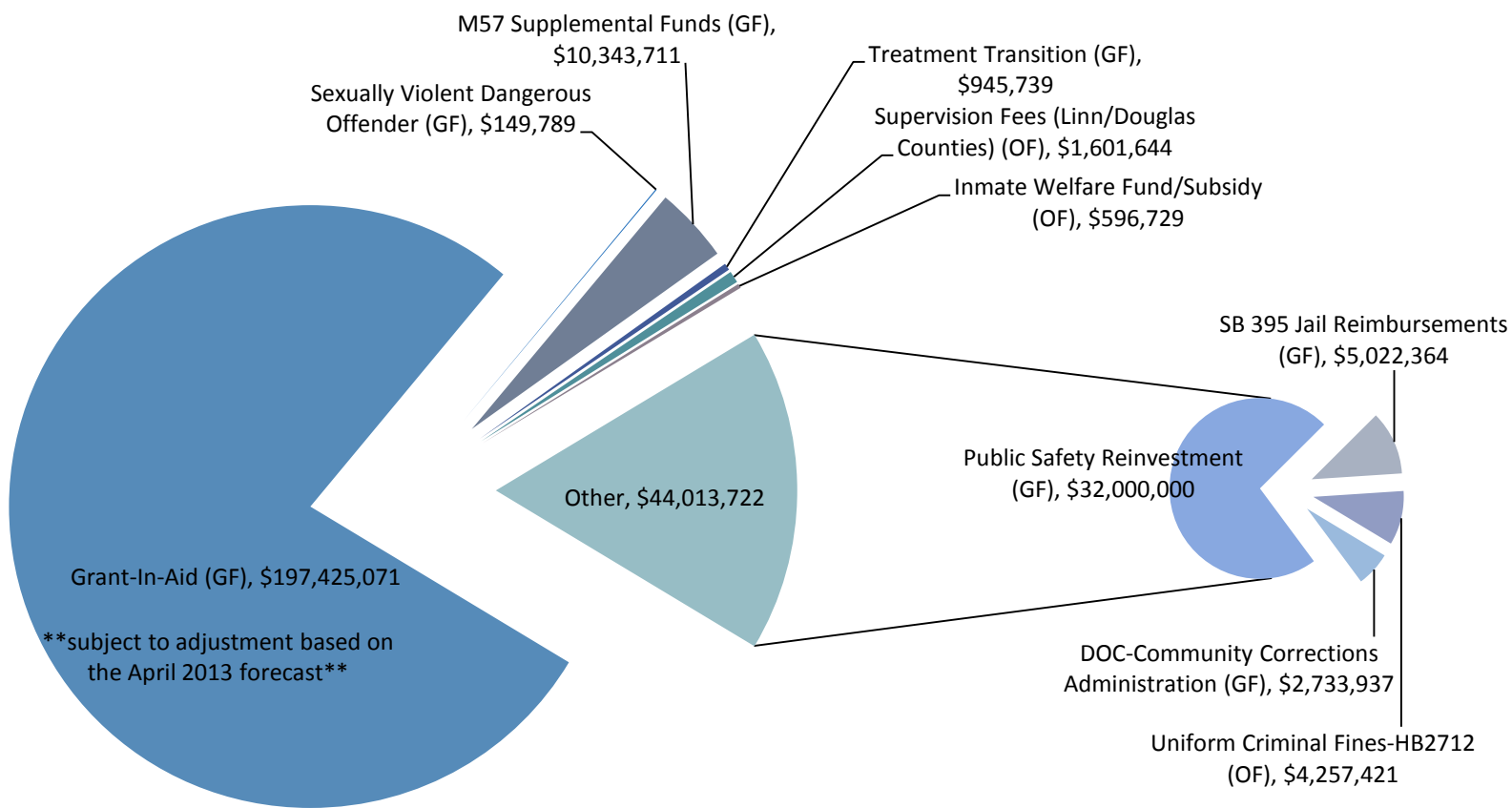


**Total Agency Expenditures  
\$1,532,302,310**



# 2013-15 Governor's Balanced Budget

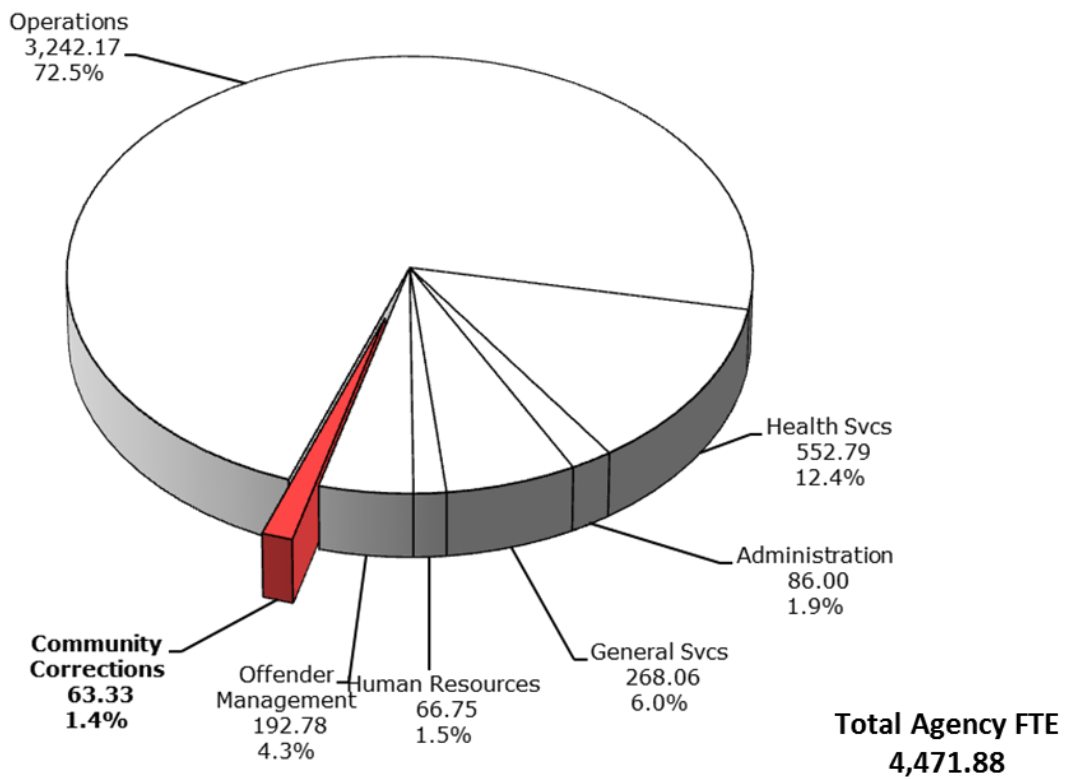
## 2013-2015 Governors Balanced Budget (\$255.1)





# 2013-15 Governor's Balanced Budget

## FTE by Division

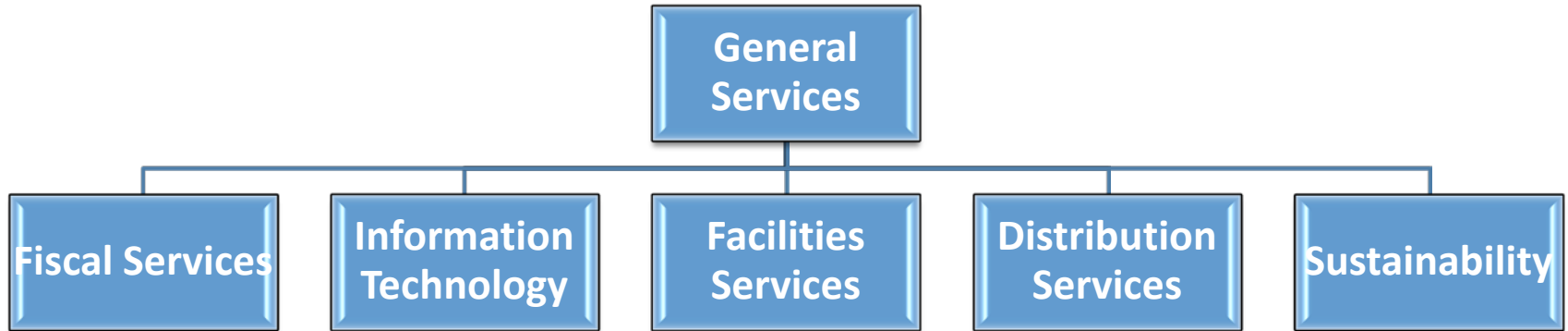






# General Services

129



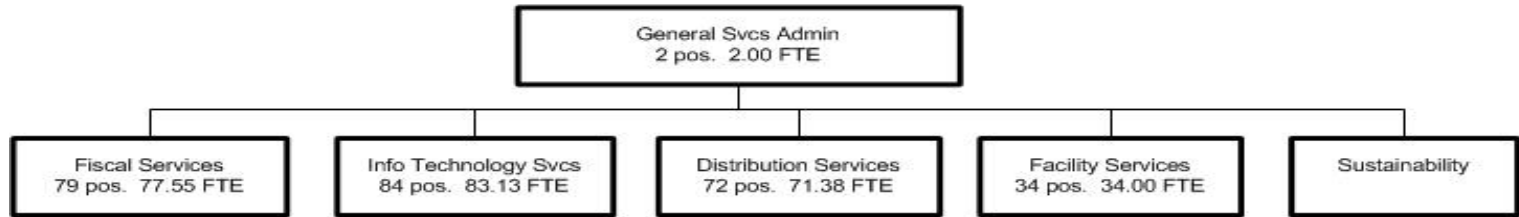
# General Services

Mitch Morrow, Deputy Director



# General Services

## OREGON DEPARTMENT OF CORRECTIONS General Services Division Organizational Chart 2013 -15 Governor's Balanced Budget



**Total Positions: 271**  
**FTE: 268.06**



# Fiscal Services

131

**Purpose**

**Provides accounting management**

---

**Payroll**

---

**Inmate trust accounting management**

---

**Contract and procurement management**

---

**Financial systems management**

---



# Information Technology

132

## Purpose

**Manages and provides support for information technology activities**

---

**Manages and maintains computer services**

---

**Develops and maintains software and databases**

---

**Provides Intra-agency coordination on technology issues**

---

**Provides operations and business support:**

**Technology support for inmates (law library, education, employment)**

---

**Business analysis support**

---

**Project management / customer advocates**

---



# Facilities Services

133

## Purpose

**Oversees ongoing support for the existing facilities**

---

**Administrates repair and maintenance program for existing institutions**

---

**Manages leased facilities and property holdings**

---

**Provides support for communications infrastructure**

---

**Ensures code compliance in maintenance and repair activities**

---



# Distribution Services

134

## Purpose

**Manages statewide inventory of expendable and non-expendable goods**

---

**Manages food product inventories and transports these goods to institution kitchens statewide**

---

**Manages the inmate commissary program statewide**

---



# Sustainability

135

---

## **Current Accomplishments:**

---

**Implementing organic gardening programs**

---

**Installing an eco-roof at Columbia River Correctional Institution**

---

**Replacing fluorescent lighting with LED lighting**

---

**Expanding recycling programs**

---

**Exchanging vehicles in our fleet to include more fuel-efficient vehicles**



# Improving Programs and Cost Savings

136

## General Services

- **Working with other Oregon public safety agencies to find efficiencies in functions such as payroll, procurement, and IT**
- **Coordinated with the OHA team on facility design and site layout for Junction City**
- **SPOTS card rebates**





# Major Budget Drivers

137

**Repairs, maintenance, and upgrades of aging buildings statewide**

- 14 prisons
- 1 distribution center
- 2 central administration buildings

**Unfunded deferred maintenance projects**

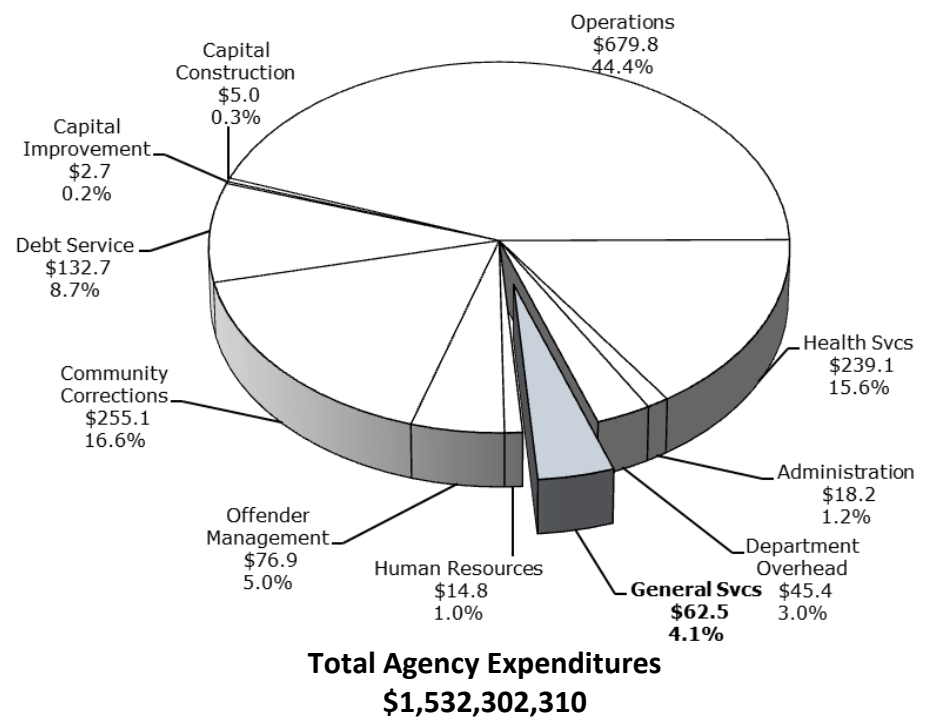
**Automation needs**

**Rising energy costs**

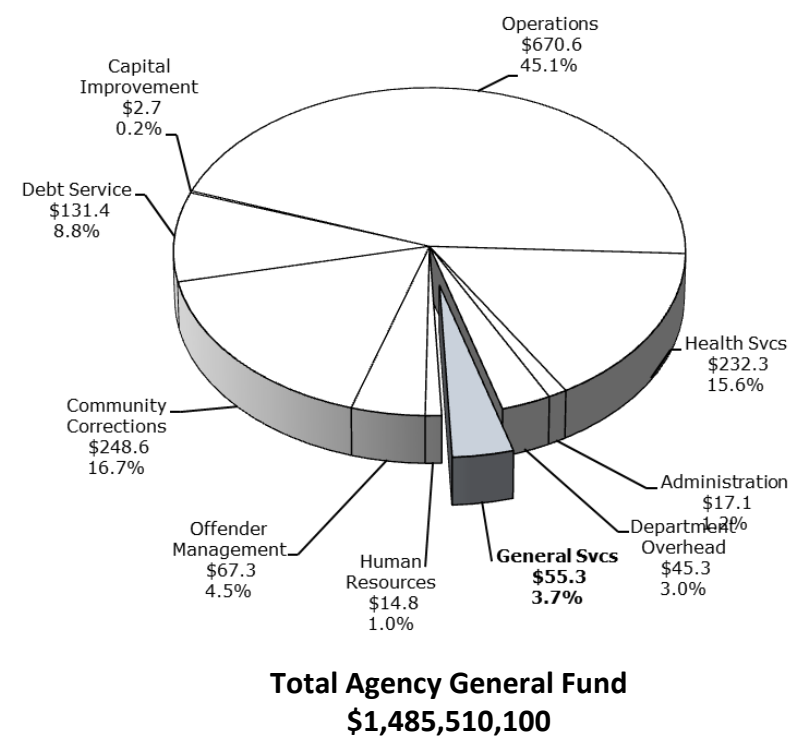


# 2013-15 Governor's Balanced Budget

**Expenditures by Division – Total Funds (\$ in millions)**



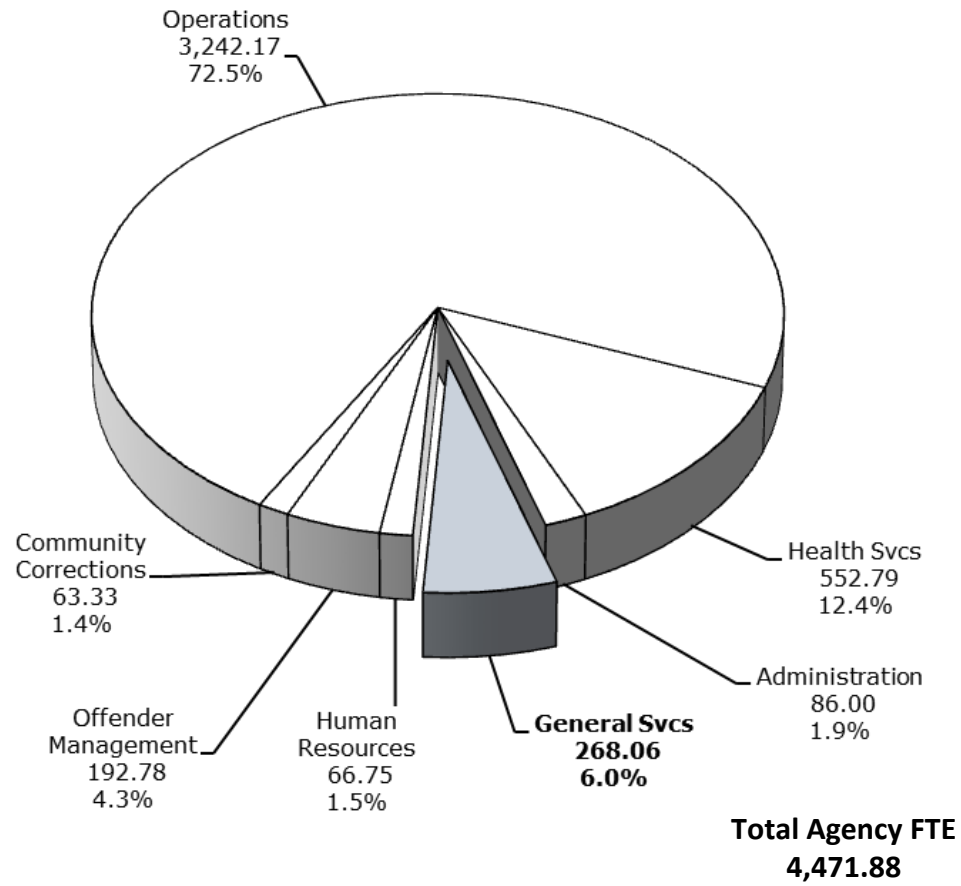
**Expenditures by Division – General Fund (\$ in millions)**





# 2013-15 Governor's Balanced Budget

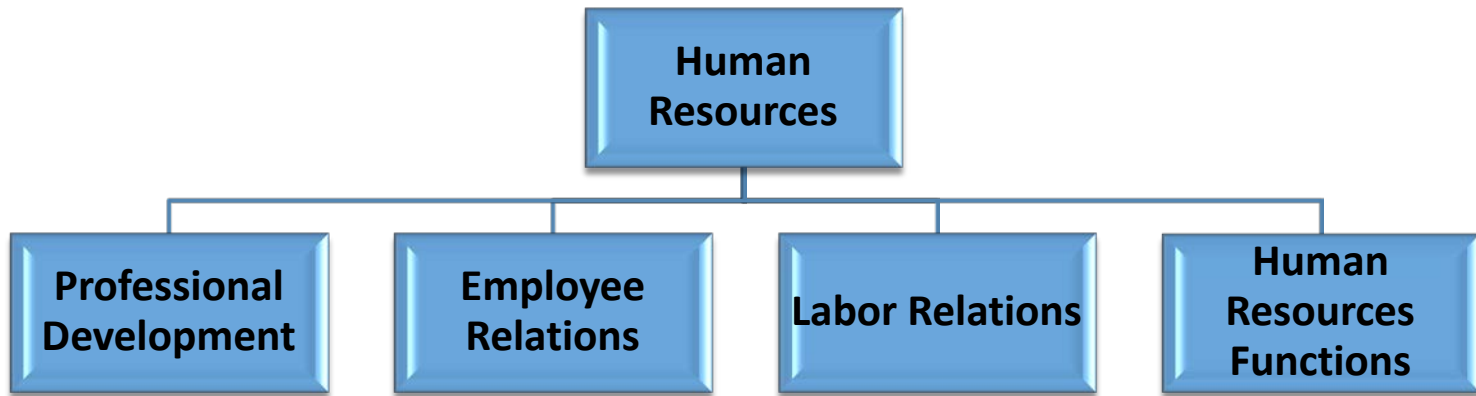
### FTE by Division





# Human Resources

140



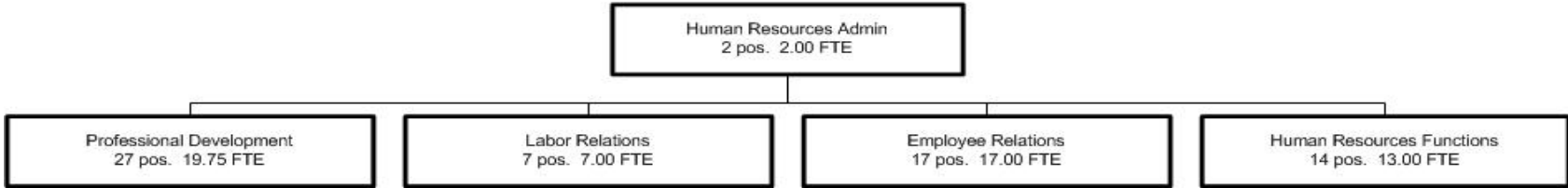
# Human Resources

Mitch Morrow, Deputy Director



# Human Resources

## OREGON DEPARTMENT OF CORRECTIONS Human Resources Division Organizational Chart 2013 -15 Governor's Balanced Budget



**Total Positions: 75**  
**FTE: 66.75**



# Human Resources

142

**To deliver employee services including:**

---

**Employee and relations**

---

**Labor relations**

---

**Professional development**

---

**Recruitment**

**Purpose**

---

**Classification and compensation**

---

**FMLA/OFLA management**

---

**Personnel records**

---



# Employee Relations

143

## Purpose

**Delivers human resources advice, guidance, and training**

**Leads application of collective bargaining agreements**

**Conducts and prepares BOLI/EEOC/Tort investigations and responses**

**Conducts personnel investigations**

**Manages workforce planning and policy management**

**Oversees Early Return to Work program**

**Ensures HR policies are updated and followed**



# Labor Relations

**Manages and negotiates five collective bargaining agreements**

---

**Fosters labor-management collaboration**

---

**Manages grievances, Unfair Labor Practices, and Demand-to-Bargain suits**

---

**Leads arbitration preparation**

---

**Provides employment litigation support**

---

**Provides agency statistical reporting**

---

**Purpose**





# Professional Development

**Leads and coordinates department training, including:**

**Basic Corrections Course (BCC)**

**New Employee Orientation (NEO)**

**Annual in-service**

**Staff suicide prevention**

**Leads and coordinates skills instructor development and certification**

**Manages training records and course development**

**Manages and develops computer-based training**

**Coordinates tobacco-free workplace initiative**

**Purpose**



# Human Resources Functions

146

## Purpose

### **Recruitment and Background Investigations:**

**Manages recruitment activities to provide a diverse, qualified workforce**

**Conducts staff background investigations**

### **Classification and Compensation:**

**Ensures consistency in agency position management and employee compensation**

**Participates in and implements DAS classification studies and strategic initiatives**

### **Family Medical Leave Act (FMLA)/Oregon Family Medical Leave Act (OFLA):**

**Ensures adherence to state and federal leave laws and associated benefits**

**Maintains DOC employee medical files**

### **Personnel Records:**

**Maintains DOC employee and position files**

**Processes position-related actions in the Position Personnel Database System (PPDB).**

**Maintains Position Inventory Control System (PICS) in partnership with DAS**



# Improve Programs and Cost Savings

147

## Human Resources

- Submitted a legislative concept to continue the provision of BCC beyond its current sunset date of 2014
- Implemented use of technology in BCC and other training
- Participates in the public safety shared resources work group
- Created a shared investigations database for the Special Investigations Unit (SIU) and HR



# Major Budget Drivers

148

**Federal PREA standards**

- Background investigations

**Employee management**

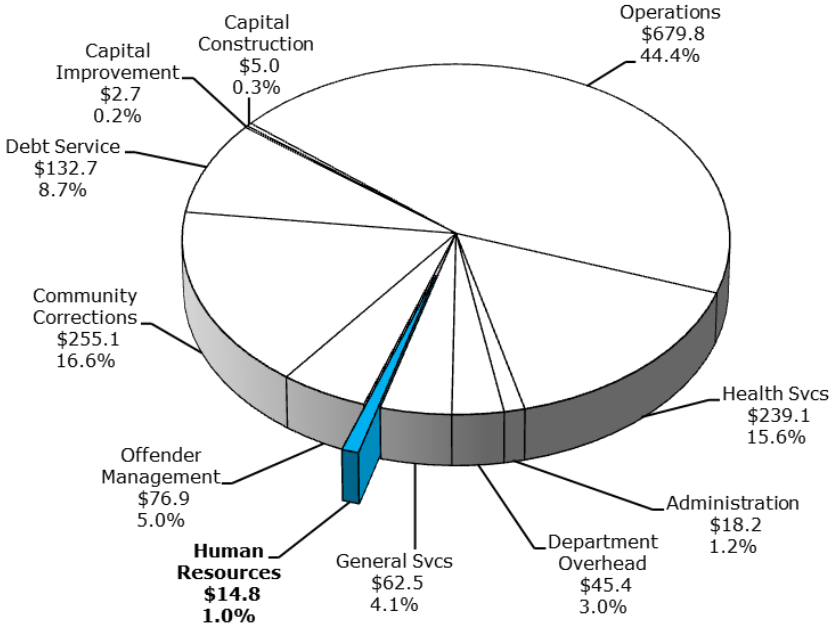
- Labor contract administration
- Employee arbitrations, litigation, and Torts

**Employee safety and wellness initiatives and results**



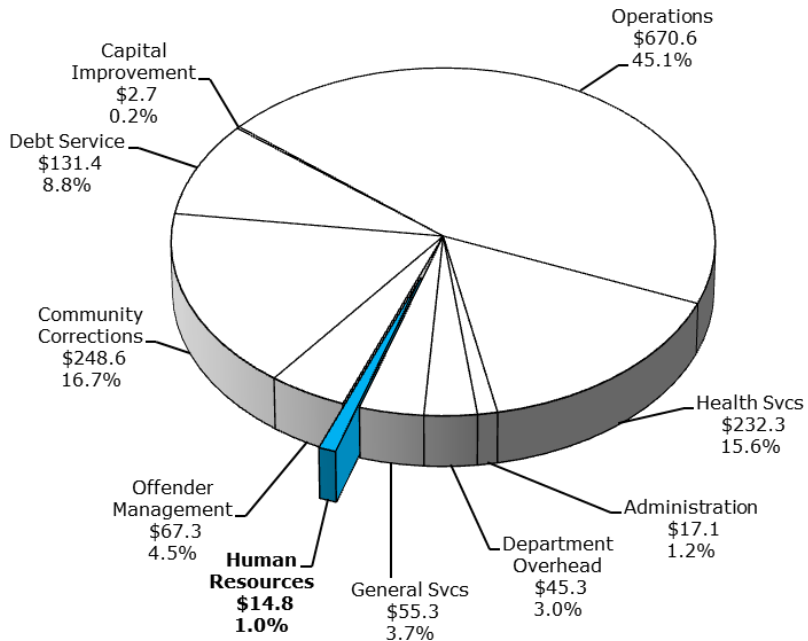
# 2013-15 Governor's Balanced Budget

**Expenditures by Division – Total Funds (\$ in millions)**



**Total Agency Expenditures  
\$1,532,302,310**

**Expenditures by Division – General Fund (\$ in millions)**

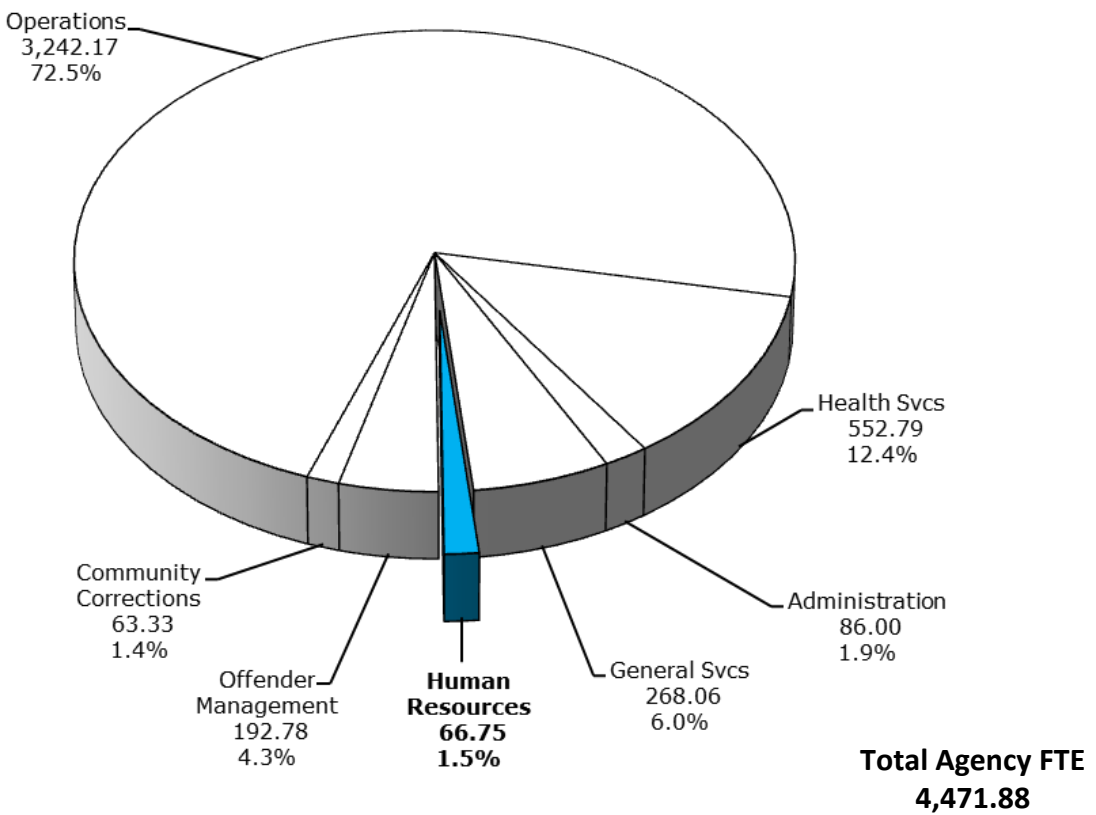


**Total Agency General Fund  
\$1,485,510,100**



# 2013-15 Governor's Balanced Budget

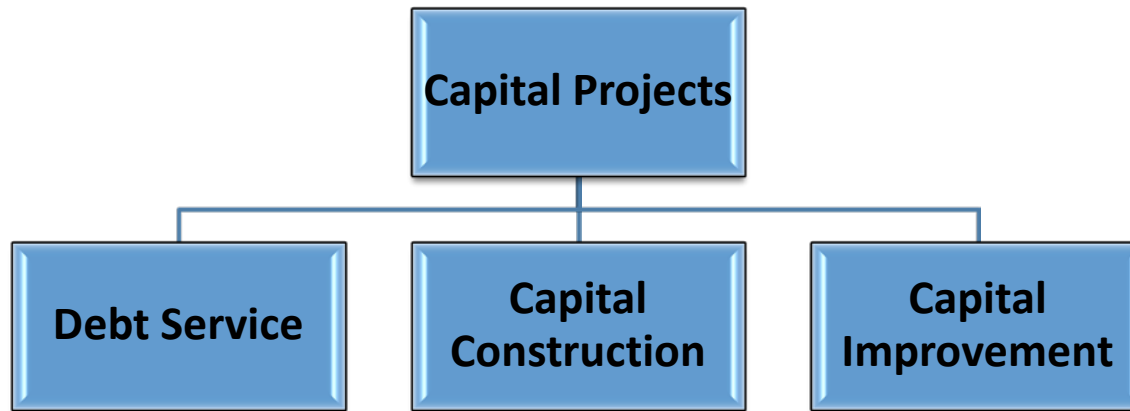
## FTE by Division





# Capital Projects

151



## Capital Projects

Mitch Morrow, Deputy Director



# Debt Services

**Legal obligation to repay borrowed funds**

---

**Typically the result of sales of Certificates of Participation (COPs) to finance new prison construction, expansions of existing facilities, deferred maintenance projects, or eligible equipment purchases**

---

**Computed by the Department of Administrative Services Finance Section based on approved project values and market conditions**

---

**Purpose**





# Capital Improvements

153

## Purpose

**Projects that change, adapt, or replace the use or function of a facility or program space**

---

**Asset protection, defined as maintenance, repair, replacement, or adaptation of a facility**

---

**Project costs must be less than \$1,000,000**

---

**Managed by the department to respond to only the most critical emergency repair needs**

---



# Capital Construction

**Capital projects with a total cost greater than \$1,000,000**

---

**Provides appropriate, safe, and secure housing for inmates**

---

**New facilities, expansions, or major deferred maintenance projects**

---

**New prison construction and community development**

---

**Manages the department's long-range construction plan based on the prison population forecast**

---

**Facilitates collaboration with internal and external stakeholders to develop strong community relationships**

---

**Purpose**



# Capital Construction/Deferred Maintenance 2013-15

155

**Oregon State Penitentiary Minimum – roof replacement**

**Oregon State Penitentiary – fire alarm system modifications and kitchen repairs**

**Shutter Creek Correctional Institution– roof replacement and kitchen repairs**

**Eastern Oregon Correctional Institution– roof repair for main building and perimeter security upgrades**

**Santiam Correctional Institution – electrical repairs & upgrades**

**Two Rivers Correctional Institution – kitchen floor repairs, fire system testing and security electronics repairs**

**South Fork Forrest Camp – overhead wiring replacement**

**Powder River Correctional Facility – kitchen floor replacement**

**Oregon State Correctional Institution– segregation unit sewer re-piping and site fire system installation**

**Snake River Correctional Institution – security system electronics replacement, HVAC upgrades, perimeter fencing and other electronics upgrades and replacements**



# Capital Construction

156

## Junction City Prison

- 900,000 sq. ft., Co-located Medium and Minimum facility
  - Minimum Facility - Approximately 532 Beds (160,000 sq. ft.)
    - **Current Law:** based on the October 2012 Corrections Population Forecast (DAS Office of Economic Analysis), the first minimum-custody unit would need to open in February 2017.
    - **Governor's Balanced Budget (GBB):** as recommended by the Public Safety Commission and incorporated into the GBB, capping the inmate population at 14,600 would delay the need for this facility indefinitely.
    - Medium Facility - Approximately 1,263 Beds (740,000 sq. Ft.)
  - Current prison population forecasts move this facility out beyond the 10-year forecast window, even under the current law scenario.



# 2013-15 Governor's Balanced Budget

## Total Budget by Fund Type

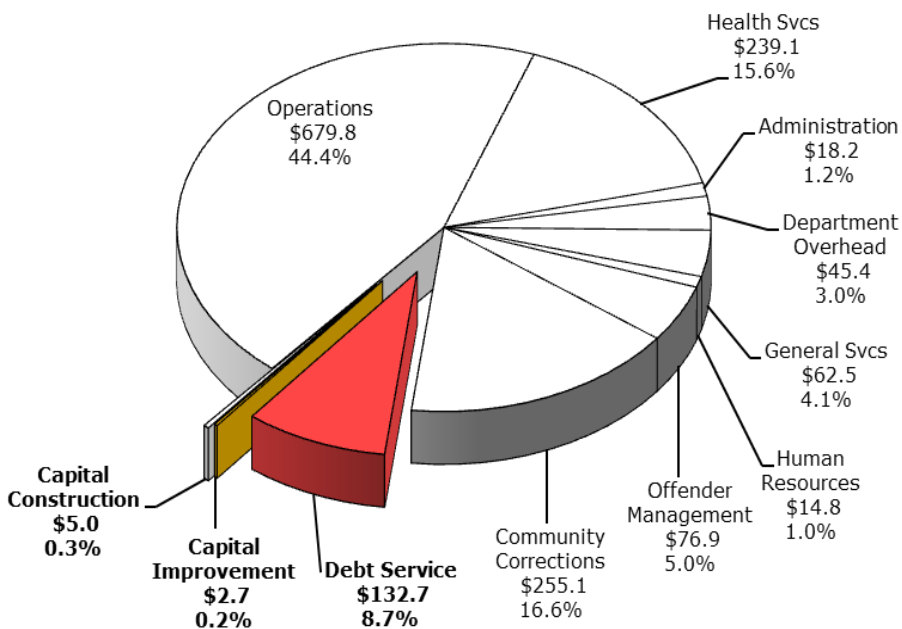
Division	General Fund	Other Funds	Federal Funds	Total Funds
Debt Service	\$131,444,114	0	\$1,262,826	\$132,706,940
Capital Improvement	\$2,698,675	0	0	\$2,698,675
Capital Construction	0	\$4,961,000	0	\$4,961,000
<b>Total</b>	<b>\$134,142,789</b>	<b>\$4,961,000</b>	<b>\$1,262,826</b>	<b>\$140,366,615</b>



# 2013-15 Governor's Balanced Budget

## Expenditures by Division (Total Funds)

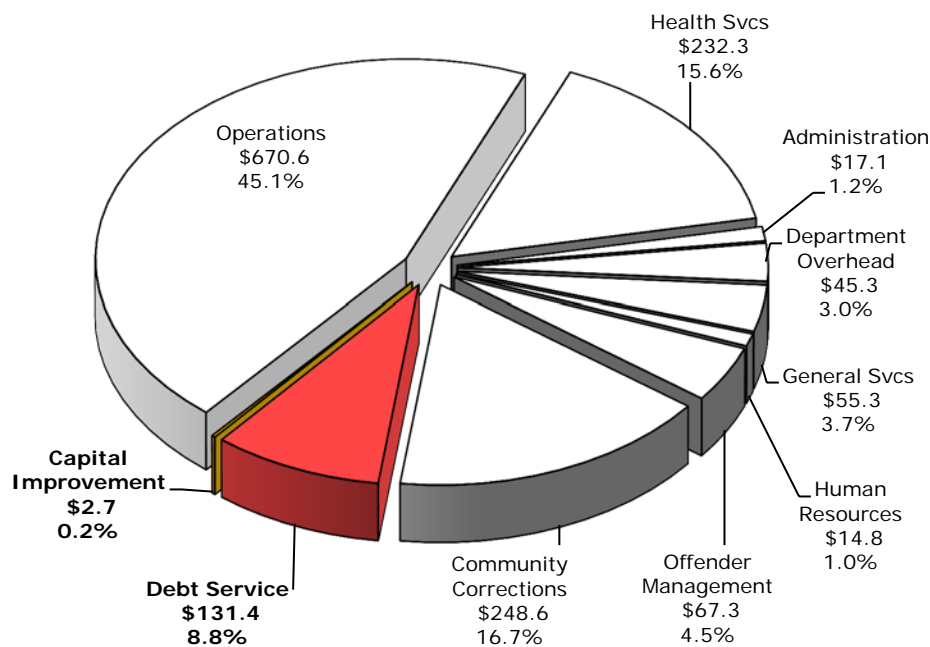
(\$ in millions)



**Total Agency Expenditures**  
\$1,532,302,310

## Expenditures by Division (General Fund)

(\$ in millions)



**Total Agency General Fund**  
\$1,485,510,100



# Appendix

159

Other Funds ending balances report

Agency Program Prioritization for 2013-15

Annual Performance Progress Report (APPR)

Letter of compliance with HB 2020 and HB 4131

Reclassifications completed during 2011-13

New employees hired during 2011-13

New employees hired above step two

Audit report as required under HB 3291

Safety outcome funding sheets